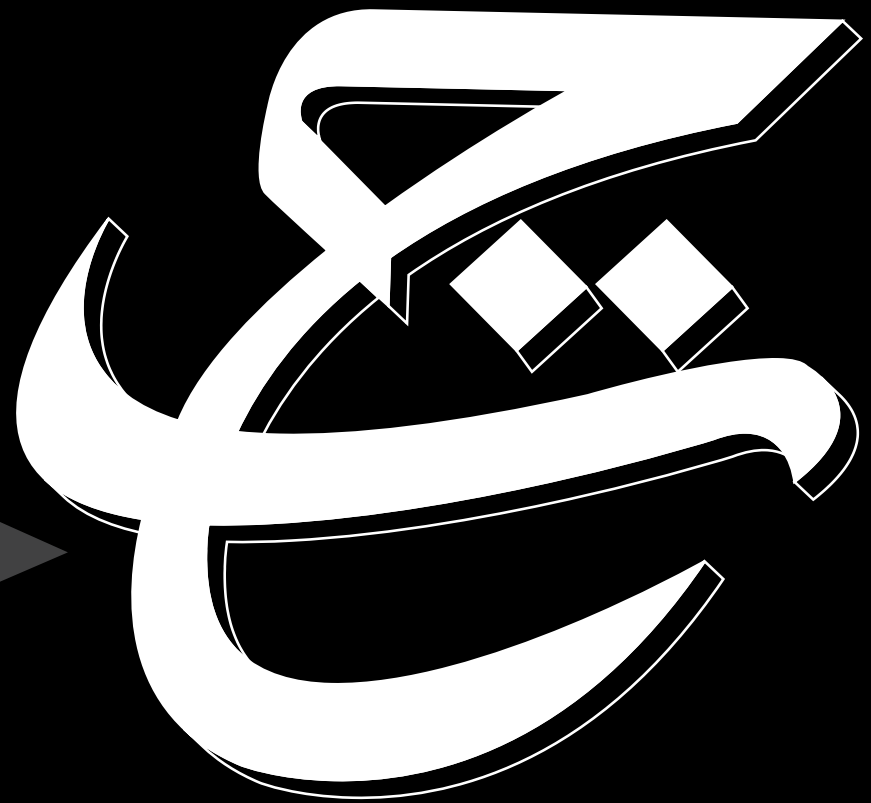




LEMBAGA TABUNG HAJI
LAPORAN TAHUNAN 2014

KE ARAH PENCAPAIAN BAHARU

Kejayaan bukannya satu destinasi, tetapi ianya adalah satu perjalanan. Sepanjang 51 tahun yang lalu, Tabung Haji telah berkembang dan mencapai pelbagai matlamat melangkaui perancangan asal. Berlandaskan kekuatan, kebolehan dan keazaman untuk mengekalkan kedudukan sebagai contoh organisasi Islam global, kini kami berhasrat untuk melakar kejayaan yang lebih tinggi. Dalam setiap aspek perniagaan, kami menaikkan tanda aras serta meningkatkan tahap piawaian, penyampaian dan perkhidmatan. Ia adalah satu perjalanan yang memberi manfaat kepada semua pemegang berkepentingan. Marilah kita bersama menuju ke arah pencapaian baharu.



TOWARDS NEW HEIGHTS

Success is a journey and not a destination. In the last 51 years Tabung Haji has come a long way and achieved goals beyond those initially envisioned. Taking stock of our strengths, capabilities and determination to sustain our position as a global role model for Islamic organisations, we now aim for greater heights. In every aspect of our business we are raising the benchmark and enhancing standards, deliverables and service levels. It's a journey that benefits all stakeholders. Together, let's reach for new heights.

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	Financial Statement (Available in CD version only)

VISI **Vision**

Tonggak kejayaan ekonomi ummah; Pengurusan haji terbilang

The Pillar of the ummah's economic success; Excellence in hajj management

- Profesionalisme
- Kerja Secara Berpasukan
- Komited
- Prihatin, Mesra dan Penyayang
- Inovatif

- Professionalism
- Teamwork
- Committed
- Caring, Friendly and Compassionate
- Innovative

NILAI **TERAS** **Core Values**

MISI **Mission**

Dalam mencapai visi *TH*, KAMI beriltizam:

- Memperkasa Ekonomi Ummah;
- Sentiasa Giat Mencari Pelaburan Strategik Global dan Lokal Bagi Pertumbuhan Berterusan;
- Menggembleng dan Memperkayakan Modal Pendeposit;
- Memberi Perkhidmatan Cemerlang yang Berterusan;
- Memudah dan Menyempurnakan Urusan Jemaah ke Arah Haji Mabrur; dan
- Memberi Pulangan yang Kompetitif, Halal dan Toyyiban.

In achieving *TH*'s vision, WE pledge:

- To strengthen the ummah's economy;
- To remain active in seeking strategic investments locally and globally to ensure sustainable growth;
- To manage and enrich depositors' funds;
- To continuously provide excellent services;
- To facilitate and assist pilgrims in achieving mabrur hajj; and
- To provide competitive, halal and toyyiban returns

"Keupayaan **TH** untuk mencapai nilai yang mampan secara konsisten telah memberi manfaat kepada negara dan umat Islam Malaysia. Prestasi memberangsangkan pada tahun ini menunjukkan **TH** telah bersedia untuk mencapai tahap yang lebih tinggi ke arah pertumbuhan baru".

TH's ability to consistently deliver sustainable value has benefitted the nation and Malaysian Muslims. Its inspiring performance this year shows it is ready to reach for greater heights and launch a new chapter of growth."

YB. Mejar Jeneral Dato' Seri Jamil Khir Bin Haji Baharom (B)
Menteri di Jabatan Perdana Menteri



SEKILAS PANDANG 2010-2014

At a Glance 2010-2014

PENDAPATAN Revenue

menghampiri
closing to

RM 3.3
billion | billion

(2010: RM2.0 billion | billion)



KEUNTUNGAN BERSIH Net Profit

pencapaian
hampir
mencecah
achievement
of almost

(2010: RM1.5 billion | billion)



KEUNTUNGAN TERKUMPUL Accumulated Profit

berjumlah
totalled

RM 10.9
billion | billion

dalam tempoh 5 tahun
within a period of 5 years



ASET BERSIH Net Assets

meningkat hampir sekali
ganda kepada
almost doubled to

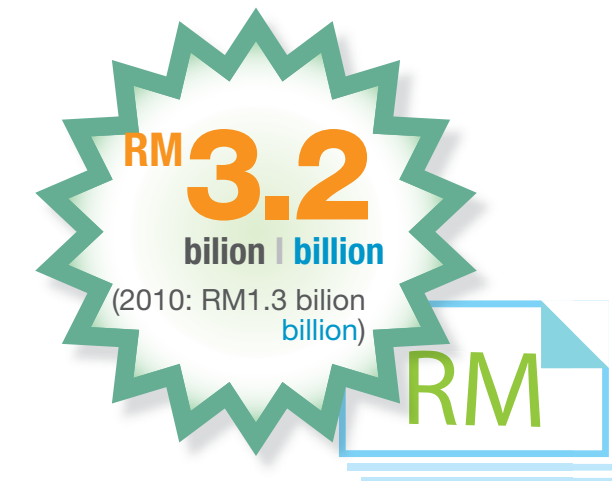
RM 54.0
billion | billion

(2010: RM28.3 billion | billion)



BONUS PENDEPOSIT Depositors' Bonus

bayaran bonus telah meningkat kepada
bonus payment soared to

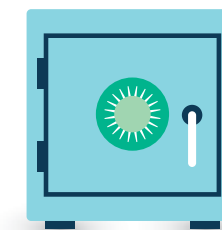


SIMPANAN PENDEPOSIT Depositors' Savings

sekali ganda kepada
doubled to

RM 54.4
billion | billion

(2010: RM27.1 billion | billion)



KADAR PURATA BONUS Bonus Average Rate



lebih tinggi
daripada kadar simpanan
Perbankan Islam (dalam 5 tahun)
exceeded the Islamic Banking placements
rate (in 5 years)

BILANGAN PENDEPOSIT Number of Depositors

meningkat
increased by

54%
kepada 8.6 juta orang
to 8.6 million people

(2010: 5.6 juta orang | million people)



RINGKASAN PRESTASI KEWANGAN 5 TAHUN (2010-2014)

5-Year Financial Performance Summary (2010-2014)

KUMPULAN GROUP	2014 (RM JUTA) (RM MILLION)	2013 (RM JUTA) (RM MILLION)	2012 (RM JUTA) (RM MILLION)	2011 (RM JUTA) (RM MILLION)	2010 (RM JUTA) (RM MILLION)
Pendapatan* Revenue*	8,192	7,130	6,367	5,554	5,287
Keuntungan Operasi* Operating Profit*	4,466	3,209	2,881	2,412	2,374
Keuntungan Tahun Semasa* Profit for The Year*	4,615	2,510	2,249	2,058	2,013
Bonus Pendeposit Depositors' Bonus	3,237	2,632	2,458	1,678	1,332
Simpanan Pendeposit Depositors' Savings	54,358	45,719	38,284	31,694	27,115
Aset Bersih Net Assets	57,037	49,547	43,027	35,014	30,805
TH					
Pendapatan* Revenue*	3,289	3,730	2,835	2,176	2,056
Keuntungan Operasi* Operating Profit*	2,783	3,012	2,357	1,741	1,648
Keuntungan Tahun Semasa* Profit for The Year*	2,979	2,634	2,146	1,689	1,497
Bonus Pendeposit Depositors' Bonus	3,237	2,632	2,458	1,678	1,332
Simpanan Pendeposit Depositors' Savings	54,358	45,719	38,284	31,694	27,115
Aset Bersih Net Assets	54,006	48,169	40,125	32,036	28,285

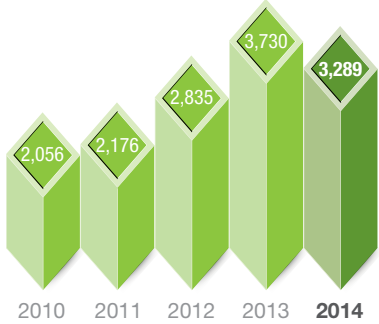
* Pendapatan & Keuntungan Kumpulan dan TH merangkumi prestasi daripada operasi yang dihentikan.

* Revenue and Profit of the Group and of TH include discontinued operations.

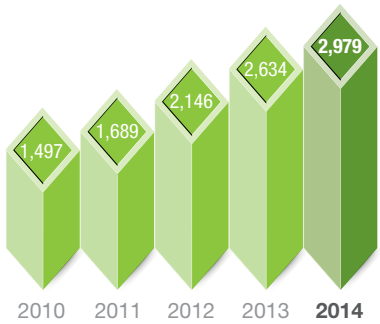
STATISTIK 5 TAHUN TH (2010-2014)

TH's 5-Year Statistics 2010-2014

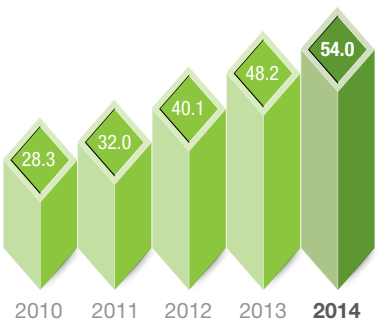
PENDAPATAN
Revenue
(RM Juta | RM Million)



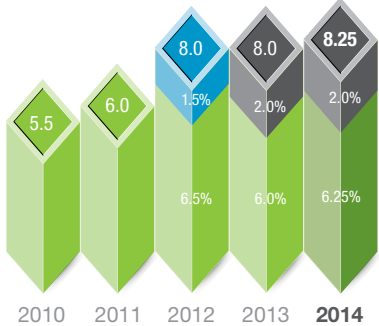
KEUNTUNGAN BERSIH
Net Profit
(RM Juta | RM Million)



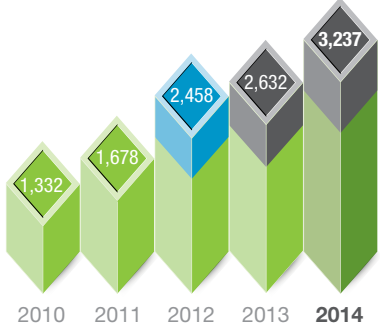
ASET BERSIH
Net Asset
(RM Bilion | RM Billion)



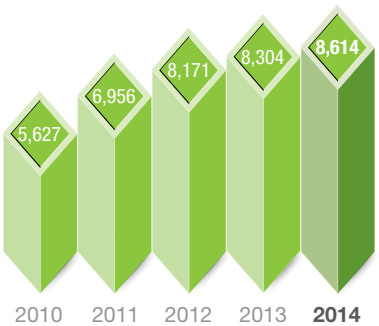
KADAR BONUS PENDEPOSIT
Depositors' Bonus Rate
(%)



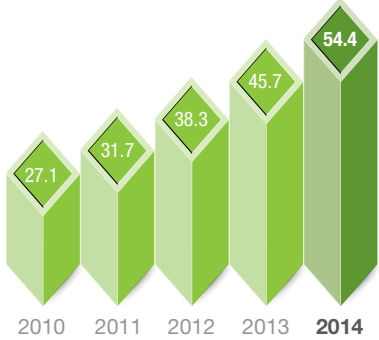
BONUS PENDEPOSIT
Depositors' Bonus
(RM Juta | RM Million)



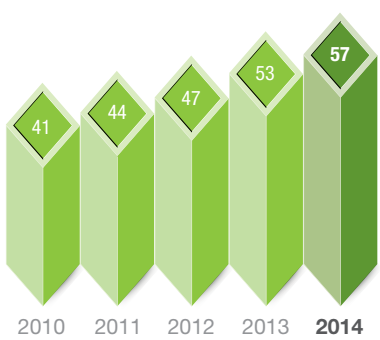
BILANGAN PENDEPOSIT
Number of Depositors
(*'000 Pendeposit | *'000 Depositors)



SIMPANAN PENDEPOSIT
Depositors' Saving
(RM Bilion | RM Billion)



ZAKAT
Zakat
(RM Juta | RM Million)



- Bonus Tahunan
Annual Bonus
- Bonus Haji
Haji Bonus
- Bonus Khas sempena
Ulangtahun ke-50 TH
Special Bonus Commemorating TH
50 years Anniversary



PENCAPAIAN 2014

2014 Milestones

9 MEI | May

Kelab TaHa menerima pengiktirafan dari 'Malaysia Book of Records' sebagai sebuah kelab yang mempunyai jumlah keahlian pelajar sekolah paling ramai

Kelab TaHa received recognition from the Malaysia Book of Records for having the highest number of school students' membership in a single club



5 JUN | June

Buku 'Coffee Table' TH dilancarkan sempena Ulangtahun TH ke-50

TH Coffee Table book was launched in conjunction with TH's 50th Anniversary

5 JUN | June

TH memperkenalkan Tabung Haji Debit-i Mastercard kepada para pendeposit

TH introduced Tabung Haji Debit-i Mastercard for depositors



5 JUN | June

TH membuka Pusat Khidmat Kewangan Islam (IFiC) kedua di Ibu Pejabat TH, Kuala Lumpur

TH opened its 2nd Islamic Financial Services Centre (IFiC) at TH Head Office, Kuala Lumpur

10 OKTOBER | October

TH tubuhkan Akaun Pelaburan Terhad patuh syariah di Bank Islam dengan peruntukkan RM200 juta untuk Agenda Pemerkasaan Ekonomi Bumiputera (BEA)

TH established a shariah-compliant Restricted Investment Account at Bank Islam with a RM200 million allocation, to support the Bumiputera Economic Empowerment Agenda (BEA)



1 NOVEMBER | November

TH memulakan operasi perkhidmatan kaunter pada Sabtu pertama setiap bulan

TH started its 1st Saturdays' counter operation every month

MUSIM HAJI 1435H | Hajj Season 1435H



- 'City check-in' penerbangan balik secara menyeluruh di Makkah dan Madinah diperkenalkan oleh TH
- TH introduced full 'city check-in' for return flight in Makkah and Madinah



- TH memperkenalkan 'Talian Kaunseling' untuk jemaah haji
- TH 'Tele-counselling' was first introduced for hajj pilgrims



- TH memulakan perkhidmatan pergigian untuk jemaah haji
- TH started its dental service for hajj pilgrims

BERSEDIA MEMBERIKAN NILAI YANG LEBIH TINGGI

> 14 - 110

14 **PERUTUSAN Pengerusi** **Chairman's Statement**

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- Panel Pelaburan

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- Laporan Pengurusan Risiko
- Laporan Integriti

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- **TH** State Directors



PERUTUSAN

**Datuk Seri Panglima
Abdul Azeez Abdul Rahim**
Pengerusi
Chairman

PENGERUSI

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Dengan nama Allah yang Maha Pengasih lagi Maha Penyayang. Segala puji-pujian hanya kepada Allah SWT, selawat dan salam ke atas Nabi Muhammad SAW dan sahabat-sahabat baginda.

In the name of Allah the Most Compassionate and the Most Merciful. All praise is to Allah SWT, peace and blessings be upon the Prophet Muhammad SAW and his companions.

Alhamdulillah, **TH** telah mencapai satu lagi tahun cemerlang dengan memberi nilai kepada semua pemegang berkepentingan. Berbekalkan kejayaan lima dekad, tahun ini menyaksikan satu lagi evolusi **TH** dalam usaha meningkatkan kemampuan dan transformasi korporat ke arah pertumbuhan yang lebih mampan. Segala usaha membuahkan hasil di mana pada penghujung 2014, **TH** mencatatkan prestasi baik dari segi keuntungan dan margin keuntungan operasi. Prestasi ini membuktikan **TH** berada di landasan yang tepat untuk menuju kecemerlangan yang lebih gemilang di masa hadapan.

Bagi pihak Lembaga Pengarah, saya dengan sukacita membentangkan Laporan Tahunan Lembaga Tabung Haji bersama Penyata Kewangan Kumpulan yang telah diaudit bagi tahun kewangan berakhir 31 Disember 2014.

Alhamdulillah, **TH** has achieved another excellent year in delivering value to all our stakeholders. Emerging from five decades of exemplary success, it has been a year of evolving our capabilities and corporate transformation to position ourselves for a new chapter of sustainable growth. At the end of 2014, we have seen our efforts bearing fruit as we continued to accomplish better result in terms of profits and operational margins. Our performance is testament that **TH** is on track to reach greater heights of excellence in the future.

On behalf of the Board of Directors, I am pleased to present Lembaga Tabung Haji's Annual Report together with the audited Group Financial Statements for the financial year ended 31 December 2014.



MENCAPAI ARAS KECEMERLANGAN BARU

TH telah mencatat perolehan melebihi RM3 bilion untuk kali kedua dan keuntungan bersih selepas zakat hampir mencecah RM3 bilion bagi tahun 2014.

Dalam keadaan persekitaran pasaran yang mencabar, **TH** terus mencatat kedudukan baik dalam sekuriti hutang dan pelaburan ekuiti (di mana kedua-duanya menyumbangkan 66% kepada pendapatan), hasil daripada strategi berhemah, amalan dan usaha pihak Lembaga Pengarah, Panel Pelaburan, pihak Pengurusan serta anggota. Selain itu, pengurangan perbelanjaan operasi dan sentimen pasaran hartanah yang positif turut menyumbang kepada peningkatan 15% dalam keuntungan tahun 2014.

MENDEKATI DAN MENGHULURKAN BANTUAN

Dalam tahun 2014, negara telah dilanda dengan tragedi nahas udara dan bencana alam. Peristiwa yang mengakibatkan kehilangan banyak nyawa dan kesedihan ahli keluarga mangsa ini, menguji kekuatan dan kestabilan negara.

TH turut serta menghulurkan pelbagai bantuan bagi membina semula kehidupan mangsa dan keluarga yang terlibat pada saat yang diperlukan. **TH** juga telah melaksanakan Badal Haji untuk anak-anak kapal pesawat MH17 yang terkorban dan mengumpul dana untuk mangsa banjir di Pantai Timur serta rakyat Palestin yang menderita akibat peperangan. Selain itu, bantuan kebajikan juga dihulurkan kepada ahli keluarga jemaah haji yang meninggal dunia semasa mengerjakan haji di Tanah Suci.

REACHING NEW HEIGHTS

TH recorded revenue of over RM3 billion for the second time and net profit after zakat of nearly RM3 billion for the year 2014.

Resiliently withstanding a challenging market environment, **TH** made good strides in debt securities and equity investments (combined contribution of 66% to revenue), as a result of prudent strategies, practices and efforts of the Board, Investment Panel, as well as Management and staff. In addition, reduced operating expenses and positive properties market sentiment also contributed to a 15% increase in profits in 2014.

REACHING OUT AND EXTENDING AID

In 2014, our nation was embattled with a series of air and natural disasters. The tragic events which resulted in many lost lives and grieving families tested the nation's mettle and spirit.

In our quest to help survivors rebuild their lives and move on, **TH** mobilised emergency assistance to aid the victims and families in their hour of need. We also performed 'Badal Haji' for the crew members who perished on MH17 and raised funds for the East Coast flood victims as well as for the Palestinians affected by war. Substantial welfare aid was also extended to family members of the hajj pilgrims who passed away during pilgrimage in the Holy Land.

Sehubungan itu, bagi pihak **TH**, saya ingin merakamkan ucapan takziah kepada ahli keluarga mangsa MH370, MH17 dan QZ8501 serta mangsa banjir di Pantai Timur. Semoga Allah SWT mengurniakan mereka kekuatan dan kesabaran dalam menghadapi ujian ini.

Dalam menzahirkan nilai teras **TH** iaitu 'Prihatin' dan 'Penyayang' dan bagi memenuhi jangkaan pemegang berkepentingan berhubung amalan tanggungjawab sosial dalam semua aktiviti yang dijalankan, peruntukan bagi program-program tanggungjawab sosial korporat (CSR) terus dipertingkatkan. Sebahagian besar diperuntukkan untuk subsidi haji yang termasuk kos logistik, perkhidmatan kesihatan, makanan, penginapan, pengangkutan serta bimbingan dan kursus-kursus haji.

SUMBANGAN ZAKAT

Sumbangan zakat **TH** meningkat sebanyak 8% kepada RM57 juta berbanding RM52.9 juta pada 2013. Bayaran zakat perniagaan kepada semua Pusat Kutipan Zakat Negeri dan kepada asnaf yang layak mengikut purata baki simpanan terkumpul minimum pendeposit bagi setiap negeri sepanjang tahun. Negeri Selangor, Wilayah Persekutuan, Johor, Kelantan dan Kedah mencatat lima (5) penerima bayaran zakat simpanan pendeposit tertinggi bagi tahun 2014.

On this note, on behalf of **TH**, I would like to extend my condolences to the families of the victims of MH370, MH17 and QZ8501 and flood victims in the East Coast. May Allah SWT grant them strength and patience in these testing times.

Towards realising **TH** core values of 'Caring' and 'Helpful,' and to meet stakeholder expectations of social responsibility practices in all initiated activities, allocation for corporate social responsibility (CSR) programmes continues to be increased. Most of the funds provided are allocated towards hajj subsidies, which include the cost of logistics, health services, food, lodging, transportation, counseling and hajj courses.

ZAKAT CONTRIBUTION

TH zakat contribution increased by 8% to RM57 million compared to RM52.9 million in 2013. The business zakat payment was paid out to all State Zakat Collection Centres and to eligible asnaf according to the depositors' average minimum accumulated savings balance for each state throughout the year. The states of Selangor, Wilayah Persekutuan, Johor, Kelantan and Kedah constituted the top five (5) zakat recipients for depositors' savings in 2014.

BAYARAN BONUS TERTINGGI

Sejajar dengan prestasi kewangan cemerlang pada 2014, **TH** mengumumkan pemberian ‘hibah’ Bonus Tahunan sebanyak 6.25% kepada lebih 8.6 juta pendeposit dan Bonus Haji sebanyak 2.0% bagi akaun pendeposit yang belum mengerjakan haji. Pemberian Bonus Haji ini menunjukkan iltizam **TH** dalam mendokong matlamat penubuhannya dan menjaga kebajikan para pendeposit yang kurang berkemampuan untuk mengerjakan haji.

Kedua-dua bonus ini membawa kepada jumlah pembayaran sebanyak RM3.2 bilion, iaitu peningkatan 23% berbanding RM2.6 bilion pada 2013. Ini merupakan bayaran bonus tertinggi sejak penubuhan **TH** 51 tahun lalu.

FOKUS TAHUN 2015

Ke arah menuju aras kecemerlangan baru, **TH** mensasarkan pulangan mampan dan berterusan menerusi pelan perancangan strategik lima tahunnya.

TH akan terus dipacu oleh komitmen untuk melabur secara aktif dalam sektor-sektor patuh syariah yang berisiko rendah dan stabil di dalam negara. Langkah ini selaras dengan matlamat untuk memastikan sumber pulangan yang halal dan toyyiban, di samping mengekalkan nilai simpanan para pendeposit. Ianya sekaligus akan mengukuhkan lagi kedudukan kewangan **TH** dan ekonomi domestik negara.

PENGHARGAAN

Bagi pihak Lembaga Pengarah, saya mengucapkan penghargaan kepada Kerajaan Malaysia di bawah kepimpinan Perdana Menteri, YAB Dato’ Sri Mohd Najib bin Tun Abdul Razak yang sentiasa memberi sokongan kepada **TH**, terutamanya YB Mejar Jeneral Dato’ Seri Jamil Khir bin Haji Baharom, Menteri di Jabatan Perdana Menteri yang telah banyak mendorong dan membantu **TH** dalam pelbagai segi.

HIGHEST BONUS PAY OUT

In line with 2014’s sterling financial performance, **TH** has announced an annual bonus ‘hibah’ payment of 6.25% to more than 8.6 million depositors and 2.0% Hajj Bonus to the depositor accounts of those who have not performed the haji. This Hajj Bonus fortifies **TH’s** intent to uphold its core objective and safeguard the welfare of depositors who cannot afford to fulfil their pilgrimage.

Both of these bonuses involved a total pay-out of RM3.2 billion, an increase of 23% against the RM2.6 billion pay-out in 2013. This is the highest payment ever since **TH** was founded 51 years ago.

FOCUS IN 2015

Moving ahead towards new heights, **TH** targets to deliver more continuous sustainable returns through strategic five-year planning.

TH continues to be driven by its commitment to actively invest in Shariah compliant domestic sectors that are low risk and high in stability. This is in line with its objective to ensure returns that are *halal* and *toyyiban*, while maintaining the value of depositors’ savings. This will strengthen both **TH’s** financial position and the domestic economy.

IN APPRECIATION

On behalf of the Board, I would like to thank the Malaysian Government, under the leadership of Prime Minister, YAB Dato’ Sri Mohd Najib bin Tun Abdul Razak, for the constant support rendered to **TH**. In particular, the YB Major General Dato’ Seri Jamil Khir bin Haji Baharom, Minister in the Prime Minister Department, who has provided much encouragement and assistance to **TH** in many ways.



Setinggi-tinggi penghargaan kepada semua pemegang berkepentingan atas sokongan serta sumbangan mereka dan juga kepada semua pendeposit atas kepercayaan dan keyakinan terhadap **TH** selama ini.

Saya juga ingin mengucapkan penghargaan kepada rakan-rakan Ahli Lembaga Pengarah atas sokongan dan buah fikiran mereka demi kejayaan **TH**. Saya turut mengambil peluang ini untuk mengalu-alukan kedatangan YBhg Tan Sri Sri Dr Abdul Samad Alias sebagai Ahli Panel Pelaburan **TH** yang dilantik pada 1 Jun 2014 lalu.

Penghargaan juga diberikan kepada pihak pengurusan dan anggota atas usaha mereka dalam merealisasikan satu lagi tahun yang cemerlang buat **TH**. Dengan sumbangan dan sikap dedikasi anggota, saya yakin **TH** terus berada di atas landasan yang tepat ke arah pencapaian yang lebih gemilang, InsyaAllah.

My utmost appreciation goes out to all stakeholders for their support and contributions and also to all **TH** depositors for their trust and confidence in us over the years. **TH** pledges to continue to strive to meet their needs and expectations.

I would also like to extend my appreciation to my fellow Board Members for their support and insights that have propelled **TH’s** success. I take this opportunity to welcome a new member to our Investment Panel, YBhg Tan Sri Dr Abdul Samad Alias who was appointed on 1 June 2014.

I also wish to congratulate the **TH** management and staff for their efforts which have realised another outstanding year. With their contribution and dedicated attitude of our staff, I am positive **TH** is on the right track on its journey towards a higher level of performance, InsyaAllah.

Datuk Seri Panglima Abdul Azeez Abdul Rahim
Pengerusi | Chairman



Board of Directors

LEMBAGA

Pengerusi | [Chairman](#)

Datuk Seri Panglima Abdul Azeez Abdul Rahim • PJJ, SSAP, SPDK, DIMP, JP

Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif
[Group Managing Director and Chief Executive Officer](#)

Tan Sri Ismee Ismail • PSM, SSIS, PJJ, DHMS, DSNS

Wakil Jabatan Perdana Menteri (JPM) | [Prime Minister's Department \(PMO\) Representative](#)

Datuk Seri Othman Mahmood • SMW, PJJ, PMW, AMN

Wakil Perbendaharaan | [Treasury Representative](#)

Tan Sri Dr. Mohd Irwan Serigar Abdullah • PSM, SSAP, SPSK, DCSM, DIMP, DPSK, SAP

Ahli Lembaga Pengarah | [Board Member](#)

Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin • PSM, DIMP, DSNS, JSM



PENGARAH

Ahli Lembaga Pengarah | [Board Member](#)

Tan Sri Dato' Paduka Badruddin Amiruldin • PSM, DHMS, DSDK, BKM, PJK, JP

Ahli Lembaga Pengarah | [Board Member](#)

Tan Sri Datuk Mohamad Aziz • PSM, PJJ, SMJ, KMN, PIS, BSI, AMN, PPN

Ahli Lembaga Pengarah | [Board Member](#)

Tan Sri Dato' Hashim Meon • PSM, DPMS, KMN



Ahli Lembaga Pengarah | [Board Member](#)

Dato' Ghazali Awang • DIMP

Ahli Lembaga Pengarah | [Board Member](#)

Datuk Rosni Sohar • DMSM, PJK

PROFIL LEMBAGA PENGARAH

Board of Directors' Profile

Datuk Seri Panglima Abdul Azeez Abdul Rahim berasal dari Petaling Jaya, Selangor. Beliau adalah Ahli Parlimen Baling dan merupakan Ahli Majlis Tertinggi UMNO Malaysia sejak 2008, serta merangkap Pengerusi Eksekutif Yayasan Pembangunan Rakyat Baling, Kedah.

Beliau berpengalaman luas dalam bidang perniagaan dan korporat serta merupakan Pengerusi Eksekutif di beberapa buah syarikat. Selain itu, beliau juga merupakan penasihat di beberapa syarikat tersenarai awam. Sejak 2012, beliau diberi jawatan penting di dalam dua anak syarikat **TH** iaitu sebagai Pengerusi TH Real Estate LLC dan Ahli Lembaga Pengarah Theta Edge Berhad.

Beliau juga telah dilantik sebagai Pengerusi Eksekutif syarikat Seni Jaya Corporation Berhad pada 5 Mei 2014 dan kemudiannya dilantik sebagai Pengerusi Bukan Eksekutif Bukan Bebas pada 3 Jun 2014. Beliau juga merupakan Pengarah Bukan Eksekutif Bukan Bebas Brahim's Holdings Berhad sejak 26 Jun 2014.

Beliau pernah menyandang jawatan Pengerusi Eksekutif Sekretariat Perunding Yayasan Pembangunan Ekonomi Islam Malaysia (YPEIM) dari tahun 2000-2008 dan Ahli Lembaga Pengarah GIATMARA Malaysia dari tahun 2008-2010. Pada masa ini, beliau merupakan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif di Azeera Management Consultants (M) Sdn. Bhd. sejak tahun 2003.

Beliau aktif dalam kerja-kerja kebajikan dan sukarelawan. Beliau telah menubuhkan Kelab Putera 1 Malaysia pada 2010 setelah mendapat persetujuan daripada YAB Dato' Sri Mohd Najib Tun Abdul Razak, Perdana Menteri Malaysia. Beliau terlibat secara langsung dalam semua siri bantuan kemanusiaan di negara-negara yang ditimpa bencana alam.

Datuk Seri Panglima Abdul Azeez Abdul Rahim dilantik sebagai Ahli Lembaga Pengarah **TH** pada 2011. Beliau kemudiannya telah dilantik sebagai Pengerusi **TH** pada 1 Julai 2013.

Datuk Seri Panglima Abdul Azeez Abdul Rahim is from Petaling Jaya, Selangor. He is a Member of Parliament for Baling and also a Member of UMNO Supreme Council since 2008, as well as the Executive Chairman of Yayasan Pembangunan Rakyat Baling, Kedah.

He has vast experience in both business and corporate sectors, and serves as an Executive Chairman in several organisations. Besides that, he is also an adviser to several public listed companies. Since 2012, he holds important posts in two **TH** subsidiaries, namely TH Real Estate LLC and Theta Edge Berhad as Chairman and Board Member respectively.

He was appointed Executive Chairman of Seni Jaya Corporation Berhad on 5 May 2014 and later re-designated as Non-Independent Non-Executive Chairman on 3 June 2014. He currently sits on the Board of Brahim's Holdings Berhad as a Non-Independent Non-Executive Director, a position he has held since 26 June 2014.

He was once the Executive Chairman of Sekretariat Perunding Yayasan Pembangunan Ekonomi Islam Malaysia (YPEIM) from 2000-2008 and Director of GIATMARA Malaysia from 2008-2010. Since 2003, he has been the Chief Executive Officer of Azeera Management Consultants (M) Sdn. Bhd.

He is actively involved in various charitable and community activities. In 2010, he formed Kelab Putera 1 Malaysia after the idea was accepted by YAB Prime Minister, Dato' Sri Mohd Najib Tun Abdul Razak. He has been directly involved in a series of humanitarian aid to countries that have experienced natural disasters.

Datuk Seri Panglima Abdul Azeez Abdul Rahim was appointed as a Member of **TH**'s Board of Directors in 2011. He was later appointed as **TH**'s Chairman on 1 July 2013.



Datuk Seri Panglima Abdul Azeez Abdul Rahim

PJN, SSAP, SPDK, DIMP, JP

Pengerusi | **Chairman**



Tan Sri Ismee Ismail dilahirkan di Batu Pahat, Johor. Beliau berpengalaman luas di sektor swasta dengan memegang jawatan penting di beberapa organisasi, di antaranya Pengurus Besar di Arab Malaysia Development Berhad dan beberapa jawatan kewangan di syarikat pengeluar minyak antarabangsa, Shell Malaysia.

Beliau pernah berkhidmat sebagai Ketua Akauntan di Pengurusan Danaharta Nasional Berhad dan Pengurus Besar Kanan Kewangan di **TH** bermula Disember 2001 hingga November 2003. Beliau kemudiannya menyandang jawatan sebagai Ketua Pegawai Eksekutif di sebuah syarikat broker saham.

Tan Sri Ismee Ismail menyertai semula **TH** sebagai Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif serentak dengan pelantikannya sebagai Ahli Lembaga Pengarah pada 1 Januari 2006.

Tan Sri Ismee Ismail is from Batu Pahat, Johor. He has vast experience working in the private sector, holding key positions in several organisations including as a General Manager with Arab Malaysia Development Berhad and several financial positions with an international oil company, Shell Malaysia.

He served Pengurusan Danaharta Nasional Berhad as Chief Accountant, and was Senior General Manager Finance in **TH** from December 2001 to November 2003. He later joined a stockbroking company as the Chief Executive Officer.

Tan Sri Ismee Ismail rejoined **TH** as the Group Managing Director and Chief Executive Officer following his appointment as a Member of **TH's** Board of Directors on 1 January 2006.



Tan Sri Ismee Ismail
PSM, SSIS, PJN, DHMS, DSNS
Pengarah Urusan Kumpulan dan
Ketua Pegawai Eksekutif
Group Managing Director and
Chief Executive Officer

- Ahli Fellow Chartered Institute of Management Accountants (FCMA)
- Ahli Chartered Accountants of Malaysia, CA(M)



Datuk Seri Othman Mahmood berasal dari Muar, Johor. Beliau telah berkhidmat di JPM dari tahun 2006 dan kini merupakan Timbalan Ketua Setiausaha Kanan di Jabatan Perdana Menteri. Sepanjang kerjayanya di JPM, beliau telah menyandang beberapa jawatan penting di antaranya, Penolong Pengarah di Kementerian Kewangan, Setiausaha Bahagian di Bahagian Kewangan & Pembangunan dan Timbalan Ketua Setiausaha. Beliau juga pernah memegang jawatan sebagai Penolong Pegawai Daerah di Negeri Sembilan dan Timbalan Pegawai Kewangan Negeri di Jabatan Kewangan dan Perbendaharaan Negeri Melaka.

Beliau aktif dalam kegiatan kebajikan dan kemasyarakatan dan telah dilantik sebagai Pengerusi Kelab Bukit Perdana JPM pada tahun 2011 dan Setiausaha Kehormat Kelab Golf Perkhidmatan Awam Malaysia (KGPA).

Datuk Seri Othman Mahmood dilantik sebagai Ahli Lembaga Pengarah **TH** pada 16 Januari 2012.

Datuk Seri Othman Mahmood is from Muar, Johor. He has served in the Prime Minister's Department since 2006 and is currently the Senior Deputy Secretary-General. Throughout his career in the Prime Minister's Department, he held several key positions, including Deputy Director in the Ministry of Finance, Secretary of the Financial and Development Division and Deputy Secretary-General. He was once the Assistant District Officer of Negeri Sembilan and Deputy State Financial Officer in the Melaka State Finance and Treasury Department.

He is actively involved in various charitable and community activities and was appointed as Chairman of the Kelab Bukit Perdana JPM in 2011 and Honorary Secretary of the Malaysia's Civil Service Golf Club (KGPA).

Datuk Seri Othman Mahmood was appointed as a Member of **TH's** Board of Directors on 16 January 2012.



Datuk Seri Othman Mahmood
SMW, PJN, PMW, AMN
Wakil Jabatan Perdana Menteri (JPM)
Prime Minister's Department (PMO) Representative

- Sarjana Pengurusan Sumber Tanah, Universiti Putra Malaysia
- Sarjana Muda Sosiologi (Kepujian), Universiti Kebangsaan Malaysia
- Diploma Pentadbiran Awam (INTAN)



Tan Sri Dr. Mohd Irwan Serigar Abdullah berasal dari Kota Bharu, Kelantan. Beliau menyertai Perkhidmatan Tadbir dan Diplomatik pada 1974 dan ditempatkan di Unit Perancang Ekonomi. Beliau mula bertugas di Kementerian Kewangan pada tahun 2003 dan kini memegang jawatan sebagai Ketua Setiausaha Perbendaharaan, Kementerian Kewangan. Beliau juga dilantik sebagai Pengerusi bagi Kumpulan Wang Persaraan (Diperbadankan) (KWAP), Lembaga Hasil Dalam Negeri (LHDN) dan Cyberview Sdn Bhd.

Selain berpengalaman luas dalam bidang pentadbiran kerajaan, beliau juga merupakan Ahli Lembaga Pengarah bagi beberapa agensi dan badan kerajaan, antaranya Penerbangan Malaysia Berhad (MAS), Petroliaam Nasional Berhad (PETRONAS), Perbadanan Insurans Deposit Malaysia (PIDM) dan Bank Negara Malaysia (BNM).

Tan Sri Dr. Mohd Irwan Serigar Abdullah dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 Mac 2011.

Tan Sri Dr. Mohd Irwan Serigar Abdullah hails from Kota Bharu, Kelantan. He joined the Malaysian Administrative and Diplomatic Service in 1974 and was assigned to the Economic Planning Unit. His career at the Ministry of Finance began in 2003, and he is currently the Secretary-General of Treasury, the Ministry of Finance. He is also the Chairman of Kumpulan Wang Persaraan (Diperbadankan) (KWAP), Lembaga Hasil Dalam Negeri (LHDN) and Cyberview Sdn Bhd.

Apart from his extensive experience in government administration, he also serves as a Board member in several agencies and government bodies such as Malaysia Airline System (MAS), Petroliaam Nasional Berhad (PETRONAS), Perbadanan Insurans Deposit Malaysia (PIDM) and Bank Negara Malaysia (BNM).

Tan Sri Dr. Mohd Irwan Serigar Abdullah was appointed as a Member of **TH**'s Board of Directors on 1 March 2011.



Tan Sri Dr. Mohd Irwan Serigar Abdullah
 PSM, SSAP, SPSK, DCSM, DIMP, DPSK, SAP

Wakil Perbendaharaan
 Treasury Representative

- AMP Harvard, Amerika Syarikat
- PhD. Ekonomi, Universiti Islam Antarabangsa Malaysia
- Sarjana Sains Pengurusan Tenaga dan Dasar, University of Pennsylvania, Amerika Syarikat
- Sarjana Muda Sastera (Kepujian) Demografi, Universiti Malaya



Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin dilahirkan di Jerantut, Pahang. Beliau kini menjawat jawatan sebagai Pengerusi Lembaga Pengarah Universiti Sains Islam Malaysia (USIM) dan Pengerusi Jawatankuasa Fatwa Majlis Kebangsaan bagi Hal Ehwal Ugama Islam Malaysia. Pada masa yang sama beliau menganggotai beberapa jawatankuasa di peringkat kebangsaan dan antarabangsa. Di antaranya ialah Timbalan Pengerusi Akademi Fiqh Sedunia (RABITAH), Ahli Majlis Kebangsaan bagi Hal Ehwal Ugama Islam Malaysia (MKI), Ahli Institut Kefahaman Islam Malaysia (IKIM), Ahli Jawatankuasa Fatwa Negeri Pahang, Ahli Majlis Ugama Islam dan Adat Resam Melayu Pahang dan Ahli Majlis Perundingan Islam (MPI).

Beliau pernah berkhidmat sebagai Naib Canselor USIM dari tahun 1999 hingga 2009 dan pernah menjadi Dekan Fakulti Pengajian Islam, Universiti Kebangsaan Malaysia (UKM) selama enam tahun. Beliau menerima Ijazah Doktor Kehormat dari UKM pada tahun 2010. Pada tahun 2010, beliau dianugerahkan Profesor Emeritus oleh USIM. Beliau juga dianugerahkan sebagai Tokoh Maal Hijrah Peringkat Kebangsaan pada tahun 2011.

Beliau dilantik sebagai Ahli Lembaga Pengarah TH Properties Sdn Bhd pada tahun 2013 dan sebagai Ahli Lembaga Pengarah Bank Islam Malaysia Berhad pada tahun 2014.

Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin dilantik sebagai Ahli Lembaga Pengarah **TH** pada 15 Oktober 2004.

Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin was born in Jerantut, Pahang. He is currently the Chairman of Islamic Science University of Malaysia (USIM) and Chairman of the Fatwa Committee of the National Council for Islamic Affairs Malaysia (MKI). He also serves as Deputy Chairman of World Fiqh Academy (RABITAH) and is a member of several national and international committees i.e. National Council For Islamic Affair Malaysia, Institute of Islamic Understanding Malaysia (IKIM), Pahang State Fatwa Committee, Islamic Religious Council and Pahang Malay Customs as well as the Consultative Council of Islamic Da'wah (MPI).

He was once the Vice Chancellor of USIM from 1999 to 2009, as well as Dean for the Faculty of Islamic Studies in Universiti Kebangsaan Malaysia (UKM) for six years. He received an Honorary Doctorate from the UKM in 2010. In 2010, he was honoured Profesor Emeritus by USIM. He was also awarded the national-level Tokoh Ma'al Hijrah award for the year 2011.

He was appointed as a Board Member of TH Properties Sdn Bhd and Bank Islam Malaysia Berhad in 2013 and 2014, respectively.

Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin was appointed as a Member of **TH's** Board of Directors on 15 October 2004.



Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin

PSM, DIMP, DSNS, JSM

Ahli Lembaga Pengarah
Board Member

- PhD. Akidah dan Falsafah Islam, Universiti Al-Azhar, Mesir
- Sarjana Akidah dan Falsafah, Universiti Al-Azhar, Mesir
- Sarjana Muda (Kepujian) Usuluddin, Universiti Al-Azhar, Mesir
- Diploma Pendidikan, Universiti Ain Shams, Mesir



Tan Sri Dato' Paduka Badruddin Amiruldin dilahirkan di Yan, Kedah Darul Aman. Beliau adalah Pengerusi Lembaga Pemasaran Pertanian Persekutuan (FAMA) sejak 2008 sehingga kini. Beliau juga merupakan Pengerusi Tetap UMNO Malaysia sejak 2008.

Beliau pernah menyandang jawatan Pengerusi di The United Transport Company Sdn. Bhd. (Anak Syarikat MARA) dan Penasihat Rumah Budi Yan, Kedah (Rumah Anak-Anak Yatim). Selain itu, beliau juga pernah menjadi Ahli Lembaga Pengarah Perbadanan Kemajuan Negeri Kedah (PKNK), KTM Berhad, Pernas International Holdings Berhad, Tourism Development Corporation, Kedah Cement Berhad dan MARA.

Beliau juga pernah dilantik sebagai Ahli Majlis Eksekutif Dewan Perniagaan Melayu Malaysia (DPMM) dan Ahli Majlis Kolej Universiti Insaniah. Beliau adalah Ahli Parlimen Yan/Jerai dari tahun 1992 sehingga 1999 dan Speaker Dewan Undangan Negeri Kedah Darul Aman dari 1999 sehingga 2004. Beliau dipilih sebagai Ahli Parlimen Jerai sekali lagi pada 2004 hingga 2008.

Beliau juga berkhidmat sebagai Ahli Lembaga Pengarah TH Travel & Services Sdn Bhd sejak tahun 2012 dan TH Hotel & Residence Sdn Bhd sejak tahun 2013.

Tan Sri Dato' Paduka Badruddin Amiruldin dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 Januari 2005.

Tan Sri Dato' Paduka Badruddin Amiruldin was born in Yan, Kedah Darul Aman. He has been the Chairman of Lembaga Pemasaran Pertanian Persekutuan (FAMA) since 2008. He also serves as the Permanent Chairman of UMNO Malaysia since 2008.

He was a Chairman of The United Transport Company Sdn. Bhd. (MARA Holdings Subsidiary) and Adviser for Rumah Budi Yan, Kedah (Orphanage). Besides that, he served as a Board Member of Kedah State Development Corporation (PKNK) KTM Berhad, Pernas International Holdings Berhad, Tourism Development Corporation, Kedah Cement Berhad and MARA.

He was also previously appointed as an Executive Committee Member of the Malay Chamber of Commerce Malaysia (DPMM) and Council Member of Kolej Universiti Insaniah. He was a Member of Parliament for Yan/Jerai from 1992 to 1999 and Speaker for Kedah State Assembly from 1999 to 2004. He was once again appointed as the Member of Parliament for Jerai from 2004 to 2008.

He also serves as a Board Member of TH Travel & Services Sdn Bhd since 2012 and TH Hotel & Residence Sdn Bhd since 2013.

Tan Sri Dato' Paduka Badruddin Amiruldin was appointed as a Member of **TH's** Board of Directors on 1 January 2005.



Tan Sri Dato' Paduka Badruddin Amiruldin
PSM, DHMS, DSDK, BKM, PJK, JP
Ahli Lembaga Pengarah
Board Member

Tan Sri Datuk Mohamad Aziz berasal dari Parit Raja, Batu Pahat, Johor. Beliau adalah Timbalan Pengerusi Tetap UMNO Malaysia dari tahun 2008 sehingga kini. Di samping itu, beliau juga adalah Ahli Pihak Berkuasa RISDA.

Beliau pernah menjadi wakil peribadi kepada YAB Tun Hussein Onn, Perdana Menteri Malaysia yang ketiga. Beliau juga pernah menjawat jawatan sebagai Pegawai Seranta Kementerian Kemajuan Tanah dan Wilayah dari tahun 1982 hingga 1986.

Beliau juga merupakan Ahli Dewan Undangan Negeri Johor Kawasan Parit Yaani, Johor dari tahun 1986 hingga 1999, Exco Kerajaan Negeri Johor dari tahun 1990 hingga 1995, Ketua Penerangan Kerajaan Negeri Johor (Tugas-Tugas Khas) dari tahun 1995 sehingga 1999 dan juga sebagai Ahli Parlimen Seri Gading dari tahun 1999 hingga 2013.

Beliau juga pernah menjadi Pengerusi Tenaga Switchgear Sdn Bhd (Anak Syarikat TNB) serta pernah menjadi Ahli Lembaga Pengarah TH Indopalms Sdn Bhd dan Sabaco Sdn Bhd.

Tan Sri Datuk Mohamad Aziz dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 Januari 2011.

Tan Sri Datuk Mohamad Aziz is from Parit Raja, Batu Pahat, Johor. He is currently the Permanent Deputy Chairman for UMNO Malaysia since 2008. Besides that, he is a RISDA Member of Authority.

He was once the Personal Representative for YAB Tun Hussein Onn, the third Prime Minister of Malaysia. He served as the Seranta Officer of Ministry of Rural and Regional Development from 1982 to 1986.

He was a Member of Johor State Assembly for Parit Yaani, Johor from 1986 to 1999, an Exco Member from 1990 to 1995 and Johor

State Government Information Chief from 1995 to 1999 as well as a Member of Parliament of Malaysia for Seri Gading Constituency in the State of Johor from 1999 until 2013.

He has also served as a Chairman of Tenaga Switchgear Sdn Bhd (Subsidiary of TNB) and as a Board Member for TH Indopalms Sdn Bhd and Sabaco Sdn Bhd.

Tan Sri Datuk Mohamad Aziz was appointed as a Member of **TH's** Board of Directors on 1 January 2011.



Tan Sri Datuk Mohamad Aziz
PSM, PJN, SMJ, KMN, PIS, BSI, AMN, PPN
Ahli Lembaga Pengarah
Board Member



PROFIL LEMBAGA PENGARAH | Board of Directors' Profile

Tan Sri Dato' Hashim Meon berasal dari Kuala Pilah, Negeri Sembilan. Beliau pernah berkhidmat dalam Perkhidmatan Awam Malaysia sebagai Pegawai Tadbir dan Diplomatik selama lebih 33 tahun sejak tahun 1970 dan ditempatkan di beberapa jabatan dan kementerian dalam pelbagai kapasiti. Jawatan terakhir beliau sebelum bersara wajib pada 2003 ialah Ketua Setiausaha Kementerian Pertahanan (1999-2003).

Pengalaman beliau meliputi Pengurusan Sumber Manusia, Teknologi Maklumat dan Komunikasi, Latihan dan Pendidikan termasuk menjadi Pengarah Jabatan Penuntut Malaysia di Sydney, Australia (1976-1980). Beliau pernah berkhidmat sebagai Setiausaha Kerajaan Negeri Selangor (1995-1999) dan juga turut dilantik sebagai Pengerusi Majlis Agama Islam Selangor (MAIS) dari 1995 sehingga 1999.

Beliau juga merupakan Ahli Lembaga Pengarah Theta Edge Berhad sejak 1 Julai 2011.

Tan Sri Dato' Hashim Meon dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 Januari 2011.

Tan Sri Dato' Hashim Meon is from Kuala Pilah, Negeri Sembilan. He has served in the Malaysian Administrative and Diplomatic Service for over 33 years since 1970 and was appointed to several departments and Ministries in various capacities. His last post before retirement was the Secretary-General of the Ministry of Defence (1999-2003).

His extensive experience covers the fields of Human Resource Management, Information Technology and Communication, Training and Education, including as the Director of the Malaysian Students Department in Sydney, Australia (1976-1980).

He previously served as the Selangor State Secretary (1995-1999) and was also appointed as the Chairman of the Selangor Islamic Religious Council (MAIS) from 1995 until 1999.

He has been a Member of Theta Edge Berhad's Board of Directors since 1 July 2011.

Tan Sri Dato' Hashim Meon was appointed as a Member of **TH's** Board of Directors on 1 January 2011



Tan Sri Dato' Hashim Meon

PSM, DPMS, KMN

Ahli Lembaga Pengarah
Board Member

- Sarjana Pentadbiran Awam, University of Southern California, Amerika Syarikat
- Sarjana Muda Sastera (Kepujian), Universiti Malaya, Malaysia
- Diploma Pengajian Islam, Universiti Kebangsaan Malaysia
- Diploma Pengurusan Komputer, University of London, United Kingdom
- Diploma Pentadbiran Awam, Universiti Malaya, Malaysia



Dato' Ghazali Awang dilahirkan di Kelantan. Beliau berpengalaman luas dalam bidang kewangan dan telah banyak memegang jawatan penting di dalam beberapa organisasi di antaranya Ketua Akauntan/Pengurus Kanan Kewangan & Pentadbiran di Amanah Saham Nasional Berhad dan Permodalan Nasional Berhad. Beliau juga pernah memegang jawatan sebagai Pengurus Audit, Pengurus Perkhidmatan Kewangan, Ketua Akauntan dan Pengurus Dana di Kumpulan Shell Malaysia. Selain itu, beliau juga pernah berkhidmat di Kumpulan Guthrie Berhad sebagai Pengarah Kumpulan, Pengarah Eksekutif Kewangan & Perkhidmatan Korporat. Beliau juga turut dilantik sebagai Ahli Lembaga Pengarah di syarikat-syarikat senaraian awam iaitu CCM Duopharma Biotech Bhd, Bank Simpanan Nasional, HeiTech Padu Berhad, Prudential BSN Takaful Berhad, BIMB Investment Management Bhd dan Chemara Palmea Holdings Berhad.

Dato' Ghazali Awang telah dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 September 2011.

Dato' Ghazali Awang was born in Kelantan. He has extensive experience in the field of finance and has served in various capacities in several organisations, including as Chief Accountant/Senior Manager of Finance & Administration in Amanah Saham Nasional Berhad and Permodalan Nasional Berhad. He was once the Audit Manager, Financial Services Manager, Chief Accountant and Fund Manager in Shell Malaysia Group of Companies. Apart from that, he served as Group Director and Executive Director for Finance & Corporate Services

in Kumpulan Guthrie Berhad. He also serves as a Board member in several public listed companies such as CCM Duopharma Biotech Bhd, Bank Simpanan Nasional, HeiTech Padu Berhad, Prudential BSN Takaful Berhad, BIMB Investment Management Bhd and Chemara Palmea Holdings Berhad.

Dato' Ghazali Awang was appointed as a Member of **TH's** Board of Directors on 1 September 2011.

Dato' Ghazali Awang

DIMP

Ahli Lembaga Pengarah
Board Member

- Sarjana Muda Perdagangan, University of Newcastle, Australia
- Akauntan Berkanun, The Institute of Chartered Accountants, Australia
- Akauntan Berkanun, Institut Akauntan Malaysia (MIA)
- Diploma Pengajian Islam, Universiti Islam Antarabangsa, Malaysia
- Diploma Pengajian Syariah, Kolej Dar Al-Hikmah, Malaysia
- Magister Agama (MA), Institut Agama Islam Negeri, Imam Bonjol, Padang Indonesia



Datuk Rosni Sohar dilahirkan pada 1 Februari 1958 dan merupakan anak jati Hulu Selangor, Selangor. Beliau adalah Ahli Dewan Undangan Negeri Selangor Kawasan Hulu Bernam dan juga Ahli Majlis Tertinggi UMNO Malaysia. Selain itu, beliau adalah merupakan Penolong Setiausaha Pergerakan Wanita UMNO Malaysia sejak tahun 2009 sehingga kini. Sebelum bergiat aktif dalam politik, beliau merupakan seorang usahawan dan pernah berkhidmat sebagai pendidik. Beliau juga merupakan Naib Presiden Kesatuan Olahraga Malaysia (KOM) yang juga merangkap Pengerusi Jawatankuasa Kecil Wanita dan Kebajikan KOM.

Beliau cenderung menjalankan aktiviti-aktiviti kemasyarakatan dan pembangunan sosio-ekonomi komoditi sejagat terutamanya di Negeri Selangor. Beliau turut aktif memperjuangkan hak-hak asasi dan mempertingkatkan penyertaan wanita dalam pelbagai sektor ekonomi dan pendidikan. Beliau terlibat secara langsung sebagai Penolong Ketua Pesuruhjaya Skwad Sayang Kebangsaan yang melaksana dan menyelaras aktiviti kebajikan dan perkhidmatan sukarela bagi membantu rakyat di peringkat akar umbi seluruh negara. Sebagai satu-satunya wanita dalam Ahli Lembaga Pengarah **TH**, keprihatinan beliau lebih ditumpukan bagi mendekati dan mendalami isu serta keperluan Jemaah Wanita di Malaysia.

Datuk Rosni Sohar dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 Februari 2014.

Datuk Rosni Sohar was born on 1 February, 1958 and hails from Hulu Selangor, Selangor. She is a Selangor State Assembly woman for Hulu Bernam and a Member of UMNO Supreme Council Malaysia. Apart from that, she serves Wanita UMNO as the Assistant Secretary since 2009. She was an entrepreneur and a teacher before actively involved in politics. She is also the Vice President of The Malaysia Athletics Federation (MAF) as well as the Chairman of Women Affairs and Welfare sub-committee of MAF.

She has a passion for community-based activities and socio-economic development of the global commodity especially

in Selangor. She plays a vital role in promoting women's participation in both the economic and educational sectors. She is Assistant Chief Commissioner of the National 'Skuad Sayang', a body that runs charitable activities and volunteer services towards providing assistance to grassroots communities nationwide. As the only female member of **TH's** Board of Directors, she focuses on reaching out and exploring issues pertaining to the needs of female pilgrims in Malaysia.

Datuk Rosni Sohar was appointed as a Member of **TH's** Board of Directors on 1 February 2014.



Datuk Rosni Sohar
DMSM, PJK
Ahli Lembaga Pengarah
Board Member

PANEL PELABURAN

Investment Panel



PROFIL PANEL PELABURAN

Investment Panel Profile

Dato' Azizan Abd Rahman

DSDK, DMSM

- Sarjana Muda Sastera, Perhubungan Antarabangsa, Universiti Malaya, Malaysia

Pengerusi | **Chairman**

Dato' Azizan berasal dari Sungai Petani, Kedah. Beliau adalah Pengerusi Eastern & Oriental Berhad dan TH Heavy Engineering Berhad. Beliau juga merupakan Pengarah Apex Equity Holdings Berhad dan TH Plantations Berhad.

Beliau memulakan kariernya sebagai Penolong Setiausaha di Kementerian Dalam Negeri pada tahun 1973 dan kemudiannya berkhidmat sebagai Eksekutif Perkapalan di Harper Gilfillan (M) Sdn. Bhd. dan sebagai Pengurus Pemasaran di Malaysia International Shipping Corporation Berhad. Beliau kemudian menceburi bidang industri sekuriti dari tahun 1982 dengan memegang jawatan Pengarah Eksekutif JF Apex Securities Berhad. Beliau memainkan peranan utama dalam industri sekuriti apabila menjadi Naib Presiden Persatuan Broker Saham Malaysia dan kemudiannya sebagai Presiden hampir lima tahun. Beliau juga berpengalaman membantu penyusunan dan penstrukturan semula organisasi syarikat-syarikat seperti Tongkah Holdings Berhad, Bina Darulaman Berhad dan MBf Holdings Berhad sebagai Penasihat dan Pengarah.

Dato' Azizan dilantik sebagai Pengerusi Panel Pelaburan **TH** pada 1 September 2007.

Dato' Azizan hails from Sungai Petani, Kedah. He is currently the Chairman of Eastern & Oriental Berhad and TH Heavy Engineering Berhad. He is also the Director of Apex Equity Holdings Berhad and TH Plantations Berhad.

He began his career as the Home Ministry's Assistant Secretary in 1973 and then as a Shipping Executive at Harper Gilfillan (M) Sdn Bhd, and later as Marketing Manager for Malaysia International Shipping Corporation Berhad. He then ventured into the security industry in 1982 when he became an Executive Director of JF Apex Securities Berhad.

He soon became an instrumental figure in the securities industry following his appointment as the Malaysian Stockbrokers' Association Vice-President. He was later made the President of the association for five years. He was also involved in the restructuring exercises of companies like Tongkah Holdings Berhad, Bina Darulaman Berhad and MBf Holdings Berhad as Advisor and Director.

Dato' Azizan was appointed as Chairman of **TH** Investment Panel on 1 September 2007.





Tan Sri Sheikh Ghazali Abdul Rahman

PSM, PJN, DSDK, SDK, AMN

- Ijazah Kehormat Doktor Falsafah Syariah dan Kehakiman, Universiti Sains Islam Malaysia (USIM);
- B.A Perundangan Islam (Syariah) Universiti Azhar, Kaherah, Mesir;
- Diploma Pendidikan, Universiti Ain Sham, Kaherah, Mesir;
- Diploma Undang-Undang dan Pentadbiran Kehakiman Islam, Universiti Islam Antarabangsa, Malaysia

Tan Sri Sheikh Ghazali berasal dari Tobiar, Pendang, Kedah. Beliau merupakan mantan Ketua Pengarah/Ketua Hakim Syarie, Jabatan Kehakiman Syariah Malaysia. Beliau pernah menyandang beberapa jawatan penting, di antaranya Pengerusi Jawatankuasa Teknikal Undang-Undang Syarak dan Sivil Jabatan Kemajuan Islam Malaysia (JAKIM); Ahli Jawatankuasa Fatwa Kebangsaan, JAKIM; Ahli Majlis Penasihat Syariah Kebangsaan Perbankan Islam dan Takaful Bank Negara dan Ahli Majlis Penasihat Syariah Suruhanjaya Sekuriti. Selain itu, beliau juga pernah menjadi Ahli Panel Mahkamah Rayuan Syariah Negeri di Wilayah Persekutuan, Selangor, Perak, Pulau Pinang, Negeri Sembilan, Melaka, Johor, Pahang, Terengganu, Sabah, Sarawak dan Kelantan. Beliau juga bekas Ahli Majlis Syariah, Accounting and Auditing Organisation Islamic Financial Institution (AAOIFI) yang beribu pejabat di Bahrain.

Beliau aktif di dalam aktiviti sosial melalui pelantikan beliau sebagai Ahli Majlis Perundingan Islam, Jabatan Perdana Menteri; Pengerusi Panel Undang- Undang Majlis Perundingan Islam, Jabatan Perdana Menteri; Ahli Jawatankuasa Perunding Hukum Syarak Jabatan Mufti Wilayah Persekutuan; Ahli Majlis Agama Islam Wilayah Persekutuan (MAIWP); Ahli Jawatankuasa Pembangunan dan Pelaburan MAIWP; Pengerusi Jawatankuasa

“Good Governance” untuk Garis Panduan Syarikat MAIWP; Ahli Lembaga Pengarah Institut Kefahaman Islam Malaysia (IKIM); Ahli Jawatankuasa Kerja Projek Pembangunan Institut Kefahaman Islam Malaysia (IKIM); Pengerusi Jawatankuasa Kerja Penasihat Syariah Yayasan Waqaf Malaysia (YWM); Ahli Lembaga Pemegang Amanah (MALPA) Yayasan waqaf Malaysia (YWM); Ahli Lembaga Penasihat, Fakulti Pengajian Islam di Universiti Kebangsaan Malaysia (UKM); Pengerusi Jawatankuasa Panel Syarie Tabung Wakaf Universiti Islam Malaysia (UIM); Panel Penasihat Pengajian Tinggi Syariah dan Undang-Undang di Universiti Sains Islam Malaysia (USIM); Ahli Jawatankuasa Pemandu Pembangunan Program (Steering Committee on Programme Development), Diploma Kefatwaan, Institut Pengurusan dan Penyelidikan Fatwa Sedunia (INFAD);

Ahli Jawatankuasa Pemandu Pengurusan Pensijilan Halal Malaysia JAKIM dan Pengerusi Jawatankuasa Penyelidikan dan Pengurusan Fatwa, JAKIM. Beliau juga adalah Ahli Jawatankuasa Penasihat Syariah TH sejak tahun 2010.

Di atas sumbangan dan jasanya terhadap pembangunan ummah, beliau telah mendapat pengiktirafan dan pengurniaan Anugerah Tokoh Ma’al Hijrah 1416H, Peringkat Wilayah Persekutuan Tahun 1995, Anugerah Penghargaan Ma’al Hijrah 1428H Peringkat Kebangsaan Tahun 2007 dan Tokoh Maal Hijrah Peringkat Kebangsaan Tahun 1436H/ 2014M.

Tan Sri Sheikh Ghazali dilantik sebagai Ahli Panel Pelaburan **TH** pada tahun 2001.

Tan Sri Sheikh Ghazali hails from Tobiar, Pendang, Kedah. He is the former Director General/Sharie Chief Judge, Malaysian Shariah Judicial Department. He has served in various capacities during the course of his illustrious career, including as Chairman of the Technical Committee of Islamic and Civil Law, Department of Islamic Development Malaysia (JAKIM), Member of the Malaysia National Fatwa Committee, JAKIM; Member of the National Shariah Advisory Council for Bank Negara’s Islamic Banking and Takaful and Member of the Securities Commission’s Shariah Advisory Council. He was also a Panel Member of the State Shariah Court of Appeal for Federal Territory, Selangor, Perak, Penang, Negeri Sembilan, Malacca, Johor, Pahang, Terengganu, Sabah, Sarawak and Kelantan. He was a former Shariah Council Member of the Accounting and Auditing Organisation Islamic Financial Institution (AAOIFI), based in Bahrain.

He is actively involved in various social activities through his appointments as a Member of the Islamic Consultative Council, Prime Minister’s Department; Chairman of the Islamic Consultative Council Law Panel, Prime Minister’s Department; Member of the Federal Territory Mufti Department’s Islamic Law Consultative Committee; Member of Federal Territory Islamic Religious Council (MAIWP); Member of Development and Investment Committee, MAIWP; Chairman of the Good Governance Committee for MAIWP’s Company Guidelines; Board Member of the Institute of Islamic Understanding Malaysia (IKIM); Working Committee Member of IKIM’s

Development Project; Chairman of the Shariah Advisory Working Committee for Waqaf Foundation Malaysia (YWM); Board of Trustees’ Member (MALPA) Yayasan Waqaf Malaysia (YWM); Member of the Advisory Board, Faculty of Islamic Studies at Universiti Kebangsaan Malaysia (UKM); Chairman of Shariah Panel of Tabung Waqaf Universiti Islam Malaysia (UIM), Higher Education Advisory Panel of Shariah and Law at the University Sains Islam Malaysia (USIM); Member of the Steering Committee on Programme Development, Kefatwaan Diploma, World Fatwa Management and Research Institute (INFAD); Member of the Steering Committee of Malaysia Halal Certification Management (JAKIM) and Chairman of Research and Management Fatwa Committee, JAKIM. He is also a member of **TH** Shariah Advisory Committee since 2010.

In appreciation of his contributions and effort towards the development of the ummah, he was bestowed with the Anugerah Tokoh Ma’al Hijrah 1416H, Federal Territory Level in 1995, Anugerah Penghargaan Ma’al Hijrah 1428H National Level in 2007 and Tokoh Maal Hijrah National Level in 1436H/2014M.

Tan Sri Sheikh Ghazali was appointed as a member of **TH** Investment Panel in 2001.





Tan Sri Dr Abdul Samad Alias

PSM, PJN

- Bachelor of Commerce, University of Western Australia
- Ijazah Kehormat Doktor Falsafah (Perakaunan), Universiti Utara Malaysia

Tan Sri Dr Abdul Samad berasal dari Muar, Johor. Beliau pernah berkhidmat di Arthur Andersen & Co. Malaysia dan Ernst & Young Malaysia. Beliau merupakan Ahli Institute of Chartered Accountants, Australia; Ahli Malaysian Institute of Accountants (MIA), sebagai Presiden pada 2000 hingga 2006; dan Ahli Malaysian Institute of Certified Public Accountants (MICPA), sebagai Presiden pada 1999 hingga 2001 dan Ahli Jawatankuasa MICPA pada 2002 hingga 2007. Beliau pernah menjadi ahli Malaysian Accounting Standards Board dan Financial Reporting Foundation. Tan Sri Dr Abdul Samad adalah rakyat Malaysia pertama yang dilantik sebagai Ahli Lembaga International Federation of Accountants pada 2004 hingga 2007.

Beliau pernah menyandang beberapa jawatan penting di antaranya Komisioner Suruhanjaya Syarikat Malaysia; Ahli Lembaga bagi Perbadanan Iktisad Negeri Kelantan; Ahli Lembaga bagi Universiti Putra Malaysia; Ahli Lembaga Felda Holdings Berhad; Komisioner, Suruhanjaya Komunikasi dan Multimedia Malaysia (SKMM); Pengerusi Malaysia Venture Capital Management Berhad; Pengerusi Malaysia Debt Ventures Berhad; Pengerusi Bank Pembangunan Malaysia Berhad; Ahli Lembaga Pengarah **TH**; Ahli Lembaga Pengarah TH Plantations Berhad dan Ahli Lembaga Pengarah Bursa Malaysia.

Beliau kini adalah Pengerusi Perbadanan Insurans Deposit Malaysia, Tadmax Resources Berhad dan juga Ahli Panel Pelaburan Koperasi Pelaburan Felda.

Tan Sri Dr Abdul Samad dilantik sebagai Ahli Panel Pelaburan **TH** pada tahun 2014.

Tan Sri Dr Abdul Samad hails from Muar, Johor. He has served both in Arthur Andersen & Co. Malaysia and Ernst & Young Malaysia. He is a Member of Institute of Chartered Accountants, Australia; Member of Malaysian Institute of Accountants (MIA), served as its President in 2002 until 2006; and Member of Malaysian Institute of Certified Public Accountants (MICPA), served as its President in 1999 until 2001 and as Council Member from 2002 until 2007. He was a member of Malaysian Accounting Standards Board dan Financial Reporting Foundation. Tan Sri Dr Abdul Samad was the first Malaysian to be appointed as Board Member of International Federation of Accountants from 2004 until 2007.

During his course of illustrious career, he has served as Commissioner of Companies Commission of Malaysia; Board Member of Lembaga bagi Perbadanan Iktisad Negeri

Kelantan; Board Member of Universiti Putra Malaysia; Board Member of Felda Holdings Berhad; Commissioner of Malaysian Communications and Multimedia Commission (MCMC); Chairman of Malaysia Venture Capital Management Berhad; Chairman of Malaysia Debt Ventures Berhad; Chairman of Bank Pembangunan Malaysia Berhad; Board Member of **TH**; Board Member of TH Plantations Berhad and Board Member of Bursa Malaysia.

He is currently Chairman of Malaysian Deposit Insurance Corporation, Tadmax Resources Berhad as well as Investment Panel Member of Koperasi Pelaburan Felda.

Tan Sri Dr Abdul Samad was appointed as a member of **TH** Investment Panel in 2014.



Datin Paduka Zahridah Ismail

DSSA

- Institute of Cost & Management Accountants, United Kingdom

Datin Paduka Zahridah berasal dari Selangor. Beliau merupakan Pemegang Amanah kepada Yayasan Budi Penyayang Malaysia. Beliau memulakan kerjayanya di Malaysian Industrial Development Authority (MIDA) pada tahun 1967. Beliau seterusnya menceburi sektor perbankan dengan pelantikan beliau sebagai Pengurus Kanan/ Setiausaha Syarikat di Bank Rakyat pada tahun 1978 dan Kwong Yik Bank Berhad (KYBB) pada tahun 1982 sebagai Pengurus Besar. Berikutan penggabungan KYBB dan D&C Bank Berhad pada tahun 1997, beliau dilantik sebagai Pengurus Besar Kanan dan seterusnya Pengarah Eksekutif RHB Bank Berhad. Beliau memainkan peranan yang penting dalam proses penggabungan dan pembangunan korporat yang dilaksanakan oleh pihak bank. Setelah berkecimpung dalam industri perbankan selama lebih 22 tahun, beliau memilih untuk bersara awal dalam tahun 2000.

Datin Paduka Zahridah dilantik sebagai Ahli Panel Pelaburan **TH** pada tahun 2001.

Datin Paduka Zahridah hails from Selangor. She is a Trustee Member of Yayasan Budi Penyayang Malaysia. She began her career at the Malaysian Industrial Development Authority (MIDA) in 1967. She then became involved with the banking sector following her appointment as Senior Manager/Company Secretary of Bank Rakyat in 1978 and General Manager of Kwong Yik Bank Berhad (KYBB) in 1982. Following the merger of KYBB and D&C Bank Berhad in 1997, she was promoted to Senior General Manager

and was subsequently an Executive Director of RHB Bank Berhad. She assumed a prominent role in the merger processes and corporate developments implemented by local banks. After more than 22 years in the banking sector, she opted for an early retirement in 2000.

Datin Paduka Zahridah was appointed as a member of **TH** Investment Panel in 2001.





Dato' Mohzani Datuk Dr. Abdul Wahab

DPSJ, SMP, ASDK

- Sarjana Ekonomi (Kepujian) Universiti Malaya Malaysia

Dato' Mohzani berasal dari Perlis. Beliau adalah Ahli Lembaga Pengarah Celcom Axiata dan Boustead Plantations. Beliau yang merupakan siswazah Ekonomi dari Universiti Malaya, menyertai Kumpulan Shell sejak tahun 1976. Beliau berkhidmat sebagai Pengarah Urusan Shell Malaysia Trading Sdn. Bhd. dan Shell Timur Sdn. Bhd. masing-masing dari tahun 2001 dan 2005 sehingga persaraan beliau pada penghujung tahun 2009. Beliau bersara dari Shell Malaysia pada penghujung Januari 2010 setelah berkhidmat selama 33 tahun. Sebelum persaraan, beliau adalah Pengarah Bukan Bebas dan Bukan Eksekutif untuk Shell Refining Company (FOM) Berhad sehingga 31 Disember 2009 dan Ahli Lembaga Brunei Shell Marketing. Pada 2011, beliau dilantik sebagai Pengarah Bebas Pavillion REIT Management dan Hong Leong Investment Bank.

Dato' Mohzani telah dilantik sebagai Ahli Panel Pelaburan **TH** pada tahun 2007.

Dato' Mohzani hails from Perlis. He is a Board Member of Celcom Axiata and Boustead Plantations. An Economics graduate from Universiti Malaya, he joined Shell Group in 1976.

He served as Managing Director for Shell Malaysia Trading Sdn. Bhd. and Shell Timur Sdn. Bhd. beginning 2001 and 2005 respectively, up to his retirement at the end of 2009. He retired from Shell Malaysia at the end of January 2010 after 33 years of service. Prior to his retirement, he was a

Non-Independent Non-Executive Director at Shell Refining Company (FOM) Berhad until 31 December 2009, and a Board Member of Brunei Shell Marketing. In 2011, he became an Independent Director for Pavillion REIT Management and Hong Leong Investment Bank.

Dato' Mohzani was appointed as a member of **TH** Investment Panel in 2007.

Abdul Kadir Md Kassim

- LLB (Honours), University of Singapore

Abdul Kadir berasal dari Taiping, Perak. Beliau merupakan seorang peguam yang telah beramal selama lebih 46 tahun. Kini, beliau merupakan Rakan Kongsi Kanan di Tetuan Kadir, Andri & Partners. Abdul Kadir adalah Pengerusi TimedotCom, sebuah syarikat yang disenaraikan di Bursa Malaysia. Beliau juga merupakan Ahli Lembaga Pengarah bagi Kumpulan Syarikat UEM yang tidak disenaraikan dan Danajamin Nasional Berhad. Beliau juga merupakan ahli Corporate Debt Restructuring Committee dan Financial Services Professional Board.

Abdul Kadir dilantik sebagai Ahli Panel Pelaburan **TH** pada tahun 2007.

Abdul Kadir hails from Taiping, Perak. He is a practising lawyer with over 46 years of experience. He is currently the Senior Partner of Messrs Kadir, Andri & Partners. Abdul Kadir is Chairman of TimedotCom, a company listed on Bursa Malaysia. He also sits on the Boards of non-listed UEM Group of Companies and Danajamin Nasional Berhad.

He is also a member of the Corporate Debt Restructuring Committee and of the Financial Services Professional Board.

Abdul Kadir was appointed as a member of **TH** Investment Panel in 2007.





Syed Elias Alhabshi

• Sarjana Pengurusan Perniagaan, Asian Institute of Management Manila, Filipina

Syed Elias Alhabshi berasal dari Melaka. Beliau adalah merupakan bekas pegawai kanan dalam bidang pelaburan, kewangan korporat dan perbankan. Beliau berkelulusan Sarjana Pengurusan Perniagaan daripada Asian Institute of Management, Filipina. Karier beliau bermula pada tahun 1961 di Malayan Banking Berhad dalam operasi perbankan runcit dan kemudian beliau berkhidmat di Bank Bumiputra Malaysia Berhad termasuk sebagai Pengurus Besar di pejabat London dan ibu pejabat. Pada 1982, beliau dilantik sebagai Naib Presiden dan Timbalan Ketua Eksekutif dan kemudiannya sebagai Presiden/Ketua Pegawai Eksekutif ASEAN Finance Corporation. Beliau juga pernah berkhidmat sebagai Pengarah Urusan Babcock & Brown Asia Pacific, Penasihat Eksekutif Hong Leong Capital Berhad dan Ketua Pegawai Operasi Bahagian Pengguna, Hong Leong Bank Berhad dan sebagai Penasihat Phileo Allied Bank (Malaysia) Berhad. Semasa beliau di Merrill Lynch selama 11 tahun, beliau menyandang jawatan sebagai Pengarah Eksekutif dan Ketua Private Banking/Securities & Investment Division bagi Asia Tenggara dan Pengarah Eksekutif Special Projects Asia Pacific District, Private Banking Division.

Beliau kini adalah Pengerusi Threadneedle Asset Management Sdn Bhd, sebuah syarikat Global Islamic Asset Management di Kuala Lumpur.

Syed Elias Alhabshi dilantik sebagai Ahli Panel Pelaburan **TH** pada tahun 2009.

Syed Elias Alhabshi hails from Malacca. He has a strong background in the areas of investment, corporate finance and banking. He holds an MBA from the Asian Institute of Management, Philippines. He started his career in 1961 with Malayan Banking Berhad in retail banking operations and then served at Bank Bumiputra Malaysia Berhad in various capacities, including General Manager of the London office and head office. In June 1982, Syed Elias was appointed as the Vice-President and Deputy Chief Executive, and later as the President/Chief Executive Officer of ASEAN Finance Corporation. He had also served as Managing Director of Babcock & Brown Asia Pacific, Executive Advisor of Hong Leong Capital Berhad as well as Chief Operation Officer

Consumer Division of Hong Leong Bank Berhad. He was once the Advisor to Phileo Allied Bank (Malaysia) Berhad. While attached to Merrill Lynch for 11 years, he served as Executive Director and Head of Private Banking/Securities & Investment Division for Southeast Asia, as well as the Executive Director for Special Projects Asia Pacific District, Private Banking Division.

Currently he is the Chairman of Threadneedle Asset Management Malaysia Sdn Bhd, a Global Islamic Asset Management company in Kuala Lumpur.

Syed Elias Alhabshi was appointed as a member of **TH** Investment Panel in 2009.

PENYATA TADBIR URUS KORPORAT
Statement of Corporate Governance

Jemaah Lembaga Pengarah **TH** (Lembaga Pengarah) memberi perhatian dan komitmen yang tinggi dalam memastikan tadbir urus korporat dan aplikasinya adalah berdasarkan piawaian tertinggi, efektif dan selaras dengan tatacara tadbir urus yang termaktub di dalam **Akta Tabung Haji 1995 (Akta 535)** dan Prinsip Amalan Terbaik Tadbir Urus Korporat seperti yang terkandung di dalam Prinsip Kod Tadbir Urus Korporat Malaysia. Lembaga Pengarah secara berterusan akan memastikan bahawa piawaian tertinggi tadbir urus korporat diamalkan untuk melindungi dan meningkatkan nilai perkhidmatan kepada pihak berkepentingan terutamanya para pendeposit.

Adalah dengan ini, Lembaga Pengarah dengan sukacitanya memaklumkan kepada pendeposit akan tatacara pentadbiran korporat **TH** di bawah **Akta 535**, dan pada masa yang sama tahap penggunaan dan pemakaian prinsip-prinsip dan pematuhan amalan terbaik selaras dengan Prinsip Amalan Terbaik Tadbir Urus Korporat seperti yang termaktub di dalam Prinsip Kod Tadbir Urus Korporat Malaysia.

LEMBAGA PENGARAH

Lembaga Pengarah bertanggungjawab sepenuhnya ke atas keseluruhan tadbir urus korporat **TH** termasuk hala tuju pembangunan strategiknya serta menetapkan matlamat, polisi dan strategi untuk pengurusan dan juga memantau pencapaian matlamat-matlamat tersebut. Lembaga Pengarah juga perlu mengenal pasti bidang risiko penting dan mengambil langkah-langkah sewajarnya untuk mengurus risiko-risiko itu dan pada masa sama mengkaji kecukupan dan integriti sistem kawalan dalaman. Lembaga Pengarah diberi kuasa menjalankan fungsi-fungsi **TH** untuk mentadbir kumpulan wang, segala yang berkenaan dengan kebajikan jemaah haji dan merumus dasar yang berkaitan dengannya. Lembaga Pengarah juga berfungsi menjalankan perkara-perkara lain yang dikehendaki atau dibenarkan untuk dilakukan di bawah **Akta 535**.

The Board of Directors of **TH** (the Board) has given full attention and commitment to ensure effective applications of corporate governance are adhered to the highest standards and are in line with the governance practices incorporated in **Tabung Haji Act 1995 (Act 535)** and Corporate Governance Best Practice Principles as outlined in the Principles of the Malaysian Code of Corporate Governance. The Board continues to uphold the highest standard of corporate governance in order to protect and enhance service value to our stakeholders particularly the depositors.

The Board is pleased to inform depositors on the governance under the **Tabung Haji Act 1995 (Act 535)**, and that the implementation of the best corporate governance practices are in accordance with the Corporate Governance Best Practice Principles incorporated in the Principles of the Malaysian Code of Corporate Governance.

THE BOARD OF DIRECTORS

The Board is fully responsible for the overall corporate governance of **TH** which includes determining its strategic development direction as well as its management objectives, policies and strategies and monitoring of the achievements of the said objectives. The Board is also required to identify key risk areas and to take appropriate measures in managing such risks while reviewing the adequacy and integrity of the internal control system. The Board is empowered to administer the depositor’s fund, all matters concerning the welfare of pilgrims and also to formulate policies in connection therewith. The Board also functioned to do such other things as obligatory or allowable under **Act 535**.



Komposisi Lembaga Pengarah

Pelantikan Ahli Lembaga Pengarah adalah mengikut garis panduan yang dinyatakan di **Seksyen 6 Akta 535**. Lembaga Pengarah dianggotai oleh Pengerusi dan tidak lebih daripada sembilan Ahli Lembaga Pengarah yang lain. Pengerusi dan tidak lebih daripada tujuh daripada Ahli Lembaga Pengarah lain adalah atas lantikan Menteri di Jabatan Perdana Menteri (Menteri), manakala baki dua ahli adalah wakil daripada Jabatan Perdana Menteri dan Kementerian Kewangan. Kesemua Ahli Lembaga Pengarah mestilah warganegara Malaysia, beragama Islam serta berpengalaman dalam aspek seperti kewangan, ekonomi, perakaunan, perkhidmatan awam dan perundangan. Gabungan ahli-ahli ini amat penting dalam mencapai kejayaan strategik **TH** secara menyeluruh. Salah seorang Ahli Lembaga Pengarah dilantik oleh Menteri untuk memegang jawatan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif, di mana beliau dipertanggungjawabkan mengurus secara langsung operasi **TH** serta melaksanakan matlamat yang ditetapkan oleh Lembaga Pengarah, seperti termaktub di dalam **Seksyen 12 Akta 535**. Ahli-ahli Lembaga Pengarah yang lain merupakan Pengarah Bebas Bukan Eksekutif.

Persaraan Dan Pelantikan Semula

Ahli Lembaga Pengarah **TH** yang dilantik hendaklah memegang jawatan selama tempoh tidak melebihi tiga tahun dan layak dilantik semula.

Imbuhan Lembaga Pengarah

Seseorang ahli Lembaga Pengarah **TH** tidak berhak menerima apa-apa saraan tetapi boleh dibayar dengan honorarium (bayaran saguhati), elaun perjalanan dan elaun sara hidup yang ditentukan oleh Menteri, seperti mana yang dibenarkan di bawah **Seksyen 7 Akta 535**. Berikut adalah antara lain bayaran yang diterima oleh Ahli Lembaga Pengarah yang telah diluluskan oleh Menteri:

- Elaun Tetap Bulanan
- Elaun Menghadiri Mesyuarat
- Elaun Bertugas Rasmi
- Elaun Pakaian Istiadat dan Rasmi

Hanya Ahli Lembaga Pengarah yang dilantik menjawat jawatan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif sahaja layak untuk menerima gaji dan elaun berdasarkan jumlah yang diluluskan oleh Menteri, seperti mana dibenarkan di dalam **Seksyen 12 (3) Akta 535**.

Composition of the Board

The appointment of the Board members is in accordance to the guidelines stipulated under **Section 6 of Act 535**. The Board comprises of a Chairman and not more than nine other members of the Board. The Chairman and not more than seven members of the Board are appointed by the Minister from the Prime Minister's Department (Minister) while the remaining two are representatives from the Prime Minister's Department and the Ministry of Finance. Members of the Board must be Muslim Malaysian citizens with vast experience in diverse areas including finance, economy, accounting, public administration and law. Such a composition is crucial to ensure the overall strategic success of **TH**. One of the members shall be appointed by the Minister as Group Managing Director and Chief Executive Officer who is responsible in managing **TH** and carrying out objectives as stipulated under **Section 12 of Act 535**. Other Members of the Board are Independent Non-Executive Directors.

Retirement and Re-appointment

A Board member shall hold office for a term not exceeding three years and is eligible for reappointment.

Allowance

A Board member is not entitled to receive any remuneration, but may be paid such honorarium travelling and subsistence allowance as determined by the Minister in line with **Section 7 Act 535**. The type of payments received by the Board Members as approved by the Minister are:

- Fixed Monthly Allowance
- Meeting Allowance
- Official Business Allowance
- Ceremonial Attire and Official Attire Allowance

Only the Director appointed as the Group Managing Director and Chief Executive Officer is allowed to receive a salary and allowances as approved by the Minister, as stipulated under **Section 12 (3) Act 535**.

Integrity

Berdasarkan **Seksyen 9 Akta 535**, sekiranya terdapat sebarang percanggahan kepentingan, Ahli Lembaga Pengarah yang berkenaan dikehendaki mengisytiharkan dan mengecualikan diri dalam pertimbangan dan pengundian dalam perkara-perkara yang melibatkan kepentingan mereka, secara peribadi atau sebagai pemegang saham syarikat atau firma yang berurusan dengan **TH**.

Proses Membuat Keputusan

Agenda mesyuarat berserta laporan, kertas kerja cadangan dan dokumen sokongan daripada Pihak Pengurusan adalah diserahkan lebih awal kepada Ahli Lembaga Pengarah sebelum tarikh persidangan. Ahli Lembaga Pengarah akan diberikan tempoh yang mencukupi bagi mentelaah kertas kerja cadangan sebelum membuat keputusan yang wajar dan bertepatan. Berdasarkan **Seksyen 13 Akta 535**, Lembaga Pengarah juga boleh mendapatkan khidmat dan nasihat profesional yang bebas dalam menjalankan tugas dan tanggungjawab mereka.

Mesyuarat Lembaga Pengarah

Berdasarkan **Seksyen 8 Akta 535**, Mesyuarat Lembaga Pengarah perlu diadakan sekurang-kurangnya sekali setiap tiga bulan dan tiga orang Ahli Lembaga Pengarah diperlukan bagi membentuk kuorum pada mana-mana mesyuarat Lembaga Pengarah.

Integrity

Based on **Section 9 of Act 535**, in any event when a conflict of interest arises, Directors are required to declare the matter and exclude themselves from the decision making process and voting of matters that are of their interest either on a personal basis or as a shareholder or a firm that deals with **TH**.

Decision Making Process

The meeting's agenda including complete reports, working papers, proposal and supporting documents from the Management are handed over to the Board Members prior to each meeting. Members will have ample time to study all the proposals papers in order to be able to make informed and accurate decisions. According to **Section 13 of Act 535**, the Board is allowed to seek independent professional services and advice in carrying out its roles and responsibilities.

Board Meetings

In accordance to **Section 8 Act 535**, Board of Directors Meetings should be held at least once every three months and three Board Members are required to form a quorum at any of the Board of Directors Meeting.



Keahlian Lembaga Pengarah | Membership of the Board:

Lembaga Pengarah Board of Directors	Jawatan Position	Kehadiran Attendance
Datuk Seri Panglima Abdul Azeez Abdul Rahim	Pengerusi Chairman	12/12
Tan Sri Ismee Ismail	Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif Group Managing Director and Chief Executive Officer	12/12
Tan Sri Dr. Mohd Irwan Serigar Abdullah	Wakil Kementerian Kewangan Ministry of Finance Representative	6/12
Datuk Seri Othman Mahmood	Wakil Jabatan Perdana Menteri Prime Minister's Department Representative	10/12
Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin	Ahli Member	11/12
Tan Sri Dato' Paduka Badruddin Amiruldin	Ahli Member	11/12
Tan Sri Dato' Hashim Meon	Ahli Member	10/12
Tan Sri Datuk Mohamad Aziz	Ahli Member	11/12
Dato' Ghazali Awang	Ahli Member	11/12
Datuk Rosni Sohar (Dilantik pada 1 Februari 2014) (Appointed on 1 February 2014)	Ahli Member	9/10
Penasihat Undang-Undang Legal Advisor	Setiausaha Secretary	

JAWATANKUASA-JAWATANKUASA LEMBAGA PENGARAH

Seperti mana yang dibenarkan **Seksyen 11 Akta 535**, terdapat beberapa Jawatankuasa tertentu diwujudkan bagi membantu Lembaga Pengarah memastikan tadbir urus korporat dilaksanakan dengan baik dan teratur.

Setiap Jawatankuasa bertanggungjawab melaksanakan tugas mengikut terma rujukan yang ditetapkan dan ianya dikaji dari semasa ke semasa untuk memastikan bahawa ia adalah relevan dan terkini. Antara jawatankuasa-jawatankuasa utama yang diwujudkan bagi membantu Lembaga Pengarah di dalam pentadbirannya adalah seperti berikut:

- Jawatankuasa Audit
- Jawatankuasa Pengurusan Risiko
- Lembaga Tender
- Jawatankuasa Urusan Haji
- Jawatankuasa Penasihat Syariah
- Jawatankuasa Penamaan
- Jawatankuasa Perkhidmatan
- Jawatankuasa Tatatertib
- Jawatankuasa Rayuan Tatatertib

Bagi melancarkan lagi pengurusan dan operasi **TH**, beberapa Jawatankuasa yang tidak melibatkan Lembaga Pengarah juga telah diwujudkan. Antaranya ialah:

- Panel Pelaburan
- Majlis Penasihat Haji
- Jawatankuasa Penasihat Ibadah Haji (**TH** - JAKIM)
- Jawatankuasa Integriti dan Tadbir Urus
- Jawatankuasa Pengurusan Kewangan

Lembaga Pengarah telah menyerahkan sepenuh kepercayaan dan tanggungjawab kepada Jawatankuasa-jawatankuasa tersebut untuk bersidang dan beroperasi dalam bidang kuasa bertulis yang telah diluluskan, demi meningkatkan keberkesanan operasi **TH**.

BOARD COMMITTEES

As stipulated in **Section 11 of Act 535**, several Committees have been established to assist the Board in performing its functions and to ensure the implementation of sound corporate governance practices.

Each Committee is responsible to perform their duties according to the set terms of reference and these are reviewed from time to time to ensure that they are relevant and updated. Amongst the main Committees established to assist the Board of Directors are:

- Audit Committee
- Risk Management Committee
- Tender Board
- Haji Affairs Committee
- Shariah Advisory Committee
- Nomination Committee
- Services Committee
- Disciplinary Committee
- Disciplinary Appeal Committee

Several committees were also set up without the participation of the Board of Directors to further enhance the effectiveness of **TH's** management and operations. Amongst them are:

- Investment Panel
- Haji Advisory Council
- Ibadah Haji Advisory Committee (**TH**-JAKIM)
- Integrity and Governance Committee
- Financial Management Committee

The Board has delegated full trust and responsibility to the said Committees, which deliberate and operate within their prescribed guidelines, to enhance the effectiveness of **TH's** operations.



JAWATANKUASA DENGAN KEAHLIAN LEMBAGA PENGARAH

Jawatankuasa Audit

Bagi membantu Lembaga Pengarah berkaitan pengauditan, Jawatankuasa Audit telah ditubuhkan pada 1 Januari 1989. Antara tugas dan tanggungjawab Jawatankuasa Audit adalah untuk mengkaji, menilai dan melaporkan mengenai perkara-perkara berikut:

- Menetapkan skop audit dan perancangan audit dalaman;
- Memastikan program, proses, hasil program serta penyiasatan audit dalaman dilaksanakan dan tindakan yang bersesuaian diambil berdasarkan cadangan audit dalaman;
- Memastikan polisi dalaman, prosedur dan garis panduan, kawalan dalaman dan operasi yang mantap dilaksanakan;
- Memastikan hasil kewangan suku tahun dan akhir tahun mematuhi piawaian perakaunan dan keperluan perundangan lain;
- Memastikan keberkesanan sistem kawalan dalaman wujud dalam penilaian juruaudit dalam dan luar; dan
- Memastikan tiada sebarang urusaniaga yang boleh menimbulkan konflik kepentingan dan keraguan terhadap integriti Pengurusan *TH*.

Keahlian Jawatankuasa Audit:

- **Pengerusi**
– Dato’ Ghazali Awang
- **Wakil Jabatan Perdana Menteri**
– Datuk Seri Othman Mahmood
- **Wakil Kementerian Kewangan**
– Tan Sri Dr. Mohd Irwan Serigar Abdullah
- **Setiausaha**
– Ketua Audit Dalam

BOARD COMMITTEES

Audit Committee

The Audit Committee was formed on 1 January 1989 to assist the Board in reviewing, assessing and reporting audit-related matters which include the following:

- Determining the audit scope and the internal audit plan;
- Ensuring programmes, processes and programme outcomes as well as internal audit investigation are conducted and suitable actions are taken based on the internal auditor’s suggestions;
- Ensuring the implementation of sound internal policies, procedures and guidelines, internal control and operation;
- Ensuring quarterly and yearly financial reports adhere to accounting standards and other legal requirements;
- Ensuring the effectiveness of the internal control system in assessing the internal and external auditors; and
- Ensuring that all transactions undertaken will not create conflict of interest and reasonable doubts regarding the integrity of *TH* Management.

Audit Committee Membership:

- **Chairman**
– Dato’ Ghazali Awang
- **Prime Minister’s Department Representative**
– Datuk Seri Othman Mahmood
- **Ministry of Finance Representative**
– Tan Sri Dr. Mohd Irwan Serigar Abdullah
- **Secretary**
– Head of Internal Audit

Jawatankuasa Pengurusan Risiko

Jawatankuasa Pengurusan Risiko bertanggungjawab meneliti dan memantau pencapaian dan tahap Pelan Strategik Bahagian Pengurusan Risiko, di mana Jawatankuasa ini akan:

- Mengesyor, mengkaji semula dan memastikan Rangka Kerja Pengurusan Risiko dilaksanakan secara efektif dan sewajarnya;
- Mengesyor dan mengkaji semula pelan strategi pengurusan risiko, tahap penerimaan risiko, polisi-polisi pengurusan risiko dan had risiko untuk kelulusan Lembaga Pengarah;
- Mengkaji profil risiko dan pendedahan risiko untuk memastikan ianya di dalam lingkungan yang ditetapkan;
- Meluluskan pelan pengurusan kesinambungan perniagaan;
- Meluluskan metodologi pengukuran risiko; dan
- Meneliti dan memantau segala inisiatif pengurusan risiko dan usaha-usaha menyerapkan budaya mengawal risiko di *TH*.

Keahlian Jawatankuasa Pengurusan Risiko:

- **Pengerusi**
– Tan Sri Dato’ Hashim Meon
- **Ahli**
– Tan Sri Ismee Ismail
– Dato’ Ghazali Awang
– Abdul Kadir Md Kassim
- **Setiausaha**
– Pengurus Besar (Pengurusan Risiko)

Lembaga Tender

Lembaga Tender ditubuhkan bagi perkara berikut:

- Apabila ada perolehan bernilai di antara RM10 juta hingga RM30 juta yang memerlukan kelulusan; dan
- Bagi tujuan memperakukan cadangan sesuatu perolehan untuk kelulusan Mesyuarat Lembaga Pengarah *TH*.

Keahlian Lembaga Tender:

- **Pengerusi**
– Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Ahli**
– Tan Sri Dr. Mohd Irwan Serigar Abdullah
– Tan Sri Ismee Ismail
– Ketua Pegawai Kewangan Kumpulan
– Ketua Pegawai Pelaburan
- **Setiausaha**
– Pengurus Besar (Pentadbiran dan Perolehan)

Risk Management Committee

The responsibilities of the Risk Management Committee are to deliberate and oversee the status and achievements of the Risk Management Department’s Strategic Plan where the committee will:

- Recommend, review and ensure the effectiveness of the Risk Management Framework;
- Recommend and review the risk management strategic plan, risk tolerance level, risk management policies and risk limits for approval by the Board;
- Review risk profile and risk exposures to ensure they remain within the specified scope;
- Approve the business continuity management plan;
- Approve the risk measurement methodology; and
- Deliberate and oversee all risk management initiatives and efforts to inculcate a risk management culture in *TH*.

Risk Management Committee Membership:

- **Chairman**
– Tan Sri Dato’ Hashim Meon
- **Member**
– Tan Sri Ismee Ismail
– Dato’ Ghazali Awang
– Abdul Kadir Md Kassim
- **Secretary**
– General Manager (Risk Management)

Tender Board

This committee is set up for the followings:

- Approving purchases worth between RM10 - RM30 million as well; and
- Approving tender application and working paper verification for Board approval.

Tender Board Membership:

- **Chairman**
– Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Member**
– Tan Sri Dr. Mohd Irwan Serigar Abdullah
– Tan Sri Ismee Ismail
– Ketua Pegawai Kewangan Kumpulan
– Ketua Pegawai Pelaburan
- **Secretary**
– General Manager (Administration and Procurement)



Jawatankuasa Urusan Haji

Jawatankuasa Urusan Haji ditubuhkan di bawah **Seksyen 18(5) Akta Lembaga Urusan Tabung Haji 1969 (Akta 8)**. Dengan berkuatkuasanya **Akta 535**, ia diteruskan berdasarkan peruntukan **Seksyen 11(1)**. Jawatankuasa ini dikehendaki dengan menurut dasar-dasar Lembaga dan mempunyai kuasa sebagaimana yang diwakilkan oleh Lembaga untuk perkara-perkara berikut:

- Bertanggungjawab atas kebajikan, perlindungan, pengawalan dan kebajikan am jemaah haji; dan
- Bertanggungjawab ke atas Tabung Kebajikan Jemaah Haji Malaysia.

Keahlian Jawatankuasa Urusan Haji:

- **Pengerusi**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Ahli**
 - Tan Sri Ismee Ismail
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
 - Datuk Seri Othman Mahmood
 - Dato’ Syed Saleh Syed Abdul Rahman
 - Datuk Rozaida Omar
- **Setiausaha**
 - Pengurus Besar (Pengurusan Haji)

Jawatankuasa Penasihat Syariah

Jawatankuasa Penasihat Syariah berperanan sebagai sumber rujukan bagi Lembaga Pengarah **TH** mengenai perkara-perkara yang berkaitan dengan Syariah. Ini termasuk:

- Menyemak dan mengesahkan polisi dan garis panduan yang berkaitan Syariah; dan
- Membantu dan menasihati pihak-pihak yang berkaitan seperti peguam, juruaudit dan jururunding dalam hal-hal yang berkaitan dengan Syariah apabila perlu.

Hajj Affairs Committee

Hajj Affairs Committee was formed under **Section 18(5) Lembaga Tabung Haji Act 1969 (Act 8)**. With the enforcement of **Act 535**, it continues based on the provision of **Section 11(1)**. This committee must adhere to the Board’s policies and possess the authority that given by the Board on:

- Welfare, protection and control of the hajj pilgrims; and
- Management of the Malaysian Pilgrims Welfare Fund.

Hajj Affairs Committee Membership:

- **Chairman**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Member**
 - Tan Sri Ismee Ismail
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
 - Datuk Seri Othman Mahmood
 - Dato’ Syed Saleh Syed Abdul Rahman
 - Datuk Rozaida Omar
- **Secretary**
 - General Manager (Hajj Affairs)

Shariah Advisory Committee

This committee acts as a source of reference for the Board regarding Shariah-related matters. This also includes:

- Review and endorse policies and procedures related to Shariah matters; and
- Assist and advising related parties such as lawyer, auditor and consultant in regards to Shariah matters whenever required.

Keahlian Penasihat Syariah:

- **Pengerusi**
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
- **Wakil Panel Pelaburan**
 - Tan Sri Sheikh Ghazali Abdul Rahman
- **Ahli**
 - Datuk Che Mat Che Ali
(Dilantik pada 1 Februari 2014)
 - Dato’ Elias Zakaria
(Dilantik pada 1 Februari 2014)
 - Nurhidayah Mohamad Shahaimi
(Dilantik pada 1 Februari 2014)
- **Setiausaha**
 - Penasihat Undang-Undang

Jawatankuasa Penamaan

Antara fungsi Jawatankuasa Penamaan adalah:

- Mengkaji keperluan dan mengenalpasti calon-calon yang sesuai untuk dilantik sebagai wakil **TH** di dalam Lembaga Pengarah syarikat di mana **TH** mempunyai kepentingan.
- Meneliti urusan perlantikan dan penamatan perwakilan **TH** dalam Lembaga Pengarah syarikat yang dilabur.

Keahlian Jawatankuasa Penamaan:

- **Pengerusi**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Wakil Panel Pelaburan**
 - Dato’ Azizan Abdul Rahman
- **Ahli**
 - Tan Sri Ismee Ismail
- **Setiausaha**
 - Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan)

Shariah Advisory Committee Membership:

- **Chairman**
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
- **Investment Panel Representative**
 - Tan Sri Sheikh Ghazali Abdul Rahman
- **Member**
 - Datuk Che Mat Che Ali
(Appointed on 1 February 2014)
 - Dato’ Elias Zakaria
(Appointed on 1 February 2014)
 - Nurhidayah Mohamad Shahaimi
(Appointed on 1 February 2014)
- **Secretary**
 - Legal Advisor

Nomination Committee

Nomination Committee members are appointed by the Board and its functions are:

- Identifying individuals suitably qualified to be appointed as **TH** Board representative in **TH** investee companies;
- Reviewing matters relating to the appointment and retirement of **TH** Board representatives in **TH**’s investee companies.

Nomination Committee Membership:

- **Chairman**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Investment Panel Representative**
 - Dato’ Azizan Abdul Rahman
- **Member**
 - Tan Sri Ismee Ismail
- **Secretary**
 - Senior General Manager (Corporate Finance and Services)



Jawatankuasa Perkhidmatan

Jawatankuasa Perkhidmatan yang ditubuhkan bagi melaksanakan **Seksyen 13 dan Seksyen 14 Akta Tabung Haji 1995** ini secara umumnya:

- Bertanggungjawab dalam pelantikan pegawai perkhidmatan, ejen, penasihat dan sebagainya;
- Berkuasa dalam membuat peraturan-peraturan berkaitan dengan syarat-syarat perkhidmatan dan tatatertib; dan
- Bertanggungjawab dalam penggubalan dasar serta pelaksanaannya di bawah arahan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif mengikut peraturan yang ditetapkan oleh Lembaga Pengarah.

Keahlian Jawatankuasa Perkhidmatan:

- **Pengerusi**
 - Datuk Seri Othman Mahmood
- **Ahli**
 - Tan Sri Ismee Ismail
 - Tan Sri Dr. Mohd Irwan Serigar Abdullah
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
 - Tan Sri Dato’ Hashim Meon
- **Setiausaha**
 - Penasihat Undang-Undang

Jawatankuasa Tatatertib

Bidang kuasa, tugas dan tanggungjawab Jawatankuasa Tatatertib adalah seperti yang diperuntukkan di bawah **Peraturan-Peraturan Tatatertib Tabung Haji 2010** dan **Peraturan-Peraturan Tabung Haji (Jawatankuasa Tatatertib dan Jawatankuasa Rayuan Tatatertib) 2010**, termasuk dan tidak terhad kepada:

- Menimbang dan menentukan hukuman tatatertib ke atas anggota yang telah melanggar syarat-syarat perkhidmatan dan peraturan-peraturan yang berkuatkuasa dari masa ke semasa; dan
- Menentukan perkara-perkara yang berkaitan dengan tatakelakuan anggota **TH**.

Services Committee

Services Committee was formed under **Section 13 and 14 of the Tabung Haji Act 1995**. In general, the committee handles:

- The appointment of service officers, agents, advisors and others;
- Has the authority to formulate rules and regulations on service conditions and discipline; and
- Responsible in enacting policies and implementing them under the directive of the Chief Executive Officer as provided by the guidelines fixed by the Board.

Services Committee Membership:

- **Chairman**
 - Datuk Seri Othman Mahmood
- **Member**
 - Tan Sri Ismee Ismail
 - Tan Sri Dr. Mohd Irwan Serigar Abdullah
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
 - Tan Sri Dato’ Hashim Meon
- **Secretary**
 - Legal Advisor

Disciplinary Committee

Under **Peraturan-Peraturan Tatatertib Tabung Haji 2010 and Peraturan-Peraturan Tabung Haji (Jawatankuasa Tatatertib dan Jawatankuasa Rayuan Tatatertib) 2010**, the Disciplinary Committee jurisdiction covers but not limited to:

- Disciplinary actions on employees who breached terms and conditions of their appointments as well as rules and regulations that enforced from time to time; and
- Decision on matters related to **TH’s** employee code of conduct.

Keahlian Jawatankuasa Tatatertib Kumpulan Pengurusan dan Eksekutif:

- **Pengerusi**
 - Datuk Seri Othman Mahmood
- **Ahli**
 - Tan Sri Ismee Ismail
 - Tan Sri Dr. Mohd Irwan Serigar Abdullah
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
 - Tan Sri Dato’ Hashim Meon
- **Setiausaha**
 - Penasihat Undang-Undang

Keahlian Jawatankuasa Tatatertib Kumpulan Bukan Eksekutif:

- **Pengerusi**
 - Datuk Seri Othman Mahmood
- **Ahli**
 - Abdul Kadir Sahlan
 - Nurrinanuwar Shamsuddin
(*Dilantik pada 8 Mei 2014*)
- **Setiausaha**
 - Penasihat Undang-Undang

Jawatankuasa Rayuan Tatatertib

Objektif utama Jawatankuasa Rayuan Tatatertib adalah untuk mendengar, menimbang dan memutuskan apa-apa rayuan yang dikemukakan oleh pekerja terhadap keputusan Jawatankuasa Tatatertib akan sesuatu hukuman tatatertib ke atas pekerja yang melanggar syarat-syarat perkhidmatan dan peraturan-peraturan yang berkuatkuasa dari masa ke semasa berdasarkan peruntukan **Peraturan-Peraturan Tatatertib Tabung Haji 2010**.

Keahlian Jawatankuasa Rayuan Tatatertib Kumpulan Pengurusan dan Eksekutif:

- **Pengerusi**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Ahli**
 - Tan Sri Dato’ Paduka Badruddin Amiruldin
 - Dato’ Ghazali Awang
- **Setiausaha**
 - Penasihat Undang-Undang

Membership of the Management & Executive Disciplinary Committee:

- **Chairman**
 - Datuk Seri Othman Mahmood
- **Member**
 - Tan Sri Ismee Ismail
 - Tan Sri Dr. Mohd Irwan Serigar Abdullah
 - Prof. Emeritus Tan Sri Dato’ Dr. Abdul Shukor Husin
 - Tan Sri Dato’ Hashim Meon
- **Secretary**
 - Legal Advisor

Membership of the Non-Executive Disciplinary Committee:

- **Chairman**
 - Datuk Seri Othman Mahmood
- **Member**
 - Abdul Kadir Sahlan
 - Nurrinanuwar Shamsuddin
(*Appointed on 8 May 2014*)
- **Secretary**
 - Legal Advisor

Disciplinary Appeal Committee

Main objective of Disciplinary Appeal Committee is to hear, deliberate and make decisions on all appeals made by employees who are found guilty by the Disciplinary Committee under the provision of **Peraturan-Peraturan Tatatertib Tabung Haji 2010**.

Membership of the Management & Executive Disciplinary Appeal Committee:

- **Chairman**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Member**
 - Tan Sri Dato’ Paduka Badruddin Amiruldin
 - Dato’ Ghazali Awang
- **Secretary**
 - Legal Advisor



Keahlian Jawatankuasa Rayuan Tatatertib Kumpulan Bukan Eksekutif:

- **Pengerusi**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Ahli**
 - Tan Sri Dato’ Paduka Badruddin Amiruldin
 - Dato’ Ghazali Awang
- **Setiausaha**
 - Penasihat Undang-Undang

Jawatankuasa-jawatankuasa yang diwujudkan di bawah **Akta 535** dan tidak melibatkan Lembaga Pengarah adalah seperti berikut:

Panel Pelaburan

Objektif utama Panel Pelaburan adalah untuk menasihati Lembaga Pengarah dalam menjalankan tanggungjawabnya untuk menimbang dan memberi persetujuan ke atas apa-apa cadangan pelaburan yang dikira sesuai untuk **TH** sebelum ia diangkat untuk kelulusan Yang Berhormat Menteri. Ahli-ahli Panel Pelaburan hendaklah terdiri dari ahli keahlian wakil Bank Negara Malaysia atau dikalangan professional sektor Kewangan, seorang ahli syariah yang diiktiraf dan tidak lebih dari lima orang ahli lain yang mempunyai pengalaman dan pengetahuan yang bersesuaian. Seseorang ahli Panel Pelaburan adalah dilantik untuk tempoh dua tahun serta layak untuk dilantik semula. Panel Pelaburan hendaklah bermesyuarat sekurang-kurangnya enam kali setahun. Korum bagi setiap mesyuarat adalah empat orang ahli. Panel Pelaburan juga akan menasihati Pengurusan **TH** ke atas keberkesanan aktiviti dan kawalan dalaman pelaburan **TH** dalam usaha mempertingkatkan nilai pelaburan-pelaburannya serta memperolehi pulangan yang kompetitif. Ini merangkumi perkara-perkara berikut:

- Menilai dan menasihati pengurusan mengenai dasar-dasar pelaburan **TH**;
- Menimbang dan memperakukan setiap cadangan pelaburan ekuiti jangka panjang, pelaburan hartanah, pelaburan dalam instrumen pasaran wang dan bon, peruntukan dana untuk pelaburan ekuiti jangka pendek dan pengurus aset luar yang dilantik, pembiayaan **TH** kepada anak syarikatnya dan penstrukturan semula pelaburan-pelaburan **TH** sedia ada;

Membership of the Non-Executive Disciplinary Appeal Committee:

- **Chairman**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Member**
 - Tan Sri Dato’ Paduka Badruddin Amiruldin
 - Dato’ Ghazali Awang
- **Secretary**
 - Legal Advisor

The Committee that was set up under **Act 535** without the participation of the Board Members are:

Investment Panel

The main objective of the Investment Panel is to advise the Board in assessing and recommending any viable investment proposals for **TH** prior to submission to the Minister for approval. The Investment Panel members consist of a Bank Negara Malaysia representative or a professional from the financial sector, a Shariah expert and not more than five other knowledgeable and experience members. An Investment Panel member is appointed for a period of two years and is eligible for reappointment. The Investment Panel will meet at least six times a year. The quorum for each meeting is four members. The Investment Panel also advises **TH** Management on internal control effectiveness of investment-related matters in an effort to increase **TH's** investment value and to ensure favourable and competitive returns. This comprise of:

- To assess and advise **TH** Management on its investment policies;
- To consider and recommend any proposed long-term equity investments, property investments, investments in money market instruments and bonds, the allocation of funds for short-term equity investment and appointment of external fund managers, **TH's** financing to subsidiaries and restructuring of existing investments;

- Menilai keberkesanan polisi alokasi aset;
- Menimbang dan memperakukan pelantikan dan penamatan perkhidmatan sesebuah institusi kewangan sebagai pengurus dana;
- Meneliti kedudukan kewangan **TH** dari semasa ke semasa; dan
- Meneliti perkara-perkara yang dianggap sesuai.

Keahlian Panel Pelaburan:

- **Pengerusi**
 - Dato’ Azizan Abdul Rahman
- **Ahli**
 - Tan Sri Sheikh Ghazali Abdul Rahman
 - Datin Paduka Zahridah Ismail
 - Dato’ Mohzani Abdul Wahab
 - Abdul Kadir Md Kassim
 - Syed Elias Alhabshi
 - Tan Sri Dr Abdul Samad Alias (*Dilantik pada 1 Jun 2014*)
- **Setiausaha**
 - Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan)

Majlis Penasihat Haji

Penubuhan Majlis Penasihat Haji adalah mengikut **Seksyen 11(1) Akta 535**. Majlis ini berfungsi dan bertanggungjawab untuk:

- Memberi maklumbalas kepada pengurusan **TH** berkaitan isu-isu yang dihadapi oleh jemaah haji;
- Menasihati Menteri berkenaan kebajikan jemaah haji dan perkara-perkara yang dirujuk padanya berhubung dengan isu-isu urusan haji; dan
- Memberi cadangan untuk meningkatkan perkhidmatan kepada jemaah haji.

- To study the effectiveness of the asset allocation policy;
- To evaluate and approve the appointment and termination of Financial Institutions as fund managers;
- To study **TH** financial position from time to time; and
- To deliberate on any other matters deemed appropriate.

Investment Panel Membership:

- **Chairman**
 - Dato’ Azizan Abdul Rahman
- **Member**
 - Tan Sri Sheikh Ghazali Abdul Rahman
 - Datin Paduka Zahridah Ismail
 - Dato’ Mohzani Abdul Wahab
 - Abdul Kadir Md Kassim
 - Syed Elias Alhabshi
 - Tan Sri Dr Abdul Samad Alias (*Appointed on 1 June 2014*)
- **Secretary**
 - Senior General Manager (Corporate Finance and Services)

Haji Advisory Council

The Haji Advisory Council was formed in accordance with **Section 11(1), Tabung Haji Act (Act 535)**. Its responsibility as follows:

- Provides feedbacks to **TH** Management regarding issues faced by the haji pilgrims;
- Advise the Minister on matters regarding the haji pilgrims’ welfare and other haji-related issues; and
- Providing suggestions on how to improve the existing haji management services.



Keahlian Majlis Penasihat Haji:

- **Pengerusi**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Wakil Kementerian Kesihatan Malaysia**
 - Datuk Farida Mohd. Ali
- **Wakil Kementerian Luar Negeri**
 - Tuan Yang Terutama Ambassador Zainal Abidin Bakar
(Dilantik pada 1 Januari 2014)
- **Ahli (Lantikan Menteri)**
 - Basorri Abu Hassan
(Dilantik pada 16 Mac 2014)
- **Ahli (Wakil Negeri)**

– Perlis	– Tuan Jafperi Othman
– Kedah	– Dato’ Paduka Mohd Puat Mohd Ali (Dilantik pada 16 Mac 2014)
– Pulau Pinang	– Dato’ Muhammad Yusoff Wazir
– Melaka	– Datuk Mohd Zin Mansor
– Perak	– Dato’ Abdul Puhat Mat Nayan
– Selangor	– Yang Amat Dihormati Tengku Seri Wangsa Diraja Tengku Dato’ Setia Ramli Alhaj Tengku Shahrudin Shah Alhaj
– Negeri Sembilan	– Dato’ Mat Ali Hassan
– Johor	– Dato’ Ismail bin Karim (Dilantik pada 15 Julai 2014)
– Pahang	– Dato’ Khairuddin Mahmud
– Terengganu	– Dato’ Mazlan Ngah (Dilantik pada 1 Januari 2014)
– Kelantan	– Dato’ Mohd. Faudzi Che Mamat (Dilantik pada 1 Julai 2014)
– Sabah	– Datuk Amri Aliaman Suratman
– Sarawak	– Dato’ Wan Abdul Wahab Wan Sanusi
- **Setiausaha**
 - Tan Sri Ismee Ismail atau
Pengurus Besar Kanan (Haji)

Haji Advisory Council Membership:

- **Chairman**
 - Datuk Seri Panglima Abdul Azeez Abdul Rahim
- **Ministry of Health Representative**
 - Datuk Farida Mohd. Ali
- **Foreign Ministry Representative**
 - Tuan Yang Terutama Ambassador Zainal Abidin Bakar
(Appointed on 1 January 2014)
- **Member (Appointed by Minister)**
 - Basorri Abu Hassan
(Appointed on 16 March 2014)
- **Member (State Representative)**

– Perlis	– Tuan Jafperi Othman
– Kedah	– Dato’ Paduka Mohd Puat Mohd Ali (Appointed on 16 March 2014)
– Pulau Pinang	– Dato’ Muhammad Yusoff Wazir Ahli
– Melaka	– Datuk Mohd Zin Mansor
– Perak	– Dato’ Abdul Puhat Mat Nayan
– Selangor	– Yang Amat Dihormati Tengku Seri Wangsa Diraja Tengku Dato’ Setia Ramli Alhaj Tengku Shahrudin Shah Alhaj
– Negeri Sembilan	– Dato’ Mat Ali Hassan
– Johor	– Dato’ Ismail bin Karim (Appointed on 15 July 2014)
– Pahang	– Dato’ Khairuddin Mahmud
– Terengganu	– Dato’ Mazlan Ngah (Appointed on 1 January 2014)
– Kelantan	– Dato’ Mohd. Faudzi Che Mamat (Appointed on 1 July 2014)
– Sabah	– Datuk Amri Aliaman Suratman
– Sarawak	– Dato’ Wan Abdul Wahab Wan Sanusi
- **Secretary**
 - Tan Sri Ismee Ismail or
Senior General Manager (Haji)

Jawatankuasa Penasihat Ibadah Haji (TH-JAKIM)

Jawatankuasa Penasihat Ibadah Haji bertanggungjawab untuk:

- Memutuskan kedudukan hukum-hakam berkaitan isu ibadat haji yang dirujuk;
- Memberi cadangan kepada Pengurusan **TH** berkaitan isu pelaksanaan ibadat haji;
- Mengesahkan semakan ke atas bahan-bahan penerbitan ibadat haji oleh **TH**; dan
- Bertugas sebagai anggota Jemaah Pakar Rujuk ibadat haji dalam Rombongan Kebajikan Haji ke Tanah Suci.

Keahlian Penasihat Ibadah Haji (TH-JAKIM):

- **Pengerusi**
 - Dato’ Seri Hassan Ahmad
- **Wakil JAKIM**
 - Dato’ Razali Shahabudin
- **Ahli**
 - Dato’ Nooh Gadot
 - Dato’ Fadzil Awang
 - Dato’ Wan Mohamad Dato’ Sheikh Abdul Aziz
 - Datuk Dr. Zulkifli Mohamad Al-Bakri
 - Prof. Madya Dr. Raihanah Azahari
 - Dr. Shamsiah Mohamad
(Dilantik pada 1 Februari 2014)
 - Dr. Anisah Abdul Ghani
- **Setiausaha**
 - Pengurus Besar (Bimbingan)

Ibadah Haji Advisory Committee (TH-JAKIM)

The Ibadah Haji Advisory Committee is responsible for following:

- Deciding the position of relevant laws and regulations pertaining to Hajj issues;
- Advising **TH** Management on issues related to the performing of Hajj
- Validate review on publication materials by **TH**; and
- As a reference point for Hajj in the Holy Land.

Ibadah Haji Advisory Committee (TH-JAKIM) Membership:

- **Chairman**
 - Dato’ Seri Hassan Ahmad
- **JAKIM Representative**
 - Dato’ Razali Shahabudin
- **Member**
 - Dato’ Nooh Gadot
 - Dato’ Fadzil Awang
 - Dato’ Wan Mohamad Dato’ Sheikh Abdul Aziz
 - Datuk Dr. Zulkifli Mohamad Al-Bakri
 - Prof. Madya Dr. Raihanah Azahari
 - Dr. Shamsiah Mohamad
(Appointed on 1 February 2014)
 - Dr. Anisah Abdul Ghani
- **Secretary**
 - General Manager (Guidance)



Jawatankuasa Integriti dan Tadbir Urus

Fungsi Jawatankuasa ini adalah untuk memantapkan keutuhan sistem pengurusan pentadbiran dari segi:

- Dasar, sistem dan proses penyampaian perkhidmatan;
- Tindakan pengesanan, punitif dan pemulihan;
- Pembudayaan nilai-nilai murni dan kod etika; dan
- Pengurusan pelanggan dan pihak berkepentingan.

Keahlian Jawatankuasa Integriti dan Tadbir Urus:

- **Pengerusi**
 - Tan Sri Ismee Ismail
- **Ahli**
 - Timbalan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif
(Dilantik pada 23 Februari 2015)
 - Ketua Pegawai Kewangan Kumpulan
 - Ketua Pegawai Pelaburan
 - Ketua Pegawai Operasi
 - Pengurus Besar Kanan (Haji)
 - Pengurus Besar Kanan (Sumber Manusia)
 - Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan)
 - Ketua Audit Dalam
 - Penasihat Undang-undang
 - Pengurus Besar (Pengurusan Risiko)
 - Pengurus Besar (Pejabat Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif)
 - Pengurus Besar (Hal Ehwal Awam dan Komunikasi Korporat Kumpulan)
 - Pengurus Besar (Syariah)
 - Pengurus Besar (Operasi Pejabat Cawangan)
- **Setiausaha**
 - Pengurus Besar Kanan (Integriti)

Integrity and Governance Committee

The committee function mainly to improve integrity of management administration system in manner of:

- Policies, system and process of delivering services;
- Detection, punitive and recovery action;
- Culturing values and code of ethics; and
- Client and other stakeholder management.

Integrity and Governance Committee Membership:

- **Chairman**
 - Tan Sri Ismee Ismail
- **Member**
 - Vice Group Managing Director and Chief Executive Officer
(Appointed on 23 February 2015)
 - Group Chief Financial Officer
 - Chief Investment Officer
 - Chief Operations Officer
 - Senior General Manager (Haji)
 - Senior General Manager (Human Resource)
 - Senior General Manager (Corporate Finance and Services)
 - Head of Internal Audit
 - Legal Advisor
 - General Manager (Risk Management)
 - General Manager (Group Managing Director and Chief Executive Officer's Office)
 - General Manager (Group Public Affairs and Corporate Communications)
 - General Manager (Shariah)
 - General Manager (Branch Office Operations)
- **Secretary**
 - Chief Integrity Officer

Jawatankuasa Pengurusan Kewangan

Jawatankuasa Pengurusan Kewangan merupakan jawatankuasa pemantau bagi urusan kewangan meliputi:

- Prestasi kewangan terkini;
- Meneliti perancangan untuk memastikan pendapatan yang dibajetkan/diunjurkan dapat dicapai;
- Mengkaji prestasi perbelanjaan secara keseluruhan dan memastikan perbelanjaan yang dilakukan selaras dengan kelulusan yang diperolehi; dan
- Memastikan teguran audit dan pengurusan risiko diberikan perhatian dan tindakan yang sewajarnya diambil.

Keahlian Jawatankuasa Pengurusan Kewangan:

- **Pengerusi**
 - Tan Sri Ismee Ismail
- **Ahli**
 - Timbalan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif
(Dilantik pada 23 Januari 2015)
 - Ketua Pegawai Kewangan Kumpulan
 - Ketua Pegawai Pelaburan
 - Ketua Pegawai Operasi
 - Pengurus Besar Kanan (Haji)
 - Pengurus Besar Kanan (Sumber Manusia)
 - Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan)
 - Ketua Audit Dalam
 - Penasihat Undang-undang
 - Pengurus Besar (Pengurusan Risiko)
 - Pengurus Besar (Pejabat Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif)
- **Setiausaha**
 - Pengurus Besar (Pengurusan Strategik Kewangan Kumpulan)

Financial Management Committee

Financial Management Committee is a monitoring committee for all financial scope including:

- Current financial position;
- Assess in details the budgeted and forecasted income;
- Review expenditure as a whole and ensuring it is according to approval; and
- Ensuring audit observation and risk management are taken in full attention and all necessary measures have been taken.

Financial Management Committee Membership:

- **Chairman**
 - Tan Sri Ismee Ismail
- **Member**
 - Vice Group Managing Director and Chief Executive Officer
(Appointed on 23 Januari 2015)
 - Group Chief Financial Officer
 - Chief Investment Officer
 - Chief Operations Officer
 - Senior General Manager (Haji)
 - Senior General Manager (Human Resource)
 - Senior General Manager (Corporate Finance and Services)
 - Head of Internal Audit
 - Legal Advisor
 - General Manager (Risk Management)
 - General Manager (Group Managing Director and Chief Executive Officer's Office)
- **Secretary**
 - General Manager (Group Strategic Financial Management)



AKAUNTABILITI DAN AUDIT

Laporan Kewangan

Lembaga Pengarah adalah bertanggungjawab dalam penyediaan penyata kewangan yang diaudit dan memastikan bahawa penyata kewangan disediakan menurut prinsip perakaunan yang diterima umum dan piawaian-piawaian perakaunan yang diluluskan di Malaysia yang diselaraskan menurut prinsip-prinsip Syariah.

Lembaga Pengarah turut bertanggungjawab memastikan kesemua laporan penyata kewangan yang dibentangkan adalah secara benar, saksama dan komprehensif tentang kedudukan kewangan **TH** dan Kumpulan kepada semua pendeposit dan juga orang awam. Laporan kewangan **TH** dikemukakan kepada pejabat Ketua Audit Negara bagi tujuan pengauditan setiap tahun. Laporan kewangan yang telah diaudit dibentangkan di Parlimen untuk kelulusan.

Tanggungjawab Lembaga Pengarah Mengenai Laporan Kewangan

Lembaga Pengarah adalah komited untuk memberikan pernyataan yang telus dan terkini mengenai penyata kewangan **TH** kepada pihak-pihak yang berkepentingan. Lembaga Pengarah perlu memastikan proses penyediaan penyata kewangan adalah berasaskan konsep usaha yang berterusan (*going concern concept*) berdasarkan jangkaan munasabah dengan sumber yang mencukupi untuk meneruskan operasi.

Kawalan Dalaman

Lembaga Pengarah mengiktiraf tanggungjawabnya dan komited untuk mengekalkan pelaksanaan sistem kawalan dalaman yang berwibawa. Maklumat berkenaan sistem kawalan dalaman serta tinjauan menyeluruh berhubung kedudukan kawalan dalaman dibentangkan di seksyen Penyata Kawalan Dalaman di dalam Laporan Tahunan ini.

ACCOUNTABILITY AND AUDIT

Financial Report

The Board is responsible for preparing the audited financial statement and ensuring that the statement is prepared in accordance with the acceptable Malaysian accounting principles and standards and in compliance with Shariah principles.

The Board is also responsible to ensure that all financial statements that reflect the financial position of **TH** and the Group are presented in a true, balanced and comprehensive manner to the depositors and the public. **TH's** financial report is forwarded yearly to the Auditor-General for auditing purposes. The audited financial report will be presented to the Parliament for approval.

Board of Directors' Responsibility on Financial Reporting

The Board is committed to provide **TH** stakeholders with transparent and timely releases of **TH's** updated financial statements. The Board must ensure that the financial statements are prepared according to the 'going concern concept' based on reasonable expectations of adequate resources to continue operations.

Internal Control

The Board acknowledges its responsibility and is committed to maintain a sound implementation of internal control system. Information with regards to the system and the general overview of the state of internal control are presented in the Internal Control Statement section in this Annual Report.

Perhubungan dengan Juruaudit

Lembaga Pengarah adalah berperanan mewujudkan satu perhubungan yang rasmi dan telus bersama Juruaudit Negara bagi **TH** dan juruaudit swasta bagi syarikat-syarikat subsidiari. Penemuan audit bagi **TH** akan dimajukan kepada Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif sebelum tindakan susulan dijalankan. Jawapan kepada penemuan audit yang penting dibentangkan secara rasmi di dalam Mesyuarat Penutupan Audit (*Exit Conference Meeting*) di hadapan Ketua Audit Negara. Pemantauan berterusan juga dijalankan oleh pegawai di setiap bahagian dan jabatan bagi teguran audit yang diterima. Penemuan audit bagi syarikat-syarikat subsidiari pula dibincangkan di peringkat Jawatankuasa Audit syarikat-syarikat subsidiari. Peranan Juruaudit Dalam dibentangkan di seksyen Laporan Jawatankuasa Audit di dalam Laporan Tahunan ini.

LAIN-LAIN

Komunikasi dengan Pendeposit

Sebagai sebuah Badan Berkanun yang mempunyai tanggungjawab dan kepentingan masyarakat yang luas, Lembaga Pengarah mengiktiraf akan kepentingan **TH** dalam memberi maklumat yang tepat berkenaan prestasi dan perkara-perkara lain yang melibatkan kepentingan pendeposit dan orang awam.

Semua perubahan utama dan maklumat penting seperti tanggungan haji, kuota haji (secara dasarnya adalah 0.1% dari jumlah populasi negara) dan perkara-perkara lain berkaitan dengan operasi haji sentiasa dimaklumkan kepada pendeposit dari semasa ke semasa.

Untuk mencapai matlamat ini, kaedah-kaedah yang digunakan adalah melalui kenyataan akhbar, laman web **TH** www.tabunghaji.gov.my, laporan tahunan, Tabung Haji Contact Centre (THCC) dan lain-lain pengumuman melalui media.

Relationship with Auditors

The Board has formed an official and transparent rapport with the Auditor General for **TH** and independent auditors for its subsidiaries. Audit findings on **TH** are forwarded to the Group Managing Director and Chief Executive Officer before any follow-up actions are taken. Responses to significant audit findings are formally presented to the Auditor-General at the Exit Conference Meeting. Further monitoring is conducted and carried out by officers at every division and department based on the audit finding received. Audit findings on subsidiaries are discussed at the respective Audit Committee meetings of the subsidiaries. The role of the Internal Auditor is presented in the Audit Committee Report section in this Annual Report.

OTHERS

Communications with Depositors

As a responsible Statutory Body with vast community interest, the Board recognizes the importance of disseminating accurate information regarding its performance and other relevant matters involving the interest of the depositors and the public.

All major changes and important information such as cost of pilgrimage, hajj quota (is 0.1% of the total population of the country) and other matters related to the hajj operations are communicated to depositors from time to time.

The platforms used to disseminate information are through press statements, the **TH** website www.tabunghaji.gov.my, annual reports, the Tabung Haji Contact Centre (THCC) and other announcements via mass media.



PENYATA KAWALAN DALAMAN

Statement of Internal Control

Lembaga Pengarah (Lembaga) mengiktiraf kepentingan mengekalkan sistem kawalan dalaman dan amalan pengurusan risiko yang mantap serta tadbir urus korporat yang baik bagi menjaga Kumpulan Wang Simpanan Pendeposit dan aset **TH**. Lembaga Pengarah sedar akan tanggungjawab untuk memastikan sistem kawalan dalaman dan sistem pengurusan maklumat adalah berkesan, mencukupi serta berintegriti dalam aspek-aspek kewangan dan yang bukan kewangan.

Sistem kawalan dalaman yang kukuh telah membolehkan Lembaga menjalankan operasinya secara cekap dan berkesan, memastikan pelaporan kewangan yang tepat, prosedur kerja yang mantap serta mematuhi undang-undang dan peraturan yang ditetapkan. Namun begitu oleh kerana wujudnya batasan dalam mana-mana sistem kawalan dalaman, sistem ini hanya akan dapat memberikan kepastian munasabah dan bukan kepastian mutlak akan keberkesanan menghindari berlakunya kesilapan penting penyata pengurusan serta maklumat kewangan ataupun terhadap kerugian kewangan dan penipuan. Sistem kawalan ini direka bentuk bagi memastikan risiko-risiko yang dihadapi oleh Lembaga dalam usaha untuk mencapai objektif penubuhan, dapat dikenal pasti dan diurus pada tahap yang sewajarnya tetapi bukan untuk sama sekali menghapuskan risiko-risiko ini.

Berikut adalah ciri-ciri utama kawalan dalaman yang sedia ada di **TH** dan Kumpulan:

i. Struktur Organisasi dan Pentadbiran

- Penubuhan pelbagai jawatankuasa seperti Panel Pelaburan, Lembaga Tender, Jawatankuasa Audit, Jawatankuasa Pengurusan Risiko, Jawatankuasa Urusan Haji, Jawatankuasa Perkhidmatan, Jawatankuasa Tatatertib, Jawatankuasa Rayuan Tatatertib, Jawatankuasa Integriti dan Tadbir Urus (JITU), Jawatankuasa Keselamatan Perlindungan **TH**, Jawatankuasa Pengurusan Eksekutif, Jawatankuasa Tender, Jawatankuasa Pengurusan Kewangan, Jawatankuasa Penilaian Portfolio dan sebagainya. Terma rujukan ditakrifkan dengan jelas ke atas peranan dan tanggungjawab semua jawatankuasa ini yang bertujuan membantu pihak pengurusan mengurangkan risiko kewangan, risiko pelaburan dan risiko operasi serta urusan keselamatan secara menyeluruh.
- Struktur organisasi yang mempunyai panduan yang jelas mengenai kebertanggungjawaban, penurunan kuasa dan tanggungjawab di semua peringkat anggota.

Board of Directors (the Board) recognizes the importance of maintaining good internal control and risk management practices and corporate governance to safeguard the Depositors' Funds and **TH's** assets. Ultimately, the Board is cognisant of its responsibility for ensuring the effectiveness, adequacy and integrity of the internal control and the information management system in both financial and non-financial aspects.

An effective internal control system has enabled the Board to carry out its operations efficiently and effectively, ensured accurate financial reporting and established working procedures that comply with the laws and regulations. Nevertheless, as there are limits to any internal control system, this system can only provide a reasonable assurance but not absolute assurance against financial misstatements, losses or fraud. The control system is designed to ensure that the Board in its effort to achieve its objectives can identify and manage, but not entirely eliminate, risks to an acceptable level.

The main features of the existing internal control of **TH** and its Group are:

i. Organisational Structure and Administration

- Establishment of various committees namely the Investment Panel, Tender Board, Audit Committee, Risk Management Committee, Hajj Management Committee, Services Committee, Disciplinary Committee, Disciplinary Appeal Committee, Integrity and Governance Committee, **TH** Protection Security Committee, Executive Management Committee, Tender Committee, Financial Management Committee, Portfolio Review Committee and others. Terms of reference are clearly defined on the roles and responsibilities of these committees in assisting the management to mitigate financial, investment and operational risks, as well as overall security matters.
- An organisational structure with clearly defined lines of accountability, empowerment and responsibility at all levels.

- Penyediaan **Manual Kuasa Tabung Haji (MKTH)** bagi setiap Jabatan di **TH**, dapat meningkatkan lagi akauntabiliti serta memantapkan lagi kawalan dalaman dengan menyatakan tahap dan had kuasa pengurusan. **MKTH** ini dibentangkan dan diluluskan dalam Mesyuarat Lembaga Pengarah dan segala pindaan polisi pula memerlukan kelulusan Lembaga Pengarah manakala segala pindaan operasi memerlukan kelulusan Jawatankuasa Pengurusan Eksekutif. Bagi tujuan pematuhan **MKTH**, pemantauan berterusan dijalankan oleh pengurusan dan Bahagian Pengurusan Audit Dalam. Ini adalah untuk memastikan kawalan dalaman bukan sahaja wujud tetapi dilaksanakan dan berfungsi dengan berkesan.
- Bahagian Pengurusan Audit Dalam yang diwujudkan melapor terus kepada Jawatankuasa Audit yang menyediakan penilaian bebas terhadap kecukupan dan kewibawaan sistem kawalan dalaman serta mengetengahkan sebarang risiko yang ketara. Pelaksanaan audit adalah berdasarkan pelan audit tahunan yang diluluskan oleh Jawatankuasa Audit.
- Bagi memantau sistem kawalan dalaman Anak-anak Syarikat, **TH** telah mengarahkan penubuhan Jabatan atau Bahagian Audit Dalaman untuk syarikat-syarikat subsidiari. Selain daripada itu, **TH** juga mewakili sekurang-kurangnya seorang Ahli Lembaga Pengarah atau pegawai daripada pengurusan **TH** bagi mengawal setiap syarikat subsidiarinya.
- Bahagian Pengurusan Audit Dalam juga membuat auditan di ibu pejabat, pejabat-pejabat cawangan dan syarikat subsidiarinya.
- Pemeriksaan tunai dan lawatan mengejut dibuat ke pejabat-pejabat cawangan **TH** secara berterusan.
- Bahagian Integriti antara objektif strategiknya adalah untuk:
 - a) Membentuk persekitaran perniagaan **TH** yang adil, telus dan berintegriti bebas daripada rasuah, penyelewengan dan salahguna kuasa.
 - b) Meningkatkan keberkesanan tadbir urus korporat terbaik dan etika perniagaan untuk kepentingan pihak berkepentingan dan pendeposit **TH**.
 - c) Melaksanakan tanggungjawab sosial korporat (CSR) dan *Social Integrity Responsibility* (SIR) yang lebih efektif untuk peningkatan kualiti hidup dan kesejahteraan masyarakat.
 - d) Meningkatkan kecekapan dalam sistem penyampaian perkhidmatan dan kawalan dalaman **TH**.

- Increase accountability and enhance internal control through the establishment of '**TH Authority Manual (MKTH)**' that sets the level of authority and limits for each respective department. **MKTH** was deliberated and approved by the Board of Directors. Any amendments to Tabung Haji Authority Manual need the Board approval while operational amendments shall require the authorisation of the Executive Management Committee. Continuous monitoring of compliance to **MKTH** was done by the Management and the Internal Audit Management Division to ensure that the internal controls are in place and functioning effectively.
- The Internal Audit Management Division reports directly to the Audit Committee. The division provides an independent assessment on the adequacy and integrity of the internal control system and subsequently notifies the departments of any apparent risks. Audit implementation is based on an annual audit plan approved by the Audit Committee.
- To monitor its subsidiaries' internal control systems, **TH** has directed the establishment of Departments or Internal Audit Divisions within the subsidiaries. In addition, **TH** has appointed at least one Board Member or **TH** management to monitor each subsidiary company.
- The Internal Audit Management Division also audits the departments at headquarters, branch offices and subsidiaries.
- Surprise visits and cash inspections are continuously conducted at **TH** branch offices.
- The strategic objectives of the Integrity Division are as follows:
 - a) Establish a fair, transparent, high integrity, free of corruption, frauds and abuse of power in **TH** business environment.
 - b) Increase the effectiveness of best corporate governance and business ethics for the benefit of **TH's** stakeholders and depositors.
 - c) Engage in more effective Corporate Social Responsibility (CSR) and Social Integrity Responsibility (SIR) to improve the quality of life and well-being of society.
 - d) Improve the efficiency of **TH's** service delivery systems and internal controls.

- e) Penerapan dan pembudayaan integriti dalam organisasi.
- f) Memastikan status kewangan yang mampan dan efektif.

- Bahagian Pengurusan Risiko juga berperanan mewujudkan budaya pengurusan risiko yang kukuh dan mantap agar dapat dimanifestasikan melalui pemahaman risiko merentasi setiap peringkat, keputusan perniagaan dan aktiviti.

ii. Pelaburan

- Bagi urusan pelaburan, satu Jawatankuasa Penasihat Pelaburan yang dikenali sebagai Panel Pelaburan telah ditubuhkan mengikut **Seksyen 11(1) Akta Tabung Haji 1995 (Akta 535)**. Panel Pelaburan ini bertanggungjawab menasihati Lembaga dalam menjalankan tanggungjawabnya untuk menimbang dan memberi persetujuan ke atas apa-apa cadangan pelaburan yang dikira sesuai untuk **TH** sebelum ianya diangkat untuk kelulusan Menteri.

Panel ini juga akan menasihatkan Pengurusan **TH** ke atas keberkesanan aktiviti dan kawalan dalaman pelaburan **TH** dalam usaha mempertingkatkan nilai pelaburannya serta memperolehi pulangan yang kompetitif.

Fungsi Panel Pelaburan adalah seperti berikut:

- a) Menilai dan menasihati pengurusan mengenai dasar-dasar pelaburan **TH**.
- b) Menimbang dan memperakukan setiap cadangan:
 - Pembelian, penambahan dan penjualan pelaburan ekuiti jangka panjang.
 - Pelaburan hartanah.
 - Pelaburan dalam instrumen pasaran wang dan bon.
 - Peruntukan dana untuk pelaburan ekuiti jangka pendek dan pengurus aset luar yang dilantik.
 - Pembiayaan **TH** kepada anak syarikatnya.
 - Penstrukturan semula pelaburan-pelaburan **TH** sedia ada.
 - Penilaian keberkesanan polisi alokasi aset.
 - Pelantikan dan penamatan perkhidmatan sesebuah institusi kewangan sebagai pengurus aset.
 - Meneliti kedudukan kewangan **TH** dari semasa ke semasa.
 - Menimbang apa-apa perkara yang difikirkan sesuai.

- e) Adoption and internalisation of a culture of integrity within the organisation.
- f) Ensure sustainable and effective financial standing.

- The Risk Management Division is also responsible to inculcate a strong and healthy risk management culture; manifested through the understanding of risks at every level of business decision and activity.

ii. Investment

- Based on **Section 11(1) Tabung Haji Act 1995 (Act 535)**, an investment advisory committee known as the Investment Panel. The Investment Panel was set up to advise the Board in assessing and approving any viable investment proposals prior to submission to the Minister for approval.

In the effort to enhance the value of **TH's** investment and to ensure competitive returns, the Panel also provide advises to the **TH** Management on the effectiveness of its internal control and investment related activities.

The functions of the Investment Panel are as follows:

- a) To assess and advise the Management on **TH's** investment policies.
- b) Consider and recommend any proposals relating to the:
 - Acquisition and disposal of long-term equity investments.
 - Property investments.
 - Investments in money-market instruments and bonds.
 - Allocation of short-term equity investments' fund and appointment of external asset managers.
 - Financing requirements by **TH** subsidiaries.
 - Restructuring of existing **TH** investments.
 - Effectiveness of the asset allocation policy.
 - Appointment and termination of a financial institution as asset managers.
 - Review **TH's** financial position from time to time.
 - Consider any matter it deems appropriate.

- Pelaksanaan aktiviti pelaburan dibuat melalui proses kelulusan yang mantap. Prospek-prospek pelaburan perlu melalui Bahagian Pengurusan Risiko, Jawatankuasa Penilaian Portfolio dan seterusnya dikemukakan untuk perakuan Panel Pelaburan yang akan memberi pandangan serta nasihat untuk dibawa kepada Lembaga Pengarah bagi persetujuan serta kelulusan dan seterusnya ke peringkat kelulusan Menteri.

- Melalui proses pengurusan pelaburan di atas, **TH** telah mengamalkan pengasingan kuasa. Segala cadangan pelaburan mestilah mendapat perakuan Panel Pelaburan bebas yang ahli-ahlinya adalah daripada kalangan para profesional berpengalaman termasuk pakar undang-undang Syariah dan ahli-ahli perniagaan terpilih. Setelah diperakukan oleh Panel Pelaburan, cadangan pelaburan ini seterusnya dibawa untuk kelulusan Lembaga Pengarah yang mana ahli-ahlinya tidak terlibat dengan Panel Pelaburan. Sebarang keputusan di dalam sesuatu cadangan pelaburan tidak akan dilaksanakan sebelum kelulusan dibuat pada setiap peringkat jawatankuasa-jawatankuasa berkaitan.

iii. Khidmat Pendeposit dan Operasi

- Penyediaan kemudahan perkhidmatan pengeluaran dan simpanan melalui mesin ATM/CDM dengan kerjasama Bank Islam, Bank Rakyat dan Maybank Islamic bagi membolehkan pelanggan mengendalikan serta mengawal sendiri urusan perbankan mereka dengan lebih mudah.
- Penggunaan khidmat *Contact Centre Tabung Haji* pula adalah untuk menangani sebarang pertanyaan atau aduan daripada orang awam terutamanya pelanggan **TH** secara lebih cekap dan berkesan.

iv. Kewangan

- Sistem Pengurusan Kewangan di **TH**, sentiasa melalui usaha penambahbaikan berterusan bagi memantapkan lagi sistem perakaunan dan kewangan serta pelaporan **TH**.
- Dari sudut pengurusan bajet, **TH** mengamalkan budaya berbelanja secara berhemah dan terkawal di mana bajet yang diluluskan oleh Lembaga tidak bermakna ianya akan dibelanjakan. Laporan bajet bulanan dihantar kepada penyelaras bajet Jabatan atau Bahagian bagi tujuan pemantauan serta kawalan. Pendekatan **TH** adalah berbelanja mengikut keutamaan dan pada masa yang sama memastikan kualiti perkhidmatan berada di tahap yang cemerlang.

- Investment activities are implemented via a thorough process of approvals. All prospective proposals must go through the Risk Management Division, Portfolio Review Committee and subsequently to the Investment Panel for its views and advices before presenting them to the Board for initial approval. Consequently the proposed investments will be tabled to the Minister for final approval.

- The above clearly exemplified the segregation of power adopted by **TH** in its existing investment management process. All investment proposals must be endorsed by the independent Investment Panel whose members comprise of Shariah Law experts and distinguish business professionals. The proposals are then submitted to the Board whose members are not involved in the Investment Panel. No decision will be made until approvals are secured at every committee level.

iii. Operations and Depositors Services

- Withdrawal and deposit services through Bank Islam, Bank Rakyat and Maybank Islamic ATM/CDM terminals enhance customers' convenience in managing and taking control of their banking services.
- The usage of Tabung Haji Contact Centre allows **TH** to address queries and complaints by the general public especially **TH** customers, in a more efficient and effective manner.

iv. Finance

- The Financial Management System in **TH** undergoes continuous improvement to strengthen **TH** accounting, financial and reporting practices.
- In terms of budget management, **TH** practises a prudent culture where all budget approved by the Board is not necessarily spent. Monthly budget reports will be sent to each department or division budget coordinator for monitoring and control purposes. **TH** spending is based on a need basis whilst ensuring good quality services to its customers.

v. Sistem dan Teknologi

- Sistem aplikasi utama **TH** iaitu Sistem Pendeposit, Haji, Hartanah dan Sumber Manusia sentiasa melalui usaha penambahbaikan berterusan bagi memantapkan kawalan serta memastikan proses kerja berjalan dengan lebih efisien dan efektif. Urusan perolehan juga dilaksanakan secara Sistem Perolehan Elektronik bagi meningkatkan kecekapan serta kawalan dalam segala prosesnya.
- **TH** menggunakan kaedah Pengurusan Risiko Bersepadu (Enterprise Risk Management) dalam menguruskan risikonya. Ini membolehkan pihak pengurusan menjalankan penilaian risiko secara komprehensif dan mengawal risiko yang telah dikenalpasti dengan lebih efektif, melaporkan keputusan serta menyediakan cadangan dengan lebih tepat dan memperkemaskan kawalan, proses serta latihan dalam pengurusan risiko di **TH**.
- Dalam pematuhan kepada **Akta Pencegahan Pengubahan Wang Haram dan Pencegahan Pembiayaan Keganasan (AML/CFT)**, **TH** terus mempertingkatkan keupayaannya dengan melaksanakan inisiatif pembangunan sistem yang disepadukan dengan Sistem Pendeposit bagi penjejakan dan pengesanan akaun-akaun yang mencurigakan. Sesi latihan dan penerangan kepada anggota **TH** berkaitan **AML/CFT** ini dibuat secara berterusan.
- Bagi memastikan perkhidmatan komputer yang lebih mantap serta pengurangan risiko untuk menampung operasi perniagaan dan perkhidmatan kepada pelanggan, **TH** telah memindahkan Pusat Data **TH** ke lokasi yang lebih maju, dilengkapi dengan peralatan yang lebih moden dan selamat berdasarkan pensijilan **Piawaian Antarabangsa oleh Uptime Institute (spesifikasi Pusat Data Tier 3)**. Pusat Data ini juga mempunyai tahap keselamatan yang tinggi dan kawalan infrastruktur Pusat Data yang ketat dipantau sepenuhnya oleh Operation Command Centre yang menyediakan perkhidmatan 24 jam sehari, 7 hari seminggu dan 365 hari setahun.
- **TH** sentiasa komited untuk menawarkan perkhidmatan cemerlang yang menepati piawaian antarabangsa. Ini dilaksanakan melalui **Sistem Pengurusan Kualiti (SPK) MS ISO 9001:2008** yang telah diberi persijilan oleh pihak SIRIM Berhad.

v. Technology and System

- **TH** core systems namely the Deposits, Hajj, Properties and Human Resource are continuously being improved to enhance control and to ensure the work process run more efficiently and effectively. Procurement management is carried out via Electronic Procurement System to increase efficiency and control in procurement processes.
- **TH** uses Enterprise Risk Management in managing the risks. This enables the management to conduct comprehensive risk assessment and effectively control the identified risks, report results and provide recommendations more accurately and streamlined controls, processes and training in **TH's** risk management.
- In compliance with the **Anti-Money Laundering and Counter Financing of Terrorism Act (AML/CFT)**, **TH** continues to enhance its ability by implementing system development initiatives, integrated with the Depositor system for tracking and tracing suspicious accounts. Training sessions and presentations to **TH** staff on AML/CFT-related issues are carried out on an ongoing basis.
- To ensure better computer services and reduce risks in supporting business operations and customer service, **TH** moved the **TH** Data Centre to an improved location, complete with modern safe equipment that meets **International Standards Certification by the Uptime Institute (Data Centre Tier 3 specification)**. The Data Centre also implements a high level of security and strict Data Centre infrastructure control, monitored entirely by the Operation Command Centre, which provides service 24 hours a day, 7 days a week and 365 days a year.
- **TH** is committed to provide excellence in service that meets international standards through the implementation and certification of **Quality Management System (QMS) ISO 9001:2008** by SIRIM Berhad.

Untuk itu empat (4) Jabatan/Bahagian telah dapat mengekalkan serta memperbaharui pensijilan tersebut iaitu:

- Jabatan Haji (Pengurusan dan Operasi Perkhidmatan Haji di Malaysia dan Arab Saudi).
- Jabatan Khidmat Pendeposit dan Operasi (Penyampaian Perkhidmatan Pelanggan, Tabungan dan Hospitaliti).
- Bahagian Pentadbiran dan Perolehan (Perkhidmatan Pengurusan Perolehan **TH**).
- Bahagian Pemasaran dan Penyewaan (Pemasaran Penyewaan Ruang Bisnes).
- Selain daripada perlaksanaan **SPK MS ISO 9001:2008**, **TH** juga telah melalui pelaksanaan persijilan **ISO 207001:2005 Pengurusan Sistem Keselamatan Maklumat (ISMS)** bertujuan untuk menjaga dan meningkatkan kerahsiaan, integriti serta ketersediaan data dan infrastruktur teknologi maklumat **TH**. Perlaksanaan ini membolehkan **TH** menyelaraskan peraturan dan polisi keselamatan teknologi maklumatnya serta memastikan ketetapan tersebut dipatuhi di setiap peringkat. Ianya juga dapat membantu **TH** untuk mengenal pasti dan menguruskan risiko keselamatan maklumatnya dan meminima atau menghapuskan sebarang bentuk ancaman risiko.

vi. Pengurusan Sumber Manusia

- Pengurusan sumber manusia adalah elemen yang sangat penting dalam sistem kawalan dalaman kerana keberkesanannya adalah bergantung kepada keterlibatan anggota di semua peringkat. Untuk itu **TH** sentiasa memberi penekanan bagi mempertingkatkan tahap profesionalisme di kalangan anggota melalui proses pengambilan, program latihan dan sistem penilaian prestasi yang bersesuaian. **TH** telah menetapkan Indeks Penilaian Prestasi dalam membuat penilaian tahunan ke atas prestasi pengurusan pertengahan dan tertinggi.
- **TH** adalah komited untuk menjadi organisasi yang dapat mewujudkan persekitaran perniagaan yang adil, telus serta bebas daripada gejala rasuah seperti mana yang dizahirkan dalam Ikrar Integriti Korporat **TH**. **TH** telah menyediakan satu saluran untuk maklum balas atau aduan iaitu e-Whistleblowing di dalam laman webnya.

Four (4) Departments/Divisions were able to maintain and renew their certifications, namely:

- Hajj Division (Pilgrimage Services Management and Operations in Malaysia and Saudi Arabia).
- Depositor Services and Operations Division (Customer Service Delivery, Savings and Hospitality).
- Administration and Procurement Division (**TH's** Procurement Management Services).
- Marketing and Leasing Division (Business Space Rental Marketing).
- Aside from the implementation of **QMS ISO 9001:2008**, **TH** also implementing the **ISO 207001:2005 certification of the Information Security Management System (ISMS)** to enhance the confidentiality, integrity and availability of data and information technology infrastructure. This implementation allows **TH** to coordinate its regulation and information technology security policies and ensures compliance at all levels. It also helps **TH** to identify and manage its information security risks and to mitigate or eliminate any form of threat.

vi. Human Resource Management

- Human resource management is a key element in the internal control system as its effectiveness is dependent on involvement of staff at all levels. For that, **TH** always emphasized to improve the level of professionalism among its staff through appropriate recruitment, training and performance evaluation system. Yearly assessment of its middle and senior management performance are performed through Key Performance Indicators.
- **TH** is committed to be an organization that creates a fair and transparent business environment that is free from corruption as disclosed in **TH** Corporate Integrity Pledge. **TH** has provided a channel for feedback or complaints, namely the e-Whistleblowing on its website.



- **Dasar Bagi Pendedahan Maklumat Tentang Salah Laku Di Tempat Kerja (Whistleblowing Policy)** diwujudkan bagi memastikan proses pelaporan maklumat salah laku anggota dibuat mengikut kaedah-kaedah dan cara yang diperuntukkan oleh polisi dalaman dengan lebih telus dan berkesan. Ini adalah sebagai salah satu usaha **TH** untuk mempertingkatkan kualiti urus tadbir korporat.

Dasar ini memudahkan pendedahan maklumat dibuat seberapa awal dan membolehkan **TH** mengambil langkah awal menangani pendedahan berkaitan salah laku. Pewujudan polisi ini juga bertujuan memberi perlindungan kepada pemberi maklumat untuk membuat laporan kepada pihak yang dipertanggungjawabkan menerima dan meneliti aduan serta melindungi kerahsiaan pemberi maklumat.

Pemberi maklumat adalah sesiapa sahaja dari kalangan orang berikut:

- (i) Anggota Tabung Haji.
- (ii) Orang awam.
- (iii) Mereka yang menjalankan perkhidmatan untuk Tabung Haji termasuk kontraktor dan/atau perunding (Penyedia Perkhidmatan).

Dasar ini tidak meliputi aduan tentang:

- (i) Perkara yang bersifat remeh atau berniat jahat atau didorong oleh agenda peribadi atau perasaan benci.
 - (ii) Perkara yang belum diputuskan menerusi prosiding tatatertib **TH**.
 - (ii) Perkara yang belum diputuskan menerusi mana-mana tribunal atau pihak berkuasa atau mahkamah, prosiding timbang tara atau prosiding lain seumpamanya.
- **TH** telah mewujudkan **Polisi Integriti Pact** dalam urusan perolehan **TH** di mana ianya merupakan satu proses pengisytiharan secara dokumen bertulis oleh pembida/orang awam dan anggota **TH** supaya tidak terlibat dalam amalan rasuah.

- The **Whistleblowing Policy** was put in place to ensure that the reporting process for cases of misconduct is in accordance with the rules and manner provided by the internal policies in a transparent and effective manner. This is one of **TH**'s continuous efforts in enhancing the quality of its corporate governance.

This policy facilitates the early reporting of misconduct and enables **TH** to take initial steps to handle such cases. The establishment of this policy is for the whistle blowers protection when making reports to the responsible authority who received, verified it, as well as to protect the confidentiality of the whistle blowers.

A whistle blower can be anyone that includes:

- (i) Tabung Haji staff.
- (ii) The general public.
- (iii) Those who perform services to Tabung Haji including contractors and/or consultants (Service Provider).

Conversely, this policy does not cover:

- (i) Those matters that are frivolous or malicious or motivated by a personal agenda or hatred.
 - (ii) Pending matters through **TH**'s disciplinary proceeding.
 - (ii) Matters that have yet been decided by any tribunal or regulatory body or court, arbitration proceedings or other similar proceedings.
- **TH** has established an **Integrity Pact Policy** in **TH** Procurement process whereby a written documentation is made by the bidder/members of the public and **TH** staff to not get involved in corrupt practices.

- **TH** juga telah menguatkuasakan peraturan-peraturan tatatertib iaitu **Peraturan-Peraturan Tatatertib Tabung Haji 2010 dan Peraturan-Peraturan Tabung Haji (Jawatankuasa Tatatertib dan Jawatankuasa Rayuan Tatatertib) 2010**.
- Kursus pengukuhan kerja dan ceramah integriti diberikan kepada anggota bagi memantapkan pemahaman berkaitan prosedur kerja, dasar-dasar serta peraturan yang sedia ada di samping menerapkan sikap akauntabiliti dan pematuhan kepada prosedur dan peraturan kerja.
- Dasar pusingan kerja terutama di kalangan anggota *teller* dilaksanakan secara berperingkat serta berterusan.

Lembaga Pengarah berpuas hati dengan sistem kawalan dalaman yang telah diwujudkan sama ada di peringkat **TH** mahupun Kumpulan dan akan terus menjalankan proses mengenal pasti, menganalisa dan mengurus risiko utama yang mungkin dihadapi sepanjang tahun. Proses tersebut akan selalu dikaji oleh Lembaga Pengarah melalui Jawatankuasa Audit dan pemeriksaan akan dilakukan dengan panduan Piagam Audit Dalam dan Jawatankuasa Audit. Sistem kawalan dalaman yang telah dilaksanakan akan dipertingkatkan lagi dari semasa ke semasa selaras dengan perubahan persekitaran dan usaha ini adalah sesuatu yang berterusan.

Penyata ini telah disediakan sejajar dengan kelulusan Lembaga Pengarah bertarikh 7 April 2015.

- **TH** has also enforced disciplinary regulation through the **2010 Tabung Haji Rules of Conduct and Tabung Haji Regulations (Disciplinary Committee and Disciplinary Appeal Committee) 2010**.
- Job proficiency training and integrity talks are given to staff to strengthen their understanding on work procedures, policies as well as existing guidelines apart from instilling accountability and discipline towards work guidelines and procedures.
- Job rotation policy, especially among tellers, has been implemented on a continuous basis.

The Board is satisfied with the system of internal controls that have been established at either **TH** or its Group and will continue to carry out the process of identifying, evaluating and managing significant risks that may be encountered during the year. These processes will be reviewed constantly by the Board of Directors via the Audit Committee. Inspections will be made based on the Internal Audit Charter under the guidance of the Audit Committee. Internal control systems that have been implemented will be continuously upgraded from time to time in line with changes in the environment.

This statement is prepared in line with the Board of Directors approval made on 7 April 2015.



JAWATANKUASA AUDIT

Audit Committee

JAWATANKUASA AUDIT

Jawatankuasa Audit telah ditubuhkan pada 1 Januari 1989. Rujukan dan pelantikan ahli yang berkuatkuasa adalah mengikut *Surat Pekeliling Am Bil. 3 Tahun 1998 – Garis Panduan Mengenai Peranan dan Tanggungjawab Kementerian, Lembaga Pengarah dan Ketua Eksekutif dalam Pengurusan Badan-badan Berkanun Persekutuan*.

KEAHLIAN JAWATANKUASA AUDIT 2014

Jawatankuasa ini terdiri daripada Pengarah-Pengarah Bukan Eksekutif. Senarai Ahli Jawatankuasa dan rekod kehadiran mesyuarat sepanjang tahun 2014 adalah seperti berikut:

Nama Name	Jawatan Position	Kehadiran Attendance
Dato' Ghazali Awang	• Pengerusi Chairman	3/3
Datuk Seri Othman Mahmood	• Wakil Jabatan Perdana Menteri Prime Minister's Department Representative	2/3
Tan Sri Dr. Mohd Irwan Serigar Abdullah	• Wakil Perbendaharaan Treasury Representative	2/3
Ketua Audit Dalam Head of Internal Audit	• Setiausaha Secretary	

KEKERAPAN MESYUARAT

Jawatankuasa Audit telah bermesyuarat sebanyak tiga (3) kali sepanjang tahun 2014 iaitu pada tarikh seperti berikut:

Bilangan No	Tarikh Date
1	7 April 2014 7 April 2014
2	11 Julai 2014 11 July 2014
3	15 Disember 2014 15 December 2014

Kuorum mesyuarat ialah dua (2) orang ahli dan Ketua Audit Dalam sebagai Setiausaha. Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif serta Pengurusan Kanan **TH** akan turut hadir atas jemputan daripada Jawatankuasa.

AUDIT COMMITTEE

The Audit Committee was established on 1 January, 1989. Reference and appointment of its active members are in accordance to the *General Circular No. 3 1998 – Guidelines on Roles and Responsibilities of Ministry, Board of Directors and Chief Executive in the Management of the Federal Statutory Bodies*.

2014 AUDIT COMMITTEE MEMBERSHIP

The Committee comprises of Non-Executive Directors. Their names and meeting attendance record for 2014 are as follows:

MEETING'S FREQUENCY

The Audit Committee has met three (3) times in 2014 as date below:

The required quorum is two (2) members and the Chief Internal Auditor acts as the Secretary. The Group Managing Director and Chief Executive Officer and the Senior Management of **TH** will attend as invitee.

BIDANG KUASA, TUGAS DAN TANGGUNGJAWAB JAWATANKUASA AUDIT

BIDANG KUASA

Jawatankuasa Audit diberi kuasa oleh Lembaga Pengarah untuk:

- Menyiasat semua aktiviti yang termasuk dalam bidang kuasanya.
- Memperolehi semua sumber yang diperlukan bagi menjalankan tugasnya.
- Memperolehi semua maklumat dan dokumen yang berkaitan dengan semua aktiviti.
- Komunikasi dengan juruaudit luar dan dalam serta pihak pengurusan Kumpulan **TH**.
- Mendapatkan khidmat nasihat profesional atau guaman yang mempunyai pengalaman dan kepakaran yang berkaitan.
- Mengadakan mesyuarat dengan juruaudit luar dan dalam.

TUGAS DAN TANGGUNGJAWAB

Tugas dan tanggungjawab Jawatankuasa Audit kepada Jemaah Lembaga Pengarah adalah untuk mengkaji, menilai dan melaporkan mengenai perkara-perkara berikut:

- Menetapkan skop audit dan perancangan audit dalaman.
- Memastikan polisi dalaman, prosedur dan garis panduan, kawalan dalaman dan operasi yang efektif dilaksanakan.
- Memastikan juruaudit mempunyai kuasa untuk menjalankan tugas mereka.
- Memastikan tindakan penambahbaikan dilaksanakan demi mengukuhkan kawalan dalaman.
- Memastikan laporan kewangan suku tahun dan akhir tahun mematuhi piawaian perakaunan.
- Memastikan tiada sebarang urusanniaga yang boleh menimbulkan konflik kepentingan dan keraguan terhadap integriti Pengurusan **TH**.
- Mengkaji struktur Bahagian Pengurusan Audit Dalam untuk memperbaiki dan meningkatkan kecekapan serta keberkesanannya dalam melaksanakan fungsinya.
- Mengkaji dan meluluskan perubahan dalam tumpuan dan kaedah pengauditan seperti pendekatan audit berasaskan pematuhan kepada audit berasaskan risiko. Ini termasuklah mengkaji garis panduan audit serta kaedah pengauditan berasaskan risiko berdasarkan piawaian industri dan amalan sejagat yang terbaik.
- Mengkaji keperluan anggota dan latihan yang diperlukan anggota Audit Dalam bagi melaksanakan tugas dengan lebih kompeten, efisien dan efektif.

JURISDICTION, JOBSCOPE AND RESPONSIBILITIES OF AUDIT COMMITTEE

JURISDICTION

The Audit Committee has been given the authority by the Board to:

- Investigate all activities within its jurisdiction.
- Access to all the necessary resources to carry out the duties.
- Access to all information and documents relevant to all their activities.
- Communicate directly with the external and internal auditors as well as the **TH** Group Management.
- Seek professional or legal advices from expert with relevant experience on related matters.
- Hold meeting with external and internal auditors.

JOB AND RESPONSIBILITIES

The Audit Committee's role and responsibilities to the Board of Directors are to examine, assess and report on the following matters:

- Audit scope and the internal audit plan.
- Ensure the implementation of effective internal policies, procedures and guidelines, internal control and operations.
- Ensure auditors have the authority to carry out their duties.
- Ensure appropriate actions taken as agreed for better internal control.
- Ensure quarterly and yearly financial reports comply to approved accounting standards.
- Ensure that no transactions that give rise to conflicts of interest and doubts on the integrity of **TH** Management
- Review the structure of the Internal Audit Division to improve and enhance the efficiency and effectiveness in carrying out its functions.
- Review and approve changes in the auditing focus and approach, such as from compliance-based to risk-based audit. This includes reviewing audit guidelines and risk-based audit approach based on industry standards and global best practices.
- Review staff requirements and training needs to ensure Internal Audit staff are competent to carry out audit work competently, efficiently and effectively.

LAPORAN PENGURUSAN RISIKO

Risk Management Report

Beroperasi di dalam suasana yang tidak menentu memerlukan **TH** mengurus risikonya secara bersepadu dan holistik menggunakan kaedah Pengurusan Risiko Bersepadu (*Enterprise Risk Management* atau *ERM*). Kaedah ini mewujudkan satu proses yang berterusan untuk mengenal pasti, mengukur, menilai dan mengurus risiko di semua peringkat di **TH**. Proses *ERM* ini membolehkan pihak pengurusan menilai dan mengurus risiko-risiko utama yang boleh memberi kesan negatif terhadap pencapaian objektif **TH** serta dapat mengurangkan ketidaktentuan tersebut.

Satu sistem perisian *ERM* telah digunapakai dan dilaksanakan di peringkat Jabatan dan Bahagian di **TH** sebagai sebahagian daripada proses pengurusan risiko yang bertujuan mengenal pasti dan mendokumentasi risiko, kawalan risiko serta proses-proses yang terlibat dalam menguruskan risiko selain dari menilai keberkesanannya.

Pengurusan Risiko untuk Operasi Haji Domestik

Perjalanan jemaah haji ke Tanah Suci bermula dari salah satu daripada tujuh stesen berlepas **TH** di seluruh negara iaitu TH Hotel & Residence Kelana Jaya, TH Hotel & Residence Pulau Pinang, TH Hotel & Residence Kota Kinabalu, TH Hotel & Residence Kota Kinabalu, TH Hotel & Convention Centre Alor Setar, TH Hotel & Convention Centre Terengganu, Lapangan Terbang Antarabangsa Kuching dan Lapangan Terbang Antarabangsa Senai. Bagi memastikan jemaah haji berlepas dengan selamat dari stesen-stesen ini, kesemua risiko harus dikenal pasti dan dikawal. Sepasukan anggota dari Bahagian Pengurusan Risiko ditugaskan untuk memantau proses perlepasan ini yang meliputi aktiviti-aktiviti berikut:

- Pendaftaran jemaah haji
- ‘Check-in’ dan Proses Imigresen
- Taklimat dan Perkhidmatan Penasihat Haji
- Pergerakan ke Lapangan Terbang
- Menaiki Kapal Terbang dan Perlepasan

Pengurusan Risiko untuk Operasi Haji di Tanah Suci

Bagi memastikan Operasi Haji berjalan lancar di Tanah Suci, Pengurusan Haji **TH** perlu mengenalpasti, menilai dan mengurus risiko-risiko berkaitan dengan:

- Keselamatan dan kesejahteraan jemaah haji dan anggota **TH**.
- Pelan kesinambungan operasi haji sekiranya berlaku bencana.

Operating in the risk environment of growing uncertainties, **TH** adopts an integrated and holistic approach to its risk management based on Enterprise Risk Management (ERM) practices. It creates a sustainable process of identifying, quantifying, assessing and managing risks across all levels in **TH**. The ERM process enables the senior management to asses and manage significant risks that may adversely impact the attainment of **TH's** key organizational objectives and minimize the uncertainties.

An ERM software system has been implemented and practiced by key operating entities within **TH** as part of the risk management process which pursue to identify and document the risk control and risk processes in managing risks as well as to assess its effectiveness.

Management of Risk for Domestic Hajj Operation

The journey of a hajj pilgrim to the Holy Land started at one of **TH's** seven departure stations across the nation namely TH Hotel & Residence Kelana Jaya, TH Hotel & Residence Pulau Pinang, TH Hotel & Residence Kota Kinabalu, TH Hotel & Convention Centre Alor Setar, TH Hotel & Convention Centre Terengganu, Kuching International Airport and Senai International Airport. In ensuring all hajj pilgrims are safely departed from these stations, all risks need to be identified and controlled. A team of personnel from Risk Management Division are deployed to monitor these departures processes which cover the following broad activities:

- Registration of pilgrims
- Check-in and Immigration Process
- Briefing and Hajj Advisory Services
- Movement to Airport
- Flight Boarding and Departure

Management of Risk for Hajj Operations in Holy Land

In order to ensure the smooth running of the Hajj Operation in the Holy Land, **TH** Hajj Management need to identify, assess and manage all its inherent risks with focus in managing risks related to the:

- Safety and wellbeing of hajj pilgrims and **TH** staff.
- Business continuity of the hajj operation in the event of a disaster.

Tahun 1435H merupakan musim haji ketiga di mana seorang penyelarar risiko telah ditugaskan bagi membantu pihak Pengurusan Haji **TH** dalam mengenal pasti, menilai dan menguruskan risiko-risiko operasi haji dengan memberi tumpuan terhadap aktiviti-aktiviti berikut:

- Ketibaan
- Penyelarasan pergerakan bas ke hotel (Logistik)
- Penginapan
- Perkhidmatan Nasihat Haji
- Penyediaan Sajian
- Pengurusan Kematian
- Pusat Perkhidmatan Pelanggan
- Perkhidmatan Pihak Ketiga
- Perkhidmatan Kewangan
- Perkhidmatan Perubatan
- Operasi Masy’air (Arafat-Muzdalifah-Mina)
- Kaunseling
- Perlepasan/Penerbangan Balik

Kesemua potensi risiko yang telah dikenalpasti kemudiannya dinilai berdasarkan tahap kebarangkalian dan impaknya. Pelan kawalan dan mitigasi yang telah tersedia dipantau dan keberkesanannya dinilai. Bagi risiko tahap tinggi yang telah dikenalpasti, pendedahan kepada risiko tersebut dipantau menerusi penggunaan Penunjuk Risiko Utama, iaitu satu mekanisme pemantauan yang bertindak sebagai penanda amaran awal selain memastikan bahawa tahap toleransi yang telah ditetapkan tidak dibatasi.

Bagi pelan pemulihan bencana, Pelan Kesinambungan Operasi Haji telah dilaksanakan sejak 2013 di mana ia merangkumi satu pelan kesinambungan operasi yang komprehensif, meliputi proses operasi haji yang kritikal dan relevan, klasifikasi bencana dan pelan evakuasi. Latihan simulasi senario bencana telah dijalankan di Malaysia yang disertai oleh pasukan Pengurusan Operasi Haji agar mereka lebih bersiap sedia.

Pelaburan

Proses *ERM* juga diaplikasikan ke atas cadangan-cadangan pelaburan bagi menilai tahap risiko supaya dapat mengurangkan kemungkinan berlakunya kerugian kewangan. Amalan pengurusan risiko dipupuk dan diterapkan dalam aktiviti pelaburan yang memerlukan, antara lainnya, mewujudkan had-had toleransi risiko bagi mengenal pasti, menilai dan memantau secara aktif risiko-risiko utama perniagaan yang dihadapi oleh **TH**.

The year 1435H has been the third hajj season where a risk coordinator has been deployed to assist **TH** Hajj Management in identifying, assessing and managing hajj operational risks. The Risk Coordinator focuses on the following activities:

- Arrival
- Coordination of transportation by buses to hotels (Logistic)
- Accommodation
- Hajj Advisory Service
- Meal Preparation
- Management of Death
- Customer Service Centre
- Third Party Service
- Financial Services
- Medical Services
- Masy’air Operations (Arafat-Muzdalifah-Mina)
- Counseling
- Departure/Return Flight

All potential risks identified are assessed and evaluated based on its level of likelihood and impact. The controls and mitigation plans which are in-place are monitored and its effectiveness is accessed. For high level risk that have been identified, the exposures of such risk are monitored through the use of the Key Risk Indicator, a monitoring mechanism that acts as an early warning signal and to ensure that the tolerance limits set are not breached.

On disaster recovery plan, the Business Continuity Management Plan for the Hajj Operations has been implemented since 2013 where it embodied a comprehensive business continuity plan which covers the relevant critical hajj operation processes, classification of disasters and its evacuation treatments. Simulation exercises on disaster scenarios were conducted during a workshop in Malaysia with the participation of the Hajj Operation Management Team so as to be well prepared and equipped.

Investment

The process of ERM is also applied to investment proposals in assessing risk levels in order to attempt to lessen the probability of financially unfavorable outcomes from occurring. Risk management practices are inculcated and entrenched in the investment activities which requires, amongst others, establishing risk tolerance thresholds to actively identify, assess and monitor key business risks faced by **TH**.



Pencegahan Pengubahan Wang Haram dan Pencegahan Pembiayaan Keganasan (AML/CFT)

TH telah diwartakan sebagai salah sebuah institusi pelaporan yang bertanggungjawab melaporkan sebarang urusaniaga yang mencurigakan kepada Bank Negara Malaysia (BNM) sejak Januari 2003. Bermula 15 September 2013, pihak BNM telah menguatkuasakan satu dasar yang telah dikemaskinikan iaitu **Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) – Banking and Deposit-Taking Institutions (Sector 1)** yang perlu dipatuhi oleh **TH**. Oleh itu, sebahagian daripada inisiatif **TH** untuk program pematuhan tersebut adalah termasuk:

- Melaksanakan sistem **AML/CFT** yang akan meningkatkan keupayaan untuk mengesan aktiviti yang mencurigakan melaluinya.
- Meningkatkan Keupayaan Sistem Teras Deposit **TH** dan mengintegrasikannya dengan Sistem **AML/CFT** terutamanya untuk proses pembukaan akaun.

Bengkel dan taklimat juga dijalankan secara berterusan untuk anggota di Ibu Pejabat dan cawangan-cawangan agar mereka mahir dengan keperluan pematuhan kepada **AML/CFT**.

Melangkah ke Hadapan

Risiko tidak boleh dielakkan dan berkemungkinan boleh memberi pelbagai impak ke atas **TH** dari aspek perkhidmatan, kewangan, politik, alam sekitar dan reputasi. **TH** beriltizam untuk mempunyai budaya risiko yang mantap tanpa menjejaskan pembangunan dan inovasi. **TH** mengamalkan budaya inovasi di mana risiko-risiko akan dikenal pasti dalam semua aspek pekerjaan agar ianya difahami dan dapat ditangani secara proaktif dan bukannya untuk dielakkan.

Dengan adanya pihak pemegang berkepentingan yang mempunyai pelbagai kehendak dan jangkaan yang berbeza-beza, keputusan yang dibuat oleh **TH** harus mengambil kira implikasi ke atas pihak-pihak tersebut. **TH** bermatlamat menangani risiko secara proaktif dengan menyediakan struktur dan proses yang wajar bagi memastikan risiko dan peluang tersebut dikenal pasti, dinilai dan ditangani mengikut piawaian selain bersedia menghadapi cabaran masa hadapan.

Anti-Money Laundering and Counter Terrorism Financing (AML/CFT)

TH has been gazette as one of the reporting institutions responsible to report any suspicion transactions to Bank Negara Malaysia (BNM) since January 2003. A revised policy namely, **Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) – Banking and Deposit-Taking Institutions (Sector 1)** have been issued by BNM on 15th September 2013 which needs to be complied by **TH**. As part of the compliance program, **TH** initiatives include:

- To implement an **AML/CFT** system to enhance defection of suspicious transaction.
- To enhance **TH's** Core Deposit System and integrate it with **AML/CFT** system especially for on boarding process.

Workshops and briefings are continuously being carried out for staff at Head Office and branches level so that they are conversant with the **AML/CFT** requirement.

Moving Forward

Risk is unavoidable and could impact **TH** in many ways in its service delivery, financially, politically, environmentally or its reputation. **TH** aims to have a robust risk management in order to provide sufficient protection without circumventing to its development and innovation. **TH** attitude towards risk is to operate in a culture of innovation in which risk are identified in all areas of the business are understood and proactively managed rather than avoided.

As it is a challenge to **TH** having a range of different stakeholders, each with differing needs of expectations, the decision that **TH** made must reflect a consideration of the potential implications for all **TH** stakeholders. **TH** seeks to proactively manage the risk by having structures and process in place to ensure that the risk and opportunities are identified, assessed and addressed in a standard way and be prepared to meet future challenges.

LAPORAN INTEGRITI
Integrity Report

PENGWUJUDAN BAHAGIAN INTEGRITI TH

Selari dengan penubuhan **TH** untuk memartabatkan ekonomi ummah, adalah menjadi prasyarat **TH** untuk meletakkan integriti pada tahap yang tinggi. Bagi mencapai misi dan visi tersebut, **TH** telah mengorak langkah menyusun strategi meletakkan hala tuju integriti bagi memperkasa dan memartabatkan ekonomi ummah.

Sehubungan itu, Bahagian Integriti **TH** telah diwujudkan pada 1 Oktober 2013 selari dengan hasrat kerajaan untuk mencapai Wawasan 2020, cabaran ke-4 iaitu mewujudkan sebuah masyarakat yang bermoral dan beretika.

Strategik objektif Bahagian Integriti adalah untuk:

- Membentuk persekitaran perniagaan **TH** yang adil, telus dan berintegriti bebas daripada rasuah, penyelewengan dan salahguna kuasa.
- Meningkatkan keberkesanan tadbir urus korporat terbaik dan etika perniagaan untuk kepentingan Pemegang berkepentingan dan pendeposit **TH**.
- Melaksanakan Tanggungjawab Sosial Korporat (CSR) dan *Social Integrity Responsibility (SIR)* yang lebih efektif untuk peningkatan kualiti hidup dan kesejahteraan masyarakat.
- Meningkatkan kecekapan dalam sistem penyampaian perkhidmatan dan kawalan dalaman **TH**.
- Penerapan dan pembudayaan integriti dalam organisasi.
- Memastikan status kewangan yang mampan dan efektif.

ESTABLISHMENT OF THE TH INTEGRITY DIVISION

In line with the establishment of **TH** to uplift the economy of the ummah, it is a prerequisite for **TH** to inculcate the highest level of integrity in its operations. To achieve its mission and vision, **TH** has strategically incorporated a clear direction on integrity to empower and enhance the economy of the ummah.

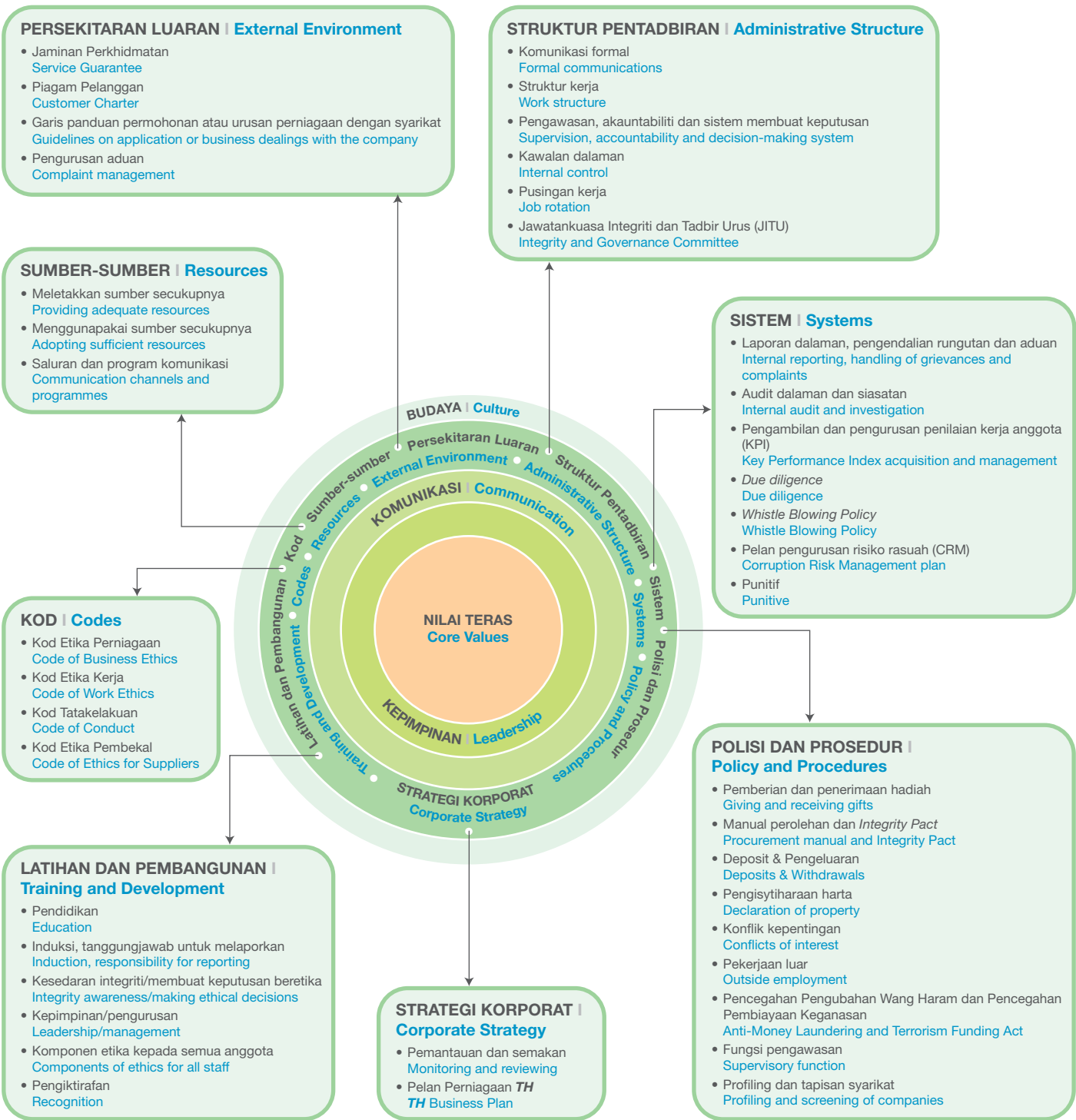
As a result, **TH** established its Integrity Division on 1 October 2013 in line with the government's desire to achieve the 4th challenge of its Vision 2020 - creating a fully moral and ethical society.

The strategic objectives of the Integrity Division are to:

- Create a fair, transparent and independent **TH** business environment that is free of corruption, misconduct and abuse of power.
- Improve the effectiveness of best corporate governance and business ethics in the interest of **TH** stakeholders and depositors.
- Implement Corporate Social Responsibility (CSR) and Social Integrity Responsibility (SIR) more effectively towards increasing the quality of life and societal wellbeing.
- Increase efficiency in **TH's** service delivery and internal controls.
- Implement an integrity culture within the organisation.
- Ensure a sustainable and effective financial position.



Rangka Kerja Pelan Integriti TH | TH's Integrity Plan Framework



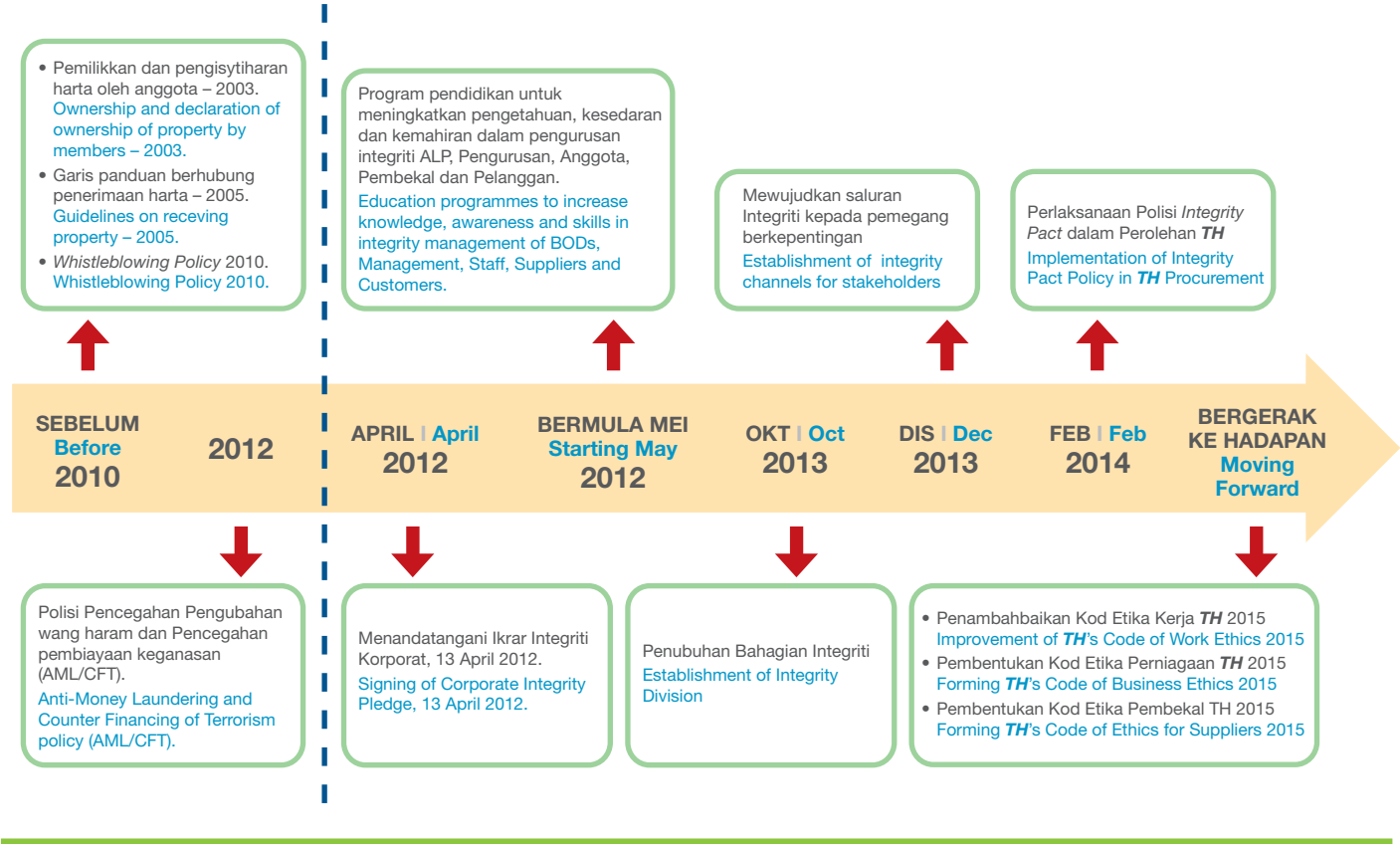
Bahagian Integriti **TH** bertanggungjawab untuk melaksanakan enam (6) fungsi teras dan membuat penetapan Petunjuk Prestasi Utama (KPI) seperti berikut:

TH's Integrity Division is responsible for the following six (6) core functions and determining the Key Performance Indicators (KPI), as follows:

Bil No	Fungsi Teras Core Functions	Petunjuk Prestasi Utama Key Performance Indicators (KPI)
1.	Tadbir Urus Governance Memastikan tadbir urus yang terbaik dilaksanakan. Ensure implementation of good corporate governance.	Cadangan dasar baru/penambahbaikan kepada dasar sedia ada. The new policy recommendations/improvements to existing policies.
2.	Pengukuhan Integriti Strengthening Integrity Memastikan pembudayaan, penginstitutionan dan pelaksanaan integriti dalam organisasi. Ensure the culturisation, institutionalisation and implementation of integrity within the organisation.	Aktiviti-aktiviti pengukuhan integriti. Activities to enhance integrity.
3.	Pematuhan Compliance Memastikan pematuhan terhadap undang-undang dan peraturan yang berkuatkuasa. Ensure compliance with the laws and regulations are enforced.	Pemeriksaan pematuhan ke atas dasar berkaitan hal-hal penginstitutionan integriti. Compliance checks on relevant policy matters pertaining to institutional integrity.
4.	Tatatertib Disciplinary Action Melaksanakan fungsi urus setia Lembaga Tatatertib. Perform the secretariat functions for the Disciplinary Board.	Bilangan penyelesaian kes-kes prosiding Lembaga Tatatertib. Number of resolved cases from the Disciplinary Board proceedings.
5.	Pengesanan dan Pengesanan Detection & Verification 5.1 Mengesan dan mengesahkan aduan salah laku jenayah serta pelanggaran tatakelakuan dan etika organisasi serta memastikan tindakan susulan yang sewajarnya diambil. Detect and verify complaints of criminal misconduct and violations of the code of conduct and ethics of the organisation and ensure that appropriate actions are taken. 5.2 Melaporkan salah laku jenayah kepada agensi penguatkuasaan yang bertanggungjawab. Report criminal misconduct to the relevant law enforcement agencies.	5.1 Bilangan kes berunsur jenayah yang dirujuk kepada agensi penguatkuasa. Number of criminal cases referred to law enforcement agencies. 5.2 Bilangan kes-kes yang dirujuk kepada urusetia Lembaga Tatatertib untuk tindakan. Number of cases referred to the secretariat of the Disciplinary Board for action.
6.	Pengurusan Aduan Complaints Management Menerima dan mengambil tindakan ke atas semua aduan/maklumat mengenai salah laku jenayah serta pelanggaran tatakelakuan dan etika organisasi. Receive and take action on all complaints/information on criminal misconduct and violations of the code of conduct and organisational ethics.	Bilangan jumlah aduan yang diterima berkaitan salah laku dan pelanggaran integriti. Number of complaints received in relation to misconduct and integrity violations.



Usaha TH Memerangi Rasuah: Zero Tolerance To Corruption |
TH's Efforts In Fighting Corruption: Zero Tolerance To Corruption



DASAR BAGI PENDEDAHAN MAKLUMAT
TENTANG SALAH LAKU DI TEMPAT KERJA
(WHISTLEBLOWING POLICY)

TH komited dalam menggalak dan mengekalkan tahap integriti, ketelusan, dan etika yang tinggi serta amalan Urus Tadbir Korporat yang baik di tempat kerja dan di kalangan anggota. Bagi mencapai tujuan tersebut, TH telah menguatkuasakan **Dasar Pendedahan Maklumat tentang Salah Laku di Tempat Kerja** sejak tahun 2010 (**Whistleblowing Policy**).

Sebelum pengwujudan Bahagian Integriti, tugas ini dikendalikan oleh Bahagian Undang-Undang TH. Apabila Integriti ditubuhkan pada Oktober 2013, tugas tersebut telah dipindahkan ke Bahagian Integriti.

POLICY FOR DISCLOSURE OF
INFORMATION ON MISCONDUCT IN THE
WORKPLACE (WHISTLEBLOWING POLICY)

TH is committed to promote and maintain high standards of integrity, transparency and ethics as well as good Corporate Governance at the workplace and among its employees. To achieve these goals, TH has enforced a **Disclosure Policy on Misconduct at the Workplace (Whistleblowing Policy)**.

Before the establishment of the Integrity Division, this task was handled by TH's Legal Division. When the Integrity Division was established in October 2013, the task was transferred to the Integrity Division.

Bahagian Integriti telah mewujudkan saluran aduan dalaman bagi mana-mana anggota TH atau orang awam untuk melaporkan tentang salah laku atau pelanggaran integriti kepada bahagian ini di mana identiti pemberi maklumat akan dilindungi berdasarkan kepada **Whistleblowing Policy**. Ini merupakan satu mekanisme yang telus untuk memastikan tahap integriti dipantau dan dikawal serta mengelakkan pelanggaran salah laku. Pendedahan boleh disalurkan melalui mana-mana saluran berikut dan semua maklumat yang diterima adalah bertaraf sulit:

- Emel kepada whistle@lth.gov.my.
- Secara bertulis kepada Bahagian Integriti, Lantai 15, Bangunan Tabung Haji, 201 Jalan Run Razak, Kuala Lumpur.
- Hubungi talian 03 20543317 dari Isnin hingga Jumaat pada waktu pejabat (8.00 pagi hingga 05.00 petang).
- Hadir ke pejabat Ketua Pegawai Integriti.

Satu unit telah diwujudkan iaitu Saluran Aduan Dalaman yang menjalankan fungsi *quick respond* dan *early warning signal* yang berperanan sebagai agen perubahan dan *check & balance* supaya maklumat yang diterima adalah berasas dan tidak berunsur fitnah. Fungsi ini adalah selari dengan peranan Bahagian Integriti iaitu pengesanan dan pengesahan seperti tertera di **Pekeliling Perkhidmatan Bilangan 6 Tahun 2013 berhubung Penubuhan Unit Integriti di Semua Agensi Awam**.

POLISI PENCEGAHAN PENGUBAHAN
WANG HARAM DAN PENCEGAHAN
PEMBIAYAAN KEGANASAN (AML/CFT)

TH adalah institusi yang dimandatkan oleh kerajaan melalui **Akta Tabung Haji 1995**, Akta 535 untuk menerima wang daripada pendeposit bagi menjalankan fungsi pengurusan haji dan pembangunan ekonomi ummah. Memandangkan TH berurusan dengan wang tunai, ianya tertakluk kepada **Polisi AML/CFT**. TH bertanggungjawab untuk melaporkan transaksi yang mencurigakan kepada Bank Negara Malaysia. Bahagian Pengurusan Risiko TH berperanan untuk memastikan **Polisi AML/CFT** selari dengan **Akta Pencegahan Pengubahan Wang Haram Dan Pencegahan Pembiayaan Keganasan 2001, Akta 613**. Bahagian Integriti akan berkolaborasi dengan Bahagian Risiko sekiranya terdapat transaksi yang mencurigakan.

The Integrity Division has created an internal complaint channel for any TH staff or the public to report misconducts or breaches in integrity to this division, whereby the identities of complainants are protected based on a **Whistleblowing Policy**. This is a transparent mechanism to ensure that integrity levels are monitored and controlled, as well as to prevent violations of misconduct. Disclosure can be routed through any of the following channels and all information received is ranked confidential:

- Email to whistle@lth.gov.my.
- Write to the Integrity Division, 15th Floor, Tabung Haji Building, 201 Jalan Tun Razak, Kuala Lumpur.
- Call 03 20543317 from Monday to Friday during office hours (8.00 am to 5.00 pm).
- Visit the office of the Chief Integrity Officer.

An Internal Complain Channel unit was created to provide quick response and early warning signal functions and act as an agent of change and check and balance to ensure that the information received is not baseless or defamatory. This feature is consistent with the Integrity Division's role to detect and confirm, as set out in the **Service Circular No. 6 Year 2013 on Establishment of Integrity Unit in All Public Agencies**.

ANTI-MONEY LAUNDERING AND
COUNTER FUNDING OF TERRORISM
(AML/CFT) POLICY

TH is an insitution mandated by the government through the **1995 Tabung Haji Act, Act 535** to receive savings from depositors and manage hajj operation functions and spur economic development of the ummah. As TH deals with cash, it is subject to the **AML/CFT Policy**. TH is responsible for reporting suspicious transactions to Bank Negara Malaysia. TH's Risk Management Division is responsible for ensuring that its **AML/CFT Policy** is in line with the **2001 Anti-money laundering and terrorism funding, Act 613**. The Integrity Division will collaborate with the Risk Management Division if and when there are suspicious transactions.



TH akan mengendalikan perniagaannya berdasarkan prinsip am seperti:

- Mematuhi undang-undang yang berkaitan dengan pencegahan pengubahan wang haram dan pencegahan pembiayaan keganasan.
- Membangunkan polisi, prosedur dan kawalan berkaitan dengan **AML/CFT** sejajar dengan risiko dan urusaniaga yang dilakukan.
- Melaporkan kepada pihak berkuasa yang berkenaan jika wujudnya aktiviti yang meragukan dan terdapat sebab munasabah untuk mengesyaki bahawa anggota telah melakukan kesalahan pengubahan wang haram.
- Melakukan audit dalaman secara berkala terhadap langkah-langkah yang diambil untuk menangani masalah **AML/CFT**.
- Mewujud dan mengekalkan prosedur yang sesuai bagi memantau akaun dan aktiviti pelanggan.
- Melantik pegawai di peringkat pengurusan kanan sebagai Pegawai Pematuhan AML/CFT bagi menjadi tempat rujukan kepada perkara yang berkaitan **AML/CFT**.
- Memberikan kerjasama kepada pihak penguasa undang-undang.

PELAN PENGURUSAN RISIKO RASUAH (CRM)

Pelan Pengurusan Risiko Rasuah (CRM) adalah salah satu pelan tindakan pencegahan/pencerahan **TH** untuk meningkatkan transparensi dalam pengurusan dengan cara mengesan, mengenalpasti kelemahan dalam praktis, sistem dan proses kerja dan secara berterusan meningkatkan tahap efisiensi dengan menghapuskan peluang rasuah, penipuan dan salahguna kuasa penyelewengan dan kesan negatif kepada tadbir urus.

Objektif CRM adalah seperti berikut:

- Meningkatkan integriti, ketelusan, kecekapan dan akauntabiliti dalam pengurusan organisasi.
- Membantu meminima atau menghapuskan sama sekali risiko rasuah dalam pelaksanaan sesuatu aktiviti atau output utama organisasi.
- Meningkatkan kecekapan dalam sistem penyampaian perkhidmatan dan kawalan dalaman.
- Penerapan dan pembudayaan integriti dalam organisasi.

Terdapat tujuh (7) terma rujukan CRM yang digunakan bagi setiap aktiviti **TH** untuk mengenalpasti risiko rasuah iaitu dasar dan perundangan, sistem dan prosedur, nilai-nilai murni dan kod etika, pengurusan pelanggan, kawalan dalaman, tindakan pengesanan, punitif dan pemulihan, pengiktirafan dan penghargaan.

TH will operate its business based on general principles such as:

- Compliance with relevant laws and prevention of money laundering and terrorism financing.
- Development of policies, procedures and controls related to **AML/CFT** in line with the risks and transactions performed.
- Reporting to the appropriate authorities if there is suspicious activity and reasonable cause to suspect that a member has committed a money laundering offense.
- Performing periodic internal audits on the steps taken to address **AML/CFT**.
- Establish and maintain appropriate procedures to monitor customer accounts and activities.
- Appointment of a senior management level officer as AML/CFT Compliance Officer to be a reference to the relevant **AML/CFT**.
- Provision of full cooperation to legal authorities.

CORRUPTION RISK MANAGEMENT PLAN (CRM)

Corruption Risk Management Plan (CRM) is one of **TH's** preventive action plan for transparency in the management, of the means to detect and identify weaknesses in practice, systems and processes and continuously improve the level of efficiency by eliminating opportunities for corruption, fraud and abuse of power, and other negative effects of governance.

The objectives of CRM are as follows:

- Improve the integrity, transparency, efficiency and accountability in the management of the organisation.
- Help minimise or eliminate the risk of corruption in the implementation of an activity or output of the organisation.
- Increase the efficiency of service delivery systems and internal controls.
- Implement a culture of integrity within the organisation.

There are seven (7) CRM terms of reference for each activity used by **TH** to identify the risk of corruption, which are legislation and policies, systems and procedures, values and code of ethics, client management, internal control, detection and punitive recovery, recognition and appreciation.

Elemen kawalan yang akan diberi penekanan dalam Pelan CRM setiap jabatan adalah ketelusan, akauntabiliti, penyeliaan dan pemantauan, karenah birokrasi, kuasa budi bicara, penurunan kuasa, penompokan kuasa, boleh dikuatkuasakan/ boleh dilaksanakan dan percanggahan kepentingan.

Bengkel CRM telah diadakan pada Februari 2014 dengan kerjasama strategik Bahagian Pemeriksaan dan Perundangan, SPRM untuk kesemua jabatan di **TH**. Setiap jabatan telah menyediakan Pelan CRM masing-masing berdasarkan aktiviti, *output* dan senarai masalah berdasarkan tujuh (7) terma rujukan. Hasil daripada bengkel tersebut, Bahagian Pemeriksaan dan Perundangan, SPRM telah membuka empat (4) sampul kecil pemeriksaan berdasarkan **Seksyen 7, Akta Suruhanjaya Pencegahan Rasuah Malaysia 2009 (Akta 694)** bagi meneliti amalan, sistem dan tatacara bagi tujuan penambahbaikan dan menasihati **TH** meliputi aktiviti berikut:

- Urusan bayaran di Jabatan Kewangan.
- Penerimaan cadangan bagi pelaburan hartanah dan ekuiti persendirian di Jabatan Kewangan Korporat dan Perkhidmatan.
- Pengurusan bekalan kelengkapan operasi haji jemaah haji di Jabatan Haji.
- Pengurusan kaedah perolehan bagi rundingan terus di Bahagian Perolehan **TH**.

INTEGRITI DAN PEMATUHAN

TH membina, merancang dan melaksanakan program bagi meningkatkan pengetahuan, kesedaran dan kemahiran mengenai pengurusan integriti melalui pelbagai kaedah komunikasi antaranya *roadshow* Bicara Integriti, forum, *round table discussion*, buletin integriti dan lain-lain pendekatan kepada anggota **TH**, Ahli Lembaga Pengarah **TH**, ketua-ketua anak syarikat, pembida, petender, pelanggan **TH** dan pihak-pihak berkepentingan.

Melalui program komunikasi **TH** akan dapat:

- Membentuk persekitaran perniagaan yang adil, telus dan berintegriti, bebas daripada rasuah, penyelewengan dan salahguna kuasa.
- Meningkatkan keberkesanan tadbir urus korporat terbaik dan etika perniagaan untuk kepentingan pemegang berkepentingan dan pendeposti **TH**.
- Meningkatkan kecekapan dalam sistem penyampaian perkhidmatan dan kawalan dalaman.
- Penerapan dan pembudayaan integriti dalam organisasi.

Control elements that will be addressed in the CRM Plan of each department are transparency, accountability, supervision and monitoring, bureaucratic delays, discretionary powers, devolution of power, enforceability/feasibility and conflicts of interest.

A CRM workshop was held in February 2014 in strategic collaboration with the Inspection and Consultancy Division, MACC for all **TH** departments. Each department prepared a CRM plan based on their activities, outputs and list of issues according to the seven (7) terms of reference. As a result of the workshop, MACC's Inspection and Consultancy Division has opened four (4) small sample inspections based on **Section 7, Malaysian Anti-Corruption Commission Act 2009 (Act 694)** to examine the practices, systems and procedures for the purpose of improving and advising **TH** on the following activities:

- Payment procedures in the Finance Department.
- Receipt of proposals for real estate and private equity investments in the Corporate Finance and Service Department.
- Management of operational equipment supply for haji pilgrims in Haji Department.
- Management of direct consultation procurement methods in **TH** Procurement Division.

INTEGRITY AND COMPLIANCE

TH creates, plans and implements programmes to increase knowledge, awareness and management skills on integrity among **TH** members, Board Members, heads of subsidiaries, suppliers, tender applicants, clients and stakeholders via various communication methods including road shows, Integrity trials, forums, round table discussions, integrity bulletins and other approaches.

TH communications programmes will be able to :

- Create a business environment that is fair, transparent and of high integrity, free of corruption and abuse of power.
- Improve the effectiveness of best corporate governance and business ethics in the interest of **TH** stakeholders and depositors.
- Increase the efficiency of service delivery systems and internal controls.
- Implement an integrity culture within the organisation.

INTEGRITY PACT DALAM PEROLEHAN TH

TH telah menandatangani Ikrar Integriti Korporat pada 13 April 2012. Ekoran daripada itu, sebagai follow up dan follow through, TH telah mewujudkan Polisi Integrity Pact dalam Perolehan TH.

Perlaksanaan Integrity Pact dalam Perolehan TH merupakan salah satu inisiatif untuk mewujudkan dan mengekalkan piawaian yang tinggi dalam tadbir urus korporat TH dalam meningkatkan akauntabiliti, ketelusan, integriti dan kemampunan untuk melindungi dan memaksimumkan pihak berkepentingan.

Integrity Pact merupakan satu proses pengisytiharan secara dokumen bertulis oleh pembida/orang awam dan anggota TH untuk tidak menawar atau memberi rasuah bagi mendapatkan kontrak dan bagi mempercepatkan sesuatu urusan di TH.

INTEGRITY PACT IN TH PROCUREMENT

TH has signed a Corporate Integrity Pledge on 13 April 2012. Consequently, as a follow up and follow through, TH has established an Integrity Pact Policy in TH Procurement.

The implementation of the Integrity Pact in TH Procurement is one of the initiatives to establish and maintain high standards in TH's corporate governance by enhancing accountability, transparency, integrity and sustainability to protect and maximize value for its stakeholders.

The Integrity Pact is a declaration by the bidder/public to not offer or pay bribes to obtain contracts and to expedite TH transactions.

Tujuan utama Integrity Pact dilaksanakan dalam perolehan TH adalah seperti berikut:

- Mengelak petender/penyebut harga daripada menawar atau memberi rasuah;
- Menghendaki petender/penyebut harga melaporkan sebarang kesalahan rasuah kepada pihak berkuasa; dan
- Memastikan TH tidak menanggung 'unnecessary costs' dalam perlaksanaan urusan perolehan.

Pendidikan mengenai Perlaksanaan Integrity Pact dalam perolehan TH telah diadakan dalam beberapa siri melibatkan beberapa peringkat berikut:

- Ahli Lembaga Pengarah TH pada 18 Februari 2014.
- Jawatankuasa-jawatankuasa berkaitan perolehan TH pada 7 April 2014.
- Pembida dan pembekal dalam dua (2) siri pada 25 Jun 2014 dan 27 Ogos 2014.
- Pengelola Jemaah Haji (PJH) pada 17 Mac 2014.

PENDEDAHAN KEPENTINGAN

Seksyen 9, Akta Tabung Haji 1995 (Akta 535) menyatakan bahawa mana-mana anggota Lembaga yang mempunyai atau memperolehi, secara langsung atau tidak langsung, sendiri atau melalui pekongsinya atau ejennya hendaklah mengisytiharkan jenis dan takat syer atau kepentingannya kepada Lembaga.

Peraturan Tatatertib Tabung Haji 2010 menghuraikan bahawa semua anggota TH yang mempunyai konflik atau berpotensi mempunyai konflik kepentingan mesti membuat pendedahan penuh kepada Ketua Pejabat anggota TH bagi mengelak hilangnya nilai integriti dalam menjalankan tugas.

RUMUSAN

Integriti adalah satu pilihan. Setiap individu boleh membuat pilihan sendiri sama ada mahu hidup secara berintegriti dan berruasah atau sebaliknya. Pemilihan tersebut datang daripada hati. Sekiranya hati masih belum ada pencerahan, manifestasi tindak - tanduk akan membuahkan perlakuan atau perbuatan tidak berintegriti.

Justeru itu, pengamalan integriti adalah dituntut oleh setiap agama. Jika pilihan tersebut tidak dibuat mengikut tuntutan syariah/agama ia akan mencampakkan diri ke arah kebinasaan. Selari dengan tuntutan agama, Bahagian Integriti TH meletakkan cogan kata 'Integriti Amalan Saya' sebagai budaya kerja organisasi.

The main purposes of the Integrity Pact are as follows:

- Prevent the tenderer/price denominator to offer or give bribes;
- Require the tenderer/price denominator to report any corruption to the authorities; and
- Ensure that TH does not bear 'unnecessary costs' in the procurement process.

Education about the implementation of the Integrity Pact in TH's procurement was conducted in series, and involved several levels as follows:

- Members of TH Board of Directors on 18 February 2014.
- Committees related to TH procurement on 7 April 2014.
- Bidders and suppliers in two (2) series on 25 June 2014 and 27 August 2014.
- Hajj Pilgrims Organiser (PJH) on 17 March 2014.

DISCLOSURE OF INTERESTS

Section 9 of Tabung Haji Act, 1995 (Act 535) states that any member of the Board who has or acquires TH shares, directly or indirectly, by himself or his partner or his agent shall declare the nature and extent of share or interest to the Board.

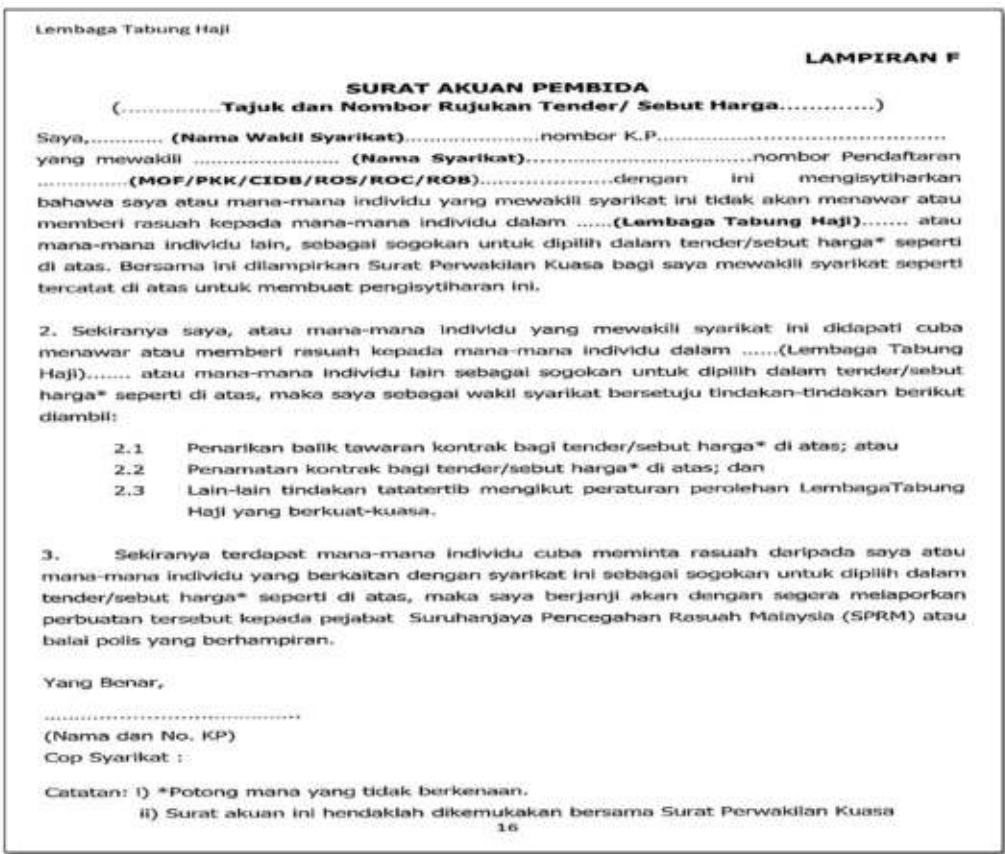
Tabung Haji Disciplinary Regulations 2010 describes that all members of TH who have a conflict or potential conflict of interest must make full disclosure to the TH's Office Heads to prevent loss of integrity in the discharge of their duties.

IN SUMMARY

Integrity is a choice. Every individual can choose whether to live with or without integrity and dignity. The choice comes from the heart. When the heart remains unenlightened, behaviour and actions without integrity will manifest.

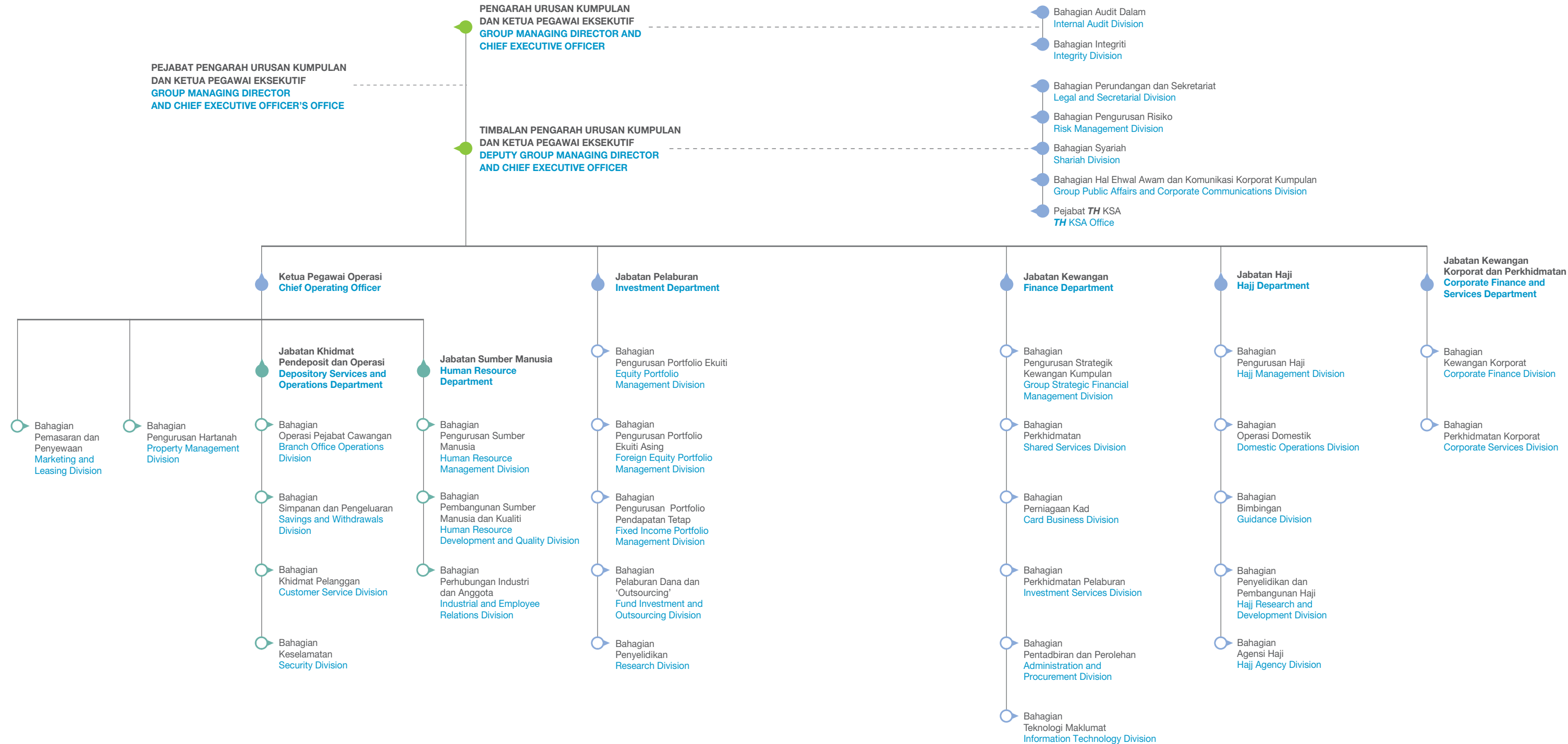
Thus, the practice of integrity is demanded by every religion. If the choice is not made in accordance with shariah/religion, one is hurtling oneself towards destruction. In line with the demands of religion, TH's Integrity Division has embedded the motto 'I Practice Integrity' as part of the organisation's work culture.

Surat Akuan Pembida | Bidders Testimony



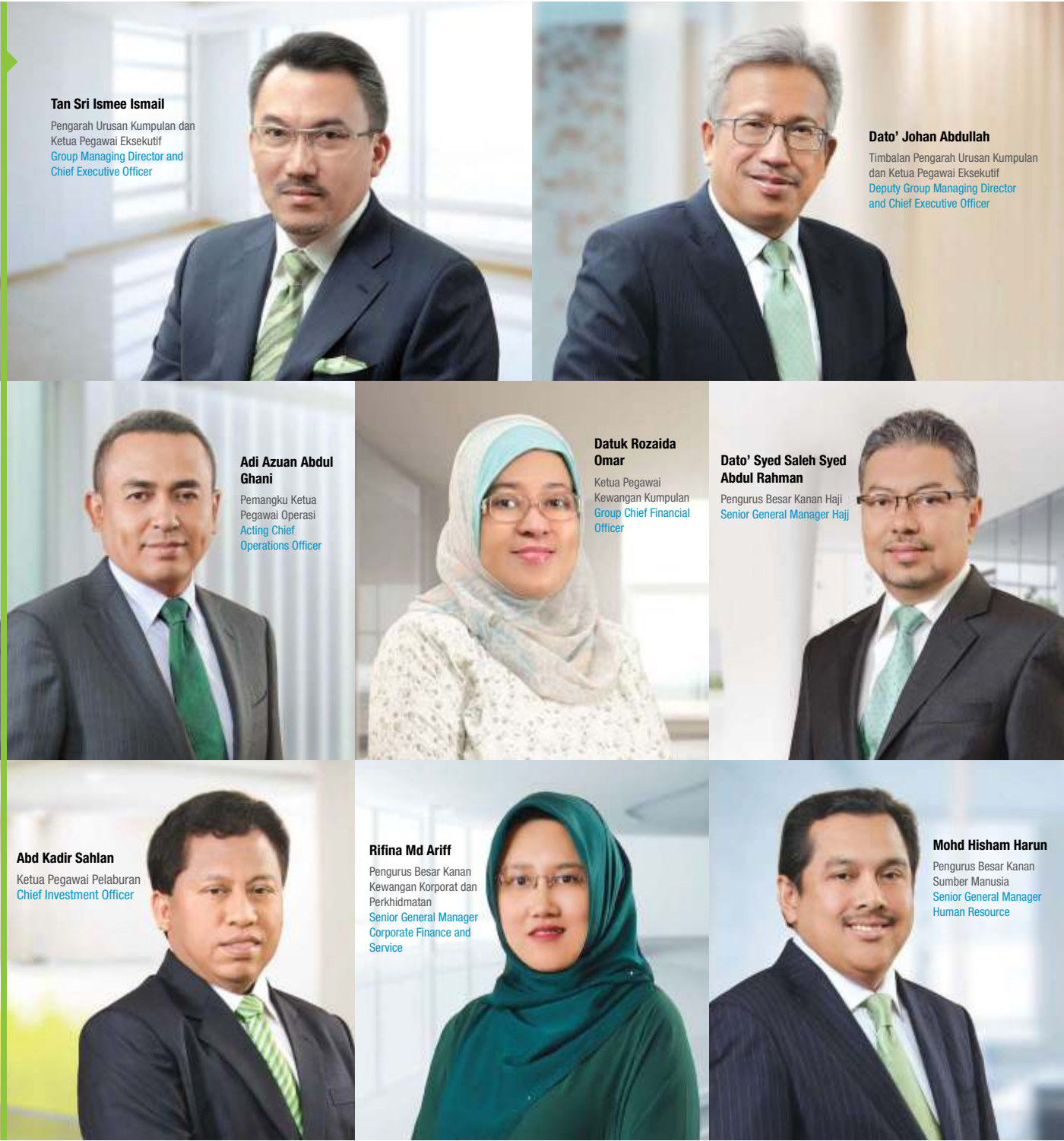
CARTA ORGANISASI

Organisation Chart



BARISAN PENGURUSAN KANAN

Senior Management



PROFIL PENGURUSAN KANAN

Senior Management Profile

Dato' Johan Abdullah

Timbalan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif
Deputy Group Managing Director and Chief Executive Officer

Dato' Johan Abdullah berkelulusan Sarjana Pengurusan Perniagaan (Kewangan) dari Universiti Morehead State, Kentucky Amerika Syarikat (AS). Beliau juga adalah pemegang Sarjana Muda Pengurusan Perniagaan (Kewangan) dari Universiti Eastern Michigan, Michigan AS.

Sebelum menyertai **TH**, beliau merupakan Pengarah Urusan Kumpulan/Ketua Pegawai Eksekutif BIMB Holdings Berhad (BHB) sejak Mei 2008. Beliau merupakan Ahli Lembaga Pengarah di beberapa anak syarikat di dalam Kumpulan BHB. Beliau pernah menyandang beberapa jawatan kanan semasa di Bursa Malaysia Berhad dan mempunyai pengalaman luas dalam kewangan korporat, pasaran modal dan perbankan Islam.

Dato' Johan telah dianugerahkan Darjah Jiwa Mahkota Kelantan (DJMK) yang membawa gelaran Dato' oleh KDYMM Sultan Kelantan, Sultan Muhammad ke-V pada tahun 2014. Beliau dilantik sebagai Timbalan Pengarah Urusan Kumpulan/Ketua Pegawai Eksekutif **TH** pada 15 Januari 2015.

Dato' Johan Abdullah holds a Master's Degree in Business Administration (Finance) from Morehead State University, Kentucky, United States (USA) and a Bachelor Degree in Business Administration (Finance) from Eastern Michigan University, Michigan USA.

Prior to joining **TH**, he was the Group Managing Director/Chief Executive Officer of BIMB Holdings Berhad (BHB) since May 2008. He is a Board Member in various subsidiary companies within BHB's Group. He held various senior positions while he was with Bursa Malaysia Berhad and has extensive experience in corporate finance, capital market and Islamic banking.

Dato' Johan was conferred the Darjah Jiwa Mahkota Kelantan (DJMK) which carries the title Dato' by KDYMM the Sultan of Kelantan, Sultan Muhammad V in 2014. He was appointed as Deputy Group Managing Director/Chief Executive Officer **TH** on 15 January, 2015.





Adi Azuan Abdul Ghani

Pemangku Ketua Pegawai Operasi
Acting Chief Operating Officer

Adi Azuan bin Abdul Ghani merupakan pemangku Ketua Pegawai Operasi **TH** sejak Julai 2014 dan juga Timbalan Ketua Pegawai Kewangan Kumpulan. Beliau memulakan kerjaya profesional dalam bidang audit dan perakaunan bersama PricewaterhouseCoopers, Kuala Lumpur pada 1996. Beliau merupakan Pengarah Bukan Bebas & Bukan Eksekutif di Y.S.P Southeast Holdings Berhad sejak 1 Disember 2004, dan Pengarah Bukan Bebas Bukan Eksekutif **TH** di Theta Edge Berhad. Beliau memiliki ijazah Sarjana Muda Sains (Kepujian) dari Queen’s University of Belfast dan ACCA dari Emile Woolf College, London, UK. Beliau adalah Ahli Felo ACCA (FCCA) selain ahli dalam Malaysian Institute of Accountants (MIA).

Adi Azuan Bin Abdul Ghani is an acting Chief Operating Officer of **TH** since July 2014 and also the Deputy Group Chief Financial Officer. He started his professional career in the auditing and accounting fields with PricewaterhouseCoopers, Kuala Lumpur in year 1996. He has been Non-Independent & Non-Executive Director of Y.S.P. Southeast Asia Holdings Berhad since December 1, 2004 and Non-Independent Non-Executive Director of **TH** in Theta Edge Berhad.

He graduated with UK BSc (Honours) Accounting from Queen’s University of Belfast and ACCA from Emile Woolf College, London, UK. He is a Fellow Member of the ACCA (FCCA) and also a member of Malaysian Institute of Accountants (MIA).

Datuk Rozaida Omar

Ketua Pegawai Kewangan Kumpulan
Group Chief Financial Officer

Datuk Rozaida Omar menyertai **TH** pada tahun 2004. Beliau mempunyai pengalaman luas dalam bidang kewangan dan bertanggungjawab sepenuhnya ke atas pengurusan kewangan **TH** dan Kumpulan. Beliau adalah seorang Fellow Chartered Association of Certified Accountant (FCCA) dan juga mewakili **TH** sebagai Ahli Lembaga Pengarah Pelikan International Corporation Berhad, BIMB Holdings Berhad dan Syarikat Takaful Malaysia Berhad.

Datuk Rozaida Omar joined **TH** in 2004. She has vast experience in the field of finance and responsible for the financial management of **TH** and the Group. She is a Fellow of the Chartered Association of Certified Accountant (FCCA) and represents **TH** as nominee director for Pelikan International Corporation Berhad, BIMB Holdings Berhad and Syarikat Takaful Malaysia Berhad.





Dato' Syed Saleh Syed Abdul Rahman

Pengurus Besar Kanan Haji
Senior General Manager Haji

Dato' Syed Saleh Syed Abdul Rahman memulakan karier di Lembaga Tabung Haji (TH) pada tahun 1987. Sepanjang 28 tahun bersama TH, beliau telah menyandang pelbagai jawatan dalam Kewangan Korporat & Perkhidmatan, Pengurusan Dana, Pembangunan Perniagaan dan Pelaburan Ekuiti & Hartanah. Beliau juga pernah menerajui salah sebuah anak syarikat TH iaitu TH Travel & Services Sdn Bhd.

Beliau berkelulusan Sarjana Pentadbiran Perniagaan dan Sarjana Muda Kejuruteraan dalam jurusan Kejuruteraan Awam dari University of Wales, United Kingdom.

Sejak tahun 2011 hingga kini, Dato' Syed Saleh menyandang jawatan Pengurus Besar Kanan (Haji) yang bertanggungjawab atas pengurusan dan operasi haji di Tanah Air dan di Tanah Suci.

Dato' Syed Saleh Syed Abdul Rahman began his career with TH in 1987. In his 28 years with TH, he has held various positions in Corporate Finance & Services, Fund Management, Business Development and Equity & Property Investment. He has also spearheaded TH Travel & Services Sdn. Bhd, one of TH's subsidiaries.

He holds a Master's in Business Administration and a Bachelor of Engineering in Civil Engineering from the University of Wales, United Kingdom.

Since 2011, Dato' Syed Saleh has served as the Senior General Manager (Haji), responsible for the management and administration of haji operations in Malaysia and the Holy Land.

Abd Kadir Sahlan

Ketua Pegawai Pelaburan
Chief Investment Officer

Pemegang Ijazah Sarjana Muda Sains Komputer daripada Universiti of Cambridge, Abd Kadir Sahlan mula berkhidmat di TH pada bulan Jun 2010 dengan pengalaman luas dalam bidang pelaburan selama 23 tahun.

Peranan utama beliau adalah merangka strategi pelaburan berlandaskan Syariah bagi mencapai pulangan yang mampan dan berdaya saing untuk TH.

Beliau bertanggungjawab bagi pengurusan portfolio pelaburan merangkumi aset kelas ekuiti, pendapatan tetap, perbendaharaan, pelaburan dana ekuiti tidak tercatat dan program-program melalui syarikat pengurusan dana luaran.

Holder of a Bachelor of Arts Degree in Computer Science from the University of Cambridge, Abd Kadir Sahlan joined TH in June 2010 with 23 years of extensive investment experience.

His key role is to formulate Shariah investment strategies in achieving sustainable and competitive return for TH.

He is responsible for the management of investment portfolios comprising equities, fixed income, treasury, private equity funds and outsourcing programmes.





Rifina Md Ariff

Pengurus Besar Kanan Kewangan Korporat dan Perkhidmatan
Senior General Manager Corporate Finance and Services

Rifina Md Ariff dilantik sebagai Pengurus Besar Kanan Kewangan Korporat & Perkhidmatan **TH** pada 15 Disember 2014.

Beliau berpengalaman luas dalam bidang pelaburan, kewangan korporat dan perbankan. Kerjaya beliau bermula sebagai Pegawai Kanan di Permata Merchant Bank pada tahun 1990. Dalam tempoh 1994 hingga 2000, beliau berkhidmat sebagai Pengurus Kanan di Amanah Saham Mara Berhad dan kemudiannya di Affin Merchant Bank Berhad sebagai Timbalan Naib Presiden, sebelum menyertai **TH** pada tahun 2002. Pada tahun 2009, beliau telah dipinjamkan ke syarikat Pelikan Vertriebsgesellschaft mbH & Co. KG, Hannover, German selama 4 tahun sebelum kembali berkhidmat di **TH** pada Julai 2013.

Beliau dilantik sebagai wakil pengarah **TH** dalam beberapa Lembaga Pengarah syarikat. Antaranya adalah BIMB Holdings Berhad, Abraj Sdn Bhd, Abraj Management Sdn Bhd, TH Marine Sdn Bhd dan TH Alam Holdings (L) Inc. dan LTH Property Investment (L) Inc.. Beliau juga adalah Pengarah dalam syarikat **TH** di UK iaitu Leatherhead Properties Ltd dan LTH Property 2 Limited.

Rifina Md Ariff was appointed as Senior General Manager, Corporate Finance & Services **TH** on 15 December 2014.

She has solid background in the areas of investment, corporate finance and banking. She began her career as Senior Officer in Permata Merchant Bank in 1990. From 1994 until 2000, she was Senior Manager at Amanah Saham Mara Berhad and subsequently Assistant Vice President of Affin Merchant Bank Berhad for 2 years, prior to joining **TH** in 2002. In 2009, she was seconded to Pelikan Vertriebsgesellschaft mbH & Co. KG, Hannover, Germany for 4 years before returning to **TH** in July 2013.

She serves as **TH** Nominee Director in several companies including BIMB Holdings Berhad, Abraj Sdn Bhd, Abraj Management Sdn Bhd, TH Marine Sdn Bhd and TH Alam Holdings (L) Inc. and LTH Property Investment (L) Inc. She also sits as Director in **TH's** UK companies namely Leatherhead Properties Ltd and LTH Property 2 Limited.

Mohd Hisham Harun

Pengurus Besar Kanan Sumber Manusia
Senior General Manager Human Resource

Mohd Hisham Harun memulakan karier awalnya pada tahun 1993 sebagai auditor dan kemudiannya Perunding Kewangan Korporat di Coopers & Lybrand/PricewaterhouseCoopers. Beliau menyertai **TH** pada 1999 sebagai Pengurus Kanan di Perancangan Korporat sebelum dilantik sebagai Pengurus Besar untuk mengetuai Bahagian Pengurusan Pelaburan pada 2004. Beliau kemudiannya dilantik sebagai Pengurus Besar Kanan, Kewangan Korporat dan Perkhidmatan pada tahun 2011 dan bertanggungjawab untuk mengenalpasti peluang pelaburan berkaitan dengan pembangunan syarikat pelaburan melalui susun atur korporat, penilaian peluang pelaburan untuk saham tidak tersenarai dan pelaburan hartanah.

Seterusnya pada tahun 2014, beliau telah dilantik sebagai Pengurus Besar Kanan (Sumber Manusia) dan bertanggungjawab mengurus dan membangunkan modal insan secara terancang dan strategik bagi mencapai kecemerlangan organisasi.

Mohd Hisham Harun began his career in 1993 with Coopers & Lybrand/PriceWaterhouseCoopers, initially as an Auditor and later as a Corporate Finance Consultant. He joined **TH** in 1999 as a Senior Manager, Corporate Planning and was appointed as General Manager of the Investment Management Division in 2004. He was then appointed as Senior General Manager, Corporate Finance & Services in 2011 to lead and coordinate the process of identifying opportunities through corporate action and restructuring of the investee companies, evaluation of investment opportunities and deals on unlisted shares; and evaluation of real estate investments.

In February 2014, he was appointed to helm the Human Resource Department with the responsibility to implement strategic and structured human capital development and management for organisational success.



PEJABAT PENGARAH URUSAN KUMPULAN DAN KETUA PEGAWAI EKSEKUTIF

Group Managing Director and Chief Executive Officer's Office



Tan Sri Ismee Ismail
Pengaruh Urusan Kumpulan
dan Ketua Pegawai Eksekutif
Group Managing Director
and Chief Executive Officer



Normimy Mohamed Noor
Pengurus Besar
Pejabat Pengarah Urusan
Kumpulan dan Ketua Pegawai
Eksekutif
General Manager
Group Managing Director
and Chief Executive Officer's
Office



Azhar Nayan
Ketua Audit Dalam
Head of Internal Audit



Dato' Latifah Md Yatim
Ketua Pegawai Integriti
Chief Integrity Officer

PEJABAT TIMBALAN PENGARAH URUSAN KUMPULAN DAN KETUA PEGAWAI EKSEKUTIF

Deputy Group Managing Director and
Chief Executive Officer's Office



Badrul Hisham Mohd Salleh
Pengurus Besar
Pengurusan Risiko
General Manager
Risk Management



Hazlina Mohd Khalid
Penasihat Undang-undang
Legal Advisor



Imran Mohammad Khayat
Pengurus Besar Syariah
General Manager Shariah



Anis Zuhani Ahmad
Pengurus Besar
Hal Ehwal Awam dan
Komunikasi Korporat
Kumpulan
General Manager
Group Public Affairs and
Corporate Communications



Redhuan Sabaruddin
Pengaruh TH KSA
Director of TH KSA



Dato' Johan Abdullah
Timbalan Pengarah Urusan
Kumpulan dan Ketua
Pegawai Eksekutif
Deputy Group Managing
Director and Chief
Executive Officer

JABATAN KEWANGAN

Finance Department



Datuk Rozaida Omar
Ketua Pegawai
Kewangan Kumpulan
*Group Chief Financial
Officer*



Nor Aida Ahmad
Ketua Bahagian Pengurusan
Strategik Kewangan Kumpulan
*Head of Group Strategic
Financial Management*



Anisuati Yahya
Ketua Bahagian Perkhidmatan
Head of Shared Services



Che Gayah Salleh
Ketua Bahagian
Perkhidmatan Pelaburan
*Head of Investment
Services*



Norul Huda Mohd Sidek
Pengurus Besar
Pentadbiran dan Perolehan
*General Manager
Administration and
Procurement*



Zulkarnain Asnawi
Pengurus Besar
Teknologi Maklumat
*General Manager
Information Technology*



Mohamed Ameen S.M.A Abdul Wahab
Pengurus Besar
Perniagaan Kad
*General Manager
Card Business*

JABATAN HAJI

Hajj Department



Nurrinanuwar Shamsuddin
Pengurus Besar
Pengurusan Haji
*General Manager
Hajj Management*



Dato' Ahmad Ruzman Ahmad Razali
Pengurus Besar
Operasi Domestik
*General Manager
Domestic Operations*



Tengku Aziz Raja Abdullah
Pengurus Besar
Bimbingan
*General Manager
Guidance*



Mat Admara Alang Azizdin
Pengurus Besar
Agensi Haji
*General Manager
Hajj Agency*



Ahmad Sohaimi Dato' Abd Rahim
Pengurus Besar
Penyelidikan dan
Pembangunan Haji
*General Manager
Hajj Research and
Development*



Dato' Syed Saleh Syed Abdul Rahman
Pengurus Besar Kanan
Haji
*Senior General Manager
Haji*

JABATAN PELABURAN

Investment Department



Abd Kadir Sahlan
Ketua Pegawai Pelaburan
Chief Investment Officer



Ahmad Suhaimee Ismail
Ketua Pengurusan
Portfolio Ekuiti
Head of Equity Portfolio
Management



Mohd Fazli Zainal
Ketua Pengurusan
Portfolio Ekuiti Asing
Head of Foreign Equity
Portfolio Management



Hamdan Rasid
Ketua Pengurusan Portfolio
Pendapatan Tetap
Head of Fixed Income
Portfolio Management



Mustakim Mohamad
Ketua Pelaburan Dana
dan 'Outsourcing'
Head of Fund Investment
and Outsourcing



Mohamad Ikhwan Bakren
Ketua Penyelidikan
Head of Research

JABATAN KEWANGAN KORPORAT DAN PERKHIDMATAN

Corporate Finance and Services Department



Hazzelina Hassan
Pengurus Besar
Kewangan Korporat
General Manager
Corporate Finance



Rifina Md Ariff
Pengurus Besar Kanan
Kewangan Korporat dan
Perkhidmatan
Senior General Manager
Corporate Finance and
Services



JABATAN SUMBER MANUSIA

Human Resource Department



Mohd Hisham Harun
Pengurus Besar Kanan
Sumber Manusia
Senior General Manager
Human Resource



Zainal Abidin Omar
Pengurus Besar
Pengurusan Sumber
Manusia
General Manager
Human Resource
Management



Mohd Norber Kassim
Pengurus Besar
Pembangunan Sumber
Manusia dan Kualiti
General Manager
Human Resource
Development and Quality



Khairul Bariah Abdul Karim
Pengurus Besar
Perhubungan Industri
dan Anggota
General Manager
Industrial and
Employee Relations



Aishah Abdul Samad
Pengurus Besar
Pejabat Ketua Jabatan
Sumber Manusia
General Manager
Head of Human
Resource Office

JABATAN KHIDMAT PENDEPOSIT DAN OPERASI

Depository Services and Operations Department

Rozimin Ahamed Kamil *
Pegawai Negeri Gantikan III
State Director Relief III

* Tiada dalam gambar I
Not in picture



Tahar Pilus
Pengurus Besar
Operasi Pejabat Cawangan
General Manager
Branch Office Operations



Mohd Ridzuan Wahi
Pengurus Besar
Simpanan dan Pengeluaran
General Manager
Savings and Withdrawals



Mohammad Saimi Mat Som
Pengurus Besar
Khidmat Pelanggan
General Manager
Customer Service



Khairul A'zihar Rapar
Pegawai Khas
Kepada Ketua Pegawai
Operasi
Special Officer
to Chief Operating Officer



Md. Ridza Md. Zain
Pegawai Negeri Gantikan I
State Director Relief I



Helena Hashim
Pegawai Negeri Gantikan II
State Director Relief II



Adi Azuan Abdul Ghani
Pemangku Ketua
Pegawai Operasi
Acting Chief
Operating Officer



Zaini Rashid
Pengurus Besar
Pengurusan Hartanah
General Manager
Property Management



Mohd Khalid Mohd Noordin
Pengurus Besar
Pemasaran dan Penyewaan
General Manager
Marketing and Leasing



PENGARAH-PENGARAH TH NEGERI

TH State Directors

Mohamad Abas *
 Pengarah Negeri |
 State Director - TH Perlis
 * Tiada dalam gambar |
 Not in picture



Muhamad Hamdan Omar
 Pengarah Negeri |
 State Director - TH Kedah



Zakariah@ Zakaria Puteh
 Pengarah Negeri |
 State Director - TH Pulau Pinang



Musalimah Mustaffa
 Pengarah Negeri |
 State Director - TH Melaka



Mohd Nasir Mohd Yusoff
 Pengarah Negeri |
 State Director - TH Johor



Nawawi Ishak
 Pengarah Negeri |
 State Director - TH Perak



Mohd Sawal Abong
 Pengarah Negeri |
 State Director - TH Selangor



Mohammad@ Mokhzani Mukhtar
 Pengarah Negeri |
 State Director - TH Pahang



Dato' Mohyen Mosman
 Pengarah Negeri |
 State Director - TH Terengganu



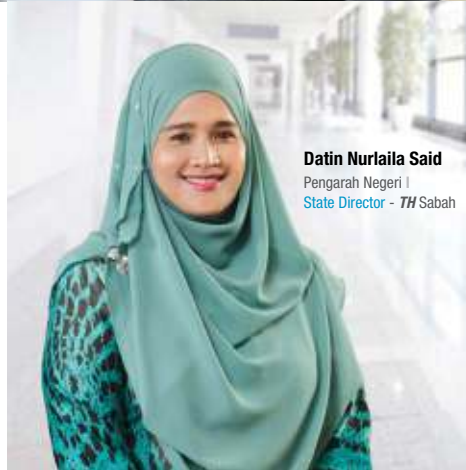
Wahyudin Tamami
 Pengarah Negeri |
 State Director - TH Kelantan



Zaiton Mohd Yusoff
 Pengarah Negeri |
 State Director - TH Wilayah Persekutuan



Mohamad Khairi Dasemin
 Pengarah Negeri |
 State Director - TH Negeri Sembilan



Datin Nurlaila Said
 Pengarah Negeri |
 State Director - TH Sabah



Hamid Awang
 Pengarah Negeri |
 State Director - TH Sarawak



MEMPERTINGKATKAN KOMITMEN KEPADA PIHAK BERKEPENTINGAN



INTENSIFYING
OUR COMMITMENT
TO ALL
STAKEHOLDERS

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114	ULASAN OPERASI PENGARAH URUSAN KUMPULAN DAN KETUA PEGAWAI EKSEKUTIF	Operational Review Group Managing Director and Chief Executive Officer
	• Perkhidmatan Pelanggan • Perkhidmatan Haji • Pelaburan • Pelaburan Strategik Melalui Anak Syarikat - Sektor Kewangan Islam - Sektor Perladangan - Sektor Hartanah dan Pembinaan - Sektor Hospitaliti - Sektor Perkhidmatan Lain-Lain	• Customer Service • Hajj Service • Investment • Strategic Investment Through Subsidiaries - Islamic Finance Sector - Plantation Sector - Property Development and Construction Sector - Hospitality Sector - Other Services Sector
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Tan Sri Ismee Ismail

Pengarah Urusan Kumpulan dan
Ketua Pegawai Eksekutif
Group Managing Director and
Chief Executive Officer

السلامة على محمد وآله وصحبه وسلم dan Salam 1 Malaysia

Alhamdulillah, dengan limpah kurnia Allah SWT, Lembaga Tabung Haji (TH) sekali lagi mencatat pertumbuhan baik di sebalik persekitaran ekonomi yang mencabar dan beberapa tragedi yang menimpa negara. TH telah berjaya mencatat keuntungan bersih selepas zakat dan cukai yang tertinggi dalam sejarah, hampir mencecah RM3 bilion bagi tahun 2014. Dalam keadaan persekitaran ekonomi yang tidak menentu, prestasi ini menunjukkan bahawa TH berada pada landasan yang tepat ke arah pertumbuhan mampan. Kini, TH berdiri kukuh bersandarkan dana pendeposit berjumlah RM54.4 bilion - peningkatan hampir empat kali ganda sejak tahun 2006.

Alhamdulillah, with the blessings of Allah SWT, Lembaga Tabung Haji (TH) achieved another year of unprecedented growth, even amidst a more challenging economic climate and a series of national tragedies. TH achieved the highest profit ever in our history, almost reaching RM3 billion at the end of 2014. Against an environment of uncertainty, our performance shows that TH is on the right track towards sustainable growth. Today, TH is stronger than ever, resting on a depositors' fund of RM54.4 billion – almost a quadruple increase since 2006.

Malaysia membuktikan keutuhannya pada 2014 walaupun ditimpa pelbagai krisis. Di peringkat global dan domestik, angka pertumbuhan ekonomi menurun selepas semakan semula berbanding sebelum ini ekoran pertumbuhan ekonomi dunia yang lembab daripada jangkaan. Bagaimanapun, permintaan domestik Malaysia terus merangsang pertumbuhan dan melonjakkan GDP negara kepada 6.0% berbanding 4.7% pada 2013.

Malaysia as a nation showed its mettle in 2014 as it endured a string of national crisis. Globally and domestically, economic growth figures were revised downwards due to slower than expected growth in the global economy. Fortunately, Malaysia's domestic demand continued to spur growth and boosted the nation's GDP to 6.0% from 4.7% in 2013.

Di sebalik semua cabaran ini, 2014 merupakan tahun di mana **TH** melakar sejarah dalam prestasi kewangannya. Setelah beberapa tahun berusaha mengenalpasti halatuju pelaburan yang lebih mampan dan strategik, **TH** mencatat peningkatan sebanyak 15% daripada RM2.6 bilion keuntungan bersih selepas zakat dan cukai yang dicatatkan pada 2013.

TH turut menambah bilangan pendeposit kepada 8.6 juta akaun dengan dana pendeposit mencatat peningkatan sebanyak 19% kepada RM54.4 bilion berbanding RM45.7 bilion pada tahun 2013. Ini berikutan langkah **TH** menambahbaik perkhidmatan serta mendekati masyarakat sekitar melalui peluasan saluran perkhidmatan dan penambahan masa operasi.

Saiz aset bersih **TH** juga berkembang 12% kepada RM54 billion berbanding RM48.2 bilion pada 2013, dengan alokasi aset seperti berikut; ekuiti menyumbang 41%, diikuti pendapatan tetap sebanyak 28%, instrumen kewangan pasaran wang sebanyak 21% dan hartanah sebanyak 10%.

Sumber pendapatan **TH** disumbang oleh pelaburan ekuiti sebanyak 46%, sekuriti hutang sebanyak 20%, sewaan serta pembiayaan lain sebanyak 11% dan pasaran wang serta instrumen kewangan dan lain-lain sebanyak 23%.

Against all these odds, 2014 became a year where **TH** made financial history. Having spent the last few years identifying more sustainable and strategic investment directions, **TH** posted a 15% increase in net profit after zakat and tax from the RM2.6 billion recorded in 2013.

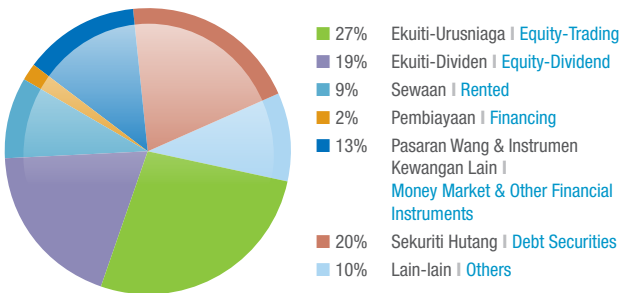
The number of **TH** depositors increased to 8.6 million accounts with depositors' funds recording an increase of 19% to RM54.4 billion from RM45.7 billion in 2013. This was a result of **TH's** move to improve its services and reach out to the community through the expansion of service channels and increased operating hours.

The size of net assets grew 12% to RM54 billion from RM48.2 billion in 2013, with asset allocation as follows; equities accounting for 41% followed by fixed incomes at 28%, money markets financial instruments at 21% and properties comprising 10%.

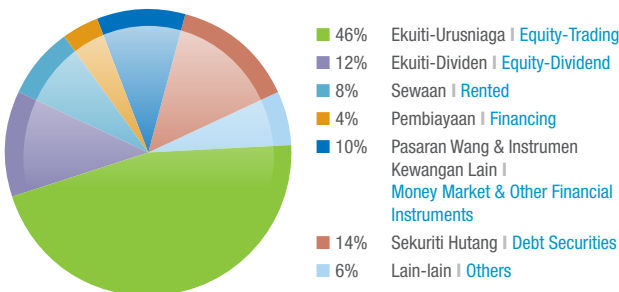
Total revenue was derived from equity investment by 46%, debt securities by 20%, rental and financing by 11% and money market and financial instruments as well as others by 23%.



Pendapatan TH 2014 | TH's Income 2014



Pendapatan TH 2013 | TH's Income 2013



Di sepanjang tahun 2014, **TH** berjaya melaksanakan perbelanjaan berhemah dengan membendung kos operasi dan mengawal kos-kos di luar kawalan yang sentiasa berubah.

TH turut memainkan peranan aktif menyokong Program Transformasi Syarikat Berkaitan Kerajaan (GLCT) sejak ia dilancarkan pada 2005. Melalui program GLCT, **TH** telah membuat transformasi dalam pelbagai sudut termasuk perkhidmatan dan kualiti, tadbir urus korporat, sistem perolehan dan pengurusan haji. Bersama-sama anak-anak syarikat pula, **TH** telah menyediakan banyak peluang pekerjaan baru kepada masyarakat dalam bidang hospitaliti, perladangan dan kewangan Islam selain penganjuran aktiviti pembangunan modal insan.

Pada akhir tahun 2014, **TH** telah menubuhkan sebuah unit baru iaitu Unit Pembangunan Bumiputera (UPB) bagi membantu syarikat-syarikat kecil Bumiputera berkembang, sebagai sebahagian daripada Agenda Memperkasa Ekonomi Bumiputera yang diterajui oleh kerajaan. Ini sejajar dengan wawasan dan komitmen **TH** untuk memainkan peranan aktif dalam menyokong kejayaan ekonomi Ummah.

Akhir sekali, dalam usaha mencapai kejayaan yang lebih gemilang, **TH** beriltizam menerapkan budaya integriti yang kukuh dari akar umbi. Beberapa siri ceramah integriti dan bengkel bersama Suruhanjaya Pencegahan Rasuah Malaysia (SPRM) telah dianjurkan bagi mencapai matlamat ini. Pada masa yang sama, **TH** juga memperkukuhkan beberapa proses dan sistem seperti rangka kerja urus tadbir korporat dan pengurusan risiko bagi memastikan integriti didukung dalam setiap aspek operasi.

Saya dengan ini membentangkan laporan terperinci operasi **TH** bagi tahun berakhir 31 Disember 2014.

Throughout 2014, **TH** successfully implemented prudent spending by controlling operational costs and monitor unexpected fluctuations of external costs.

TH has played an active role in supporting the GLC Transformation (GLCT) Programme since it was launched in 2005. Through the GLCT Programme, **TH** has performed transformations in many aspects including service and quality, corporate governance, procurement system and hajj management. Together with subsidiaries, **TH** has provided many new job opportunities to the community in the hospitality, agricultural and Islamic finance sectors as well as implementation of human capital development activities.

At the end of 2014, **TH** had established a new unit called 'Unit Pembangunan Bumiputera' (UPB) to help small Bumiputera companies grow as part of the government's Bumiputera Economic Empowerment Agenda. This is also in line with **TH's** vision and commitment to play an active role in uplifting the economic success of the Ummah.

Finally, in reaching towards greater heights, **TH** is resolute in inculcating a strong integrity culture at its core. A few series of integrity talks and workshops with Suruhanjaya Pencegahan Rasuah Malaysia (SPRM) were organised towards this end. At the same time, **TH** strengthened processes and systems such as the corporate governance and risk management framework to ensure integrity is upheld in every aspect of our operations.

I now hereby present the detailed report on **TH's** operations for the year ended 31 December 2014.



PERKHIDMATAN PELANGGAN

Customer Service

Pada 2014, **TH** meneruskan fokus menambahbaik saluran akses perkhidmatan secara lebih inovatif untuk para pendepositnya.

Penambahan ahli baru seramai 433,000 menjadikan jumlah keseluruhan pendeposit **TH** seramai 8.6 juta, meningkat 3.6% dari tahun 2013. Jumlah simpanan pula mencatatkan peningkatan sebanyak 19% kepada RM54.4 dari tahun 2013.

MEMPERLUASKAN PERKHIDMATAN ELEKTRONIK

TH meneruskan kerjasama strategik dengan Bank Islam, Bank Rakyat dan Maybank Islamic dalam usaha menambah saluran perkhidmatan elektronik agar lebih efisien serta menjimatkan kos dan masa. Pada tahun 2014, **TH** telah menambah 16 buah kaunter Uniteller, menjadikan jumlah keseluruhan akses perkhidmatan melalui rakan-rakan strategik ini kepada 6,092 berbanding 6,076 pada 2013.

Terdapat juga peningkatan dalam bilangan pengguna Uniteller dan ATM/CDM berbanding tahun 2013. Secara keseluruhan, peratusan pengguna saluran elektronik menyaingi pengguna kaunter iaitu 55% berbanding 45%. Ini menunjukkan peningkatan populariti saluran elektronik, seterusnya mendorong **TH** untuk menambah akses perkhidmatan melalui saluran ini.

Tahun Year	Kaunter TH TH Counters	Uniteller Unitellers	ATM/CDM ATMs/CDMs	Ejen Kutipan Collection Agents	Khidmat Atas Talian Online Services	
					Maybank2U Maybank2U	mytaha mytaha
2013	6,688,435	821,193	4,907,557	523,307	86,715	44,104
2014	6,397,444	951,926	5,693,627	540,170	548,938	157,862

In 2014, **TH** sustained its focus on engaging in innovative ways to enhance service access channels for depositors.

The addition of 433,000 new members has brought the total number of **TH** depositors to 8.6 million, an increase of 3.6% from 2013. Total savings also increased by 19% to RM54.4 billion from 2013.

EXPANDING ELECTRONIC PRESENCE

TH continued to pursue strategic cooperation with Bank Islam, Bank Rakyat and Maybank Islamic in its efforts to increase electronic service channels for greater efficiency and to save time and cost. In 2014, **TH** added on 16 Uniteller counters, bringing the total number of service access channels through strategic partners to 6,092 compared to 6,076 in 2013.

There was also a surge in Uniteller and ATM/CDM users from 2013. Overall, the percentage of electronic users has overtaken that of counter users by 55% to 45% respectively. This shows the growing popularity of electronic banking channels and fortifies our focus to further enhance our service access via these channels.



PENAMBAHBAIKAN PERKHIDMATAN ATAS TALIAN

Penggunaan khidmat atas talian menerusi portal mytaha dan Maybank2U juga menunjukkan peningkatan. Dengan akses merentasi sempadan, perkhidmatan ini semakin diterima dan diyakini terutamanya di kalangan generasi muda pendeposit **TH**.

Sejajar dengan ini, **TH** berusaha menambahbaik khidmat portal mytaha dengan melancarkan beberapa inisiatif baharu bagi meningkatkan kemudahan dan kemampuannya. Antara penambahbaikan yang telah dilakukan termasuk membolehkan pendeposit menambah Akaun Kegemaran Tambahan dan Rekod Penyata Akaun untuk tiga (3) bulan pertama tahun semasa.

TH menyasarkan untuk menarik lebih ramai pengguna portal mytaha bagi mengurangkan kebergantungan kepada kaunter-kaunter perkhidmatan **TH**.

ONLINE SERVICE ENHANCEMENT

There was also an increased usage of online services via mytaha and Maybank2U portals. Allowing access across boundaries, online services are gaining greater acceptance and trust, especially among the younger generation of **TH** depositors.

In line with this, **TH** focused on improving the effectiveness of mytaha portal delivery by launching new initiatives to further boost its convenience and capabilities. Service enhancements include the ability to add additional Favourite Accounts and first three (3) months of the current year's Statement of Accounts.

TH targets to attract more mytaha portal users so as to reduce dependency on **TH** counter services.





MENYEDIAKAN KESELESAAN DAN KEMUDAHAN

Bagi meningkatkan akses kepada perkhidmatannya, **TH** telah menyertai Urban Transformation Centre (UTC) sejak pelancaran pusat yang pertama pada tahun 2013.

Sehingga penghujung 2014, **TH** telah mengambil bahagian di enam (6) buah UTC, setiap satu di Perak, Pahang, Melaka, Kedah, Johor dan Sarawak.

TH juga telah menambah satu lagi cawangan IFiC di **TH** Jalan Tun Razak, Kuala Lumpur, yang dirasmikan oleh Perdana Menteri, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak pada 5 Jun 2014. IFiC ini menawarkan perkhidmatan **TH**, Bank Islam, Takaful Malaysia dan TH Travel Services Sdn Bhd di bawah satu bumbung bagi memberi kemudahan kepada pelanggan.

Sebagai langkah berterusan menambahbaik kualiti perkhidmatan, **TH** telah membuka operasi kaunter di 44 buah cawangan terpilih pada hari Sabtu minggu pertama setiap bulan. Inisiatif ini telah dilancarkan pada 1 November 2014 untuk memberi peluang kepada para pendeposit membuat urusan pada hujung minggu. Ia juga memudahkan pendeposit yang tinggal di kawasan yang tiada cawangan UTC.

PROVIDING EASE AND CONVENIENCE

To increase access and convenience to its services, **TH** has been a participant of the Urban Transformation Centre (UTCs) since the launch of the first centre in 2013.

As at end 2014, **TH** has participated in a total of six (6) UTCs, each in Perak, Pahang, Melaka, Kedah, Johor and Sarawak.

TH has also added another IFiC branch at **TH** Jalan Tun Razak, which was inaugurated by the Prime Minister, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak on 5 June 2014. This IFiC offers **TH** services, Bank Islam, Takaful Malaysia and TH Travel Services Sdn Bhd under one roof to provide convenience to customers.

As a continuous effort to improve service quality, **TH** has opened counter services on the first Saturday of every month at 44 selected **TH** branches. This initiative was launched on 1 November 2014 to provide an opportunity for depositors to conduct transactions during weekends. This also provides convenience to depositors who live in areas where there are no UTCs.

TRANSFORMASI PRODUK DAN MUTU PERKHIDMATAN KAUNTER

Selari dengan konsep perkhidmatan **TH** iaitu 'Delighting the Customer', **TH** sentiasa berusaha melaksanakan transformasi produk dan mutu perkhidmatan kaunter.

Pada 5 Jun 2014, **TH** telah melancarkan kad debatnya yang pertama iaitu Tabung Haji Debit-iMasterCard. Ia merupakan Kad Debit Islamik Institusi Bukan Perbankan Pertama di Dunia dan berfungsi sama seperti tunai atau cek peribadi.

Pelancaran telah dilakukan oleh Perdana Menteri, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak di Bangunan **TH** di Kuala Lumpur.

TH terus memberi penekanan ke atas mutu perkhidmatan pelanggan yang cekap dan cepat. Bagi mencapai matlamat ini, anggota perkhidmatan kaunter telah dilatih agar lebih cekap dalam aspek operasi dan komunikasi, selain menunjukkan kewibawaan dan semangat yang tinggi ketika bertugas.

TRANSFORMATION OF PRODUCT AND COUNTER SERVICE STANDARD

In line with **TH's** service concept of 'Delighting the Customer', **TH** is consistently transforming its product quality and counter service standard.

On 5 June 2014, **TH** launched its first debit card, Tabung Haji Debit-i MasterCard. This is the world's first Non-Banking Islamic debit card and it works just like cash or a personal check.

The launch was officiated by the Prime Minister, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak at the **TH** Building in Kuala Lumpur.

TH continues to emphasise on efficient and fast customer services. In order to achieve this, service counter staff are trained to be competent in operations and communication, as well as demonstrate integrity and high spirits while at work.





Sehingga tahun 2014, **TH** telah menjenama semula 19 pejabat **TH** cawangan di seluruh negara bagi menambahbaik mutu perkhidmatan yang ditawarkan. Pejabat **TH** yang telah diperbaharui adalah seperti berikut:

Negeri State	Bilangan Quantity	Pejabat yang Dijenama Semula Rebranded Offices
Perlis	1	TH Kangar
Kedah	1	TH Jitra
Selangor	3	TH Shah Alam, TH Bangi, TH Klang
Negeri Sembilan	2	TH Bahau, TH Rembau
Melaka	1	TH Masjid Tanah
Johor	1	TH Parit Raja
Pahang	1	TH Pekan
Kelantan	1	TH Kota Bahru
Sabah	3	TH Kota Kinabalu, TH Semporna, TH Kota Belud
Sarawak	5	TH Kuching, TH Sarikei, TH Sibul, TH Miri, TH Limbang

By the end of 2014, **TH** has rebranded 19 **TH** branches throughout the country to improve the quality of services offered. The newly improved **TH** offices are as follows:

PENINGKATAN INDEKS KEPUASAN PELANGGAN

Bagi menilai keberkesanan perkhidmatan pelanggan yang telah dilakukan, kaji selidik secara berkala dijalankan sepanjang tahun. Pada 2014, **TH** mencatatkan purata Indeks Kepuasan Pelanggan (CSI) sebanyak 95.5% dalam empat (4) skop perkhidmatan menerusi tiga (3) kaji selidik.

Bil No	Skop Analisis Scope of Analysis	Kaji Selidik 1 Survey 1	Kaji Selidik 2 Survey 2	Kaji Selidik 3 Survey 3	PURATA AVERAGE
1	Khidmat Kaunter Counter Services	99.0%	99.3%	99.1%	99.1%
2	Standard Perkhidmatan Pelanggan Standard Customer Service	98.5%	99.1%	98.7%	98.8%
3	Perkhidmatan Elektronik dan Uniteller Electronic and Uniteller Services	84.9%	82.0%	98.9%	88.6%
4	Pusat Panggilan TH TH Contact Centre	95.7%	94.5%	96.7%	95.6%
Jumlah Purata Total Average					95.5%

Catatan Indeks Kepuasan Pelanggan (IKP) pada tahun 2014 dalam setiap kategori menunjukkan peningkatan yang memberansangkan berbanding tahun sebelumnya. Hal ini dapat dibuktikan dengan peningkatan jumlah purata keseluruhan IKP iaitu daripada 94.6% pada tahun 2013 kepada 95.5% pada tahun 2014.

Pusat Panggilan **TH** (THCC) telah menerima pengiktirafan sebagai ‘Best Contact Centre-Government Ministries/Agencies (Bronze Medal)’ pada November 2014. Pencapaian ini secara tidak langsung menjadi aspirasi kepada **TH** untuk terus meningkatkan kualiti penyampaian Perkhidmatan Pelanggan di tahap yang tersendiri.

IMPROVED CUSTOMER SATISFACTION INDEX

In order to gauge the effectiveness of customer service carried out, regular surveys are conducted throughout the year. For 2014, **TH** recorded an average Customer Satisfaction Index (CSI) of 95.5% in four (4) scope of services from three (3) surveys.

The 2014 Customer Satisfaction Index (CSI) in every category indicated encouraging growth compared to the previous year. This was proven by the increase in total CSI percentage from 94.6% in 2013 to 95.5% in 2014.

TH Call Centre (THCC) was recognised as the ‘Best Contact Centre - Government Ministries/Agencies (Bronze Medal)’ in November 2014. This achievement drives **TH**’s aspiration to continue enhancing the quality of its Customer Service to a class of its own.



PERKHIDMATAN HAJI

Hajj Service

Perkhidmatan Haji untuk para jemaah Malaysia merupakan matlamat utama di sebalik penubuhan **TH** pada tahun 1963. Sejak ditubuhkan, **TH** secara konsisten telah menambahbaik, mempertingkat serta memperluaskan kualiti perkhidmatan haji yang diberikan. Operasi Haji 1435H/2014M mencatatkan satu lagi perjalanan operasi yang lancar hasil perancangan teliti, pembangunan program yang komprehensif dan komitmen yang diberikan oleh semua petugas haji selaras dengan cogan kata ‘Bersama Santuni Dhuyufurrahman’.

Beberapa inisiatif baharu yang diperkenalkan untuk keselesaan dan memberi nilai tambah kepada para Jemaah Haji Malaysia telah terbukti berjaya dengan peningkatan Indeks Prestasi Perkhidmatan Haji dan Indeks Kepuasan Pelanggan untuk Operasi Haji 1435H. Indeks Prestasi Perkhidmatan Haji mencatat 97.4% berbanding 96% pada 2013 melebihi sasaran yang ditetapkan iaitu 95%. Indeks Kepuasan Pelanggan pula mencatat 86% berbanding sasaran 85%. **TH** juga telah berjaya mengekalkan Pensijilan Haji MS ISO 9001:2008 untuk Pengurusan Perkhidmatan dan Operasi Haji di Malaysia dan Arab Saudi.

MUSIM HAJI 1435H

Penerbangan pertama musim ini berlepas ke Tanah Suci pada 27 Ogos 2014 (1 Zulkaedah 1435H) dan berakhir dengan penerbangan pulang pada 7 November 2014 (14 Muharram 1436H). Sejumlah 64 penerbangan carter dan beberapa penerbangan komersil yang membawa kesemua jemaah haji telah berlepas dari tujuh (7) stesen di seluruh negara (KLIA, Bayan Lepas, Kuala Terengganu, Senai, Kota Kinabalu, Kuching dan Alor Setar). Sejumlah 86.3% (19,262 orang) merupakan Jemaah Haji Muassasah manakala selebihnya merupakan jemaah di bawah Pengelola Jemaah Haji (PJH) yang dilesenkan oleh **TH** selain jemaah Malaysia di luar negara.

Kos sebenar haji pada 1435H telah meningkat kepada RM16,155 seorang, namun bayaran untuk jemaah Muassasah pertama kali masih dikekalkan pada RM9,980 seorang. **TH** menanggung sebanyak RM6,175 seorang dan jumlah keseluruhan tanggungan bagi Musim Haji 1435H adalah melebihi RM106 juta.

The provision of hajj services for Malaysian pilgrims was the core driver behind the establishment of **TH** in 1963. Since then, **TH** has constantly committed to improving, enhancing and expanding the quality of its hajj services. The 1435H/2014M Hajj operations recorded another year of smooth operations as a result of careful planning, comprehensive programme developments and the commitment of all hajj staff in delivering **TH's** motto of ‘Bersama Santuni Dhuyufurrahman’.

The added convenience and comfort of Malaysian Hajj Pilgrims due to the new initiatives were evident by the improvements in the 1435H Hajj Operations’ Service Performance Index and Customer Satisfaction Index. Service Performance Index was 97.4% compared to 96% in 2013, well above the set target of 95%. Customer Satisfaction Index was 86% against the set target of 85%. **TH** also continued to maintain the Hajj MS ISO 9001:2008 Certification for Pilgrimage Services Management and Operations in Malaysia and Saudi Arabia.

1435H HAJJ SEASON

The first flight for the season took off on 27 August 2014 (1 Zulkaedah 1435H) and ended with the last return flight on 7 November 2014 (14 Muharram 1436H). A total of 64 charter flights and several commercial flights carrying all pilgrims, departed from seven (7) stations nationwide (KLIA, Bayan Lepas, Kuala Terengganu, Senai, Kota Kinabalu, Kuching and Alor Setar). About 86.3% (19,262 pax) were Muassasah Hajj Pilgrims while the rest were pilgrims under private travel agents (PJH) licensed by **TH** as well as Malaysian pilgrims abroad.

Actual hajj cost for 1435H had increased to RM16,155 per person, but hajj fees for first time Muassasah pilgrims were maintained at RM9,980 per person. **TH** subsidised up to RM6,175 per person and the total amount subsidised for the 1435H Hajj Season was more than RM106 million.



Pengurusan pergerakan jemaah yang lancar untuk berwukuf pada musim haji kali ini merupakan satu pencapaian yang membanggakan, lebih-lebih lagi ianya merupakan ‘Haji Akbar’ (Hari Agung Haji). Alhamdulillah, dengan perancangan awal yang teliti serta bantuan Muassasah Asia Tenggara dan Kementerian Haji, semua pergerakan jemaah dari Makkah ke Arafah, Muzdalifah, Mina dan kembali ke Makkah berjalan dengan lancar tanpa sebarang masalah atau insiden besar. Musim ini mencatatkan rekod pergerakan jemaah dari Muzdalifah ke Mina yang terawal dan terpantas, sekaligus membantu mengelakkan jemaah daripada terdedah kepada cuaca panas yang boleh mengakibatkan keletihan.

Pada penghujung musim 1435H, bermula dari 21 November 2014, **TH** telah menganjurkan sesi ‘Himpunan Persaudaraan Hujjaj’ (HISHAJ) di setiap negeri bertujuan untuk mengekalkan semangat ukhuwah di kalangan jemaah haji sekembalinya mereka ke Tanah Air. Selain itu, sesi ini dapat membantu mengekalkan kemabruran haji dan perkongsian pengalaman haji yang telah di lalui oleh para jemaah haji.

KURSUS PERSEDIAAN UNTUK JEMAAH HAJI

Seperti tahun sebelumnya, Musim Haji 1435H bermula dengan beberapa siri kursus haji untuk bakal-bakal haji.

Bermula dari 17 Januari 2014 (15 Rabiulawal 1435H), Kursus Asas Haji selama 17 minggu yang meliputi topik-topik seperti amalan haji, penjagaan kesihatan dan pengurusan haji di Malaysia dan di Tanah Suci telah dijalankan dengan kerjasama masjid-masjid setempat di seluruh negara. Kursus ini juga terbuka untuk orang ramai yang berminat.

The 1435H smooth management of pilgrims’ movement for wukuf marked a new achievement for **TH**, moreover it fell on ‘Haji Akbar’ (The Greatest Day of Hajj). Alhamdulillah, through careful advance planning and cooperation from the Southeast Asia Muassasah and the Ministry of Hajj, all movement of pilgrims took place smoothly without any untoward hassle or major incidents. The season recorded the earliest and fastest movements of pilgrims from Muzdalifah to Mina, preventing the pilgrims from overlong exposure to the hot weather which can cause fatigue.

At the end of the 1435H season, from 21 November 2014, **TH** continued to build and maintain the spirit of camaraderie among pilgrims through ‘Himpunan Persaudaraan Hujjaj’ (HISHAJ) sessions at their respective states once they had returned to Malaysia. The sessions also help maintain the hajj spiritual benefits and encourage sharing of hajj experiences by the returning hajj pilgrims.

PREPARATORY COURSES FOR HAJJ PILGRIMS

As in previous years, the 1435H Hajj Season kicked off with a series of hajj courses for aspiring pilgrims.

Starting from 17 January 2014 (15 Rabiulawal 1435H), a 17-week Basic Hajj Course covering topics such as hajj rituals, healthcare and hajj management in Malaysia and the Holy Land was conducted in collaboration with local mosques nationwide. The course was also made available to the interested public.





Bermula dari Mei hingga Jun 2014, Kursus Haji Intensif dijalankan bagi mereka yang terpilih untuk menunaikan haji bagi musim 1435H. Kesemua yang terlibat dikehendaki menghadiri kursus tersebut yang melibatkan 50 hingga 150 individu pada satu-satu masa.

Kursus Haji Intensif ini bertujuan mempertingkatkan pemahaman teori dan praktikal para jemaah berkaitan syarat-syarat haji selain memastikan persediaan mereka dalam menghadapi isu-isu berbangkit. Pada bulan Mei 2014, beberapa siri Kursus Khas Haji dianjurkan untuk warga emas dan golongan yang tidak boleh membaca dan menulis.

Kursus Perdana Haji yang diadakan pada bulan Ogos 2014 di seluruh negara merupakan kursus terakhir yang ditawarkan kepada jemaah haji sebelum berangkat ke Tanah Suci. Kursus selama 2 hari 1 malam ini memberi pendedahan kepada amalan berbentuk praktikal seperti tawaf, sa'ie, mabit dan melontar Jamrah.

LATIHAN DAN PEMBANGUNAN PETUGAS HAJI

Latihan dan kursus yang komprehensif turut diadakan untuk para petugas haji bagi memastikan mereka mampu menjalankan tugas dengan berilmu, telus, cekap dan bertanggungjawab.

Lebih 830 petugas haji telah dilatih dan terlibat untuk Musim Haji 1435H merangkumi aspek kebajikan, kesihatan, bimbingan dan bantuan am.

Beginning May until June 2014, an Intensive Hajj Course was held regionally for those who had been chosen to perform the pilgrimage in 1435H. All those involved were required to attend the course which catered to groups of 50 to 150 individuals at a time.

The Intensive Hajj Course aimed to improve pilgrims' theoretical and practical understanding of hajj requirements and ensure their readiness to face issues pertaining their pilgrimage before embarking on their journey. In May 2014, several series of Special Hajj Courses were organised for senior citizen pilgrims and those who were illiterate.

The Prime Hajj Course held in August 2014 across the country was the final course offered to the pilgrims before their journey to the Holy Land. This 2 days 1 night course provided exposure to practical acts of worship such as tawaf, sa'ie, mabit and the pelting of pebbles at Jamrah.

TRAINING & DEVELOPMENT OF HAJJ PERSONNEL

Comprehensive training and courses were also organised for hajj officers and personnel to ensure that they perform their duties with knowledge, integrity, efficiency and responsibility.

More than 830 hajj personnel were engaged and trained for the 1435H Hajj season in areas such as welfare, healthcare, guidance and general assistance.

PERKHIDMATAN DI TANAH SUCI

Perkhidmatan yang berterusan disediakan di Tanah Suci bagi memastikan pergerakan lancar dan keselamatan Jemaah Haji Malaysia. Dari saat jemaah mendarat di Lapangan Terbang Antarabangsa Madinah atau Jeddah, petugas haji **TH** menyambut mereka dan menyediakan khidmat pengangkutan ke hotel-hotel penginapan. Kesemua tempat penginapan adalah di bawah jarak satu (1) kilometer dari Masjidil Haram di Makkah dan 100 meter dari Masjidil Nabawi di Madinah.

Para jemaah disediakan dengan pelbagai perkhidmatan sepanjang berada di Tanah Suci. Ini termasuk:

- Khidmat rawatan di Pusat Rawatan **TH** Aziziah, Pusat Rawatan **TH** Syishah serta klinik Maktab di Makkah dan Zon di Madinah;
- Khidmat kewangan menerusi sembilan (9) kaunter perkhidmatan di setiap tempat penginapan. Para jemaah boleh menjalankan urusan simpanan wang, pengeluaran wang serta pembayaran Dam dan Qurban di kaunter-kaunter ini;
- Khidmat bimbingan dan kaunseling berkaitan haji, umrah dan hal-hal peribadi oleh pasukan Bimbingan Ibadah Haji dan kaunselor bertauliah;

SERVICES AT THE HOLY LAND

Back to back services are provided at the Holy Land to ensure the smooth movement and safety of Malaysian Hajj Pilgrims. From the time they touch down at the Madinah or Jeddah International Airport, **TH** hajj personnel welcome them and provide transport services to their hotels. All accommodation provided are within a convenient one (1) km from Masjidil Haram in Makkah and within 100 m of Masjidil Nabawi in Madinah.

Pilgrims are provided with various services throughout their stay in the Holy Land. These include:

- Medical services at the **TH** Aziziah Medical Center, **TH** Syishah Medical Centre as well as in clinics at each Maktab in Makkah and Zone in Madinah;
- Financial services via nine (9) service counters at every accommodation buildings. Pilgrims can perform transactions such as savings, withdrawals and payment of Dam and Qurban at these service counters;
- Guidance and counselling services on hajj, umrah as well as personal matters by the Hajj Ibadah Guide team and accredited counsellors;



- Khidmat katering disediakan oleh tujuh (7) katerer tempatan di Tanah Suci dan dipantau oleh TH Global Services Sdn Bhd. Makan tengahari dan makan malam harian serta operasi kafeteria di tempat penginapan Jemaah Muassasah turut disediakan;
- Khidmat Pengangkutan Bagasi oleh Pos Malaysia Berhad, Nationwide Express Courier Services Sdn Bhd dan Shah Cargo Sdn Bhd. Semasa Musim Haji 1435H, syarikat-syarikat ini telah menghantar sejumlah 337,962 kg bagasi ke Malaysia.

PENAMBAHBAIKAN PERKHIDMATAN

Setiap tahun, **TH** berusaha untuk mempertingkatkan kemudahan dan menambah nilai kepada pengalaman haji para jemaah. Penambahbaikan perkhidmatan yang diperkenalkan pada Musim Haji 1435H termasuk:

- Pelaksanaan 'city check-in' bagasi di Makkah dan Madinah untuk semua jemaah yang akan kembali ke Malaysia.
- Khidmat tele-kaunseling di Makkah.
- Khidmat penghantaran awal bagasi sebelum para jemaah bergerak dari Madinah ke Makkah dan dari Makkah ke Madinah dan Jeddah.
- Penyediaan bas-bas yang lebih selesa untuk perjalanan jarak jauh iaitu Madinah - Makkah/Jeddah dan Makkah - Madinah/Jeddah.

- Catering services provided by seven (7) local caterers in the Holy Land, and overseen by TH Global Services Sdn Bhd. Daily lunch and dinner as well as in-house cafeteria at the Muassasah Pilgrims' accommodations are also provided;
- Baggage Delivery Services by Pos Malaysia Berhad, Nationwide Express Courier Services Sdn Bhd and Shah Cargo Sdn Bhd. During the 1435H Hajj Season, these companies delivered a total of 337,962 kg of luggage to Malaysia.

SERVICE IMPROVEMENTS

Every year, **TH** aims to enhance convenience and add value to pilgrims' experience. New service improvements initiated during the 1435H Hajj Season include:

- Full implementation of city check-in facilities in Makkah and Madinah for all pilgrims returning to Malaysia.
- Tele-counseling service in Makkah.
- Advance transportation of luggage service before the pilgrims depart from Madinah to Makkah and then from Makkah to Madinah and Jeddah.
- Providing more comfortable buses for long-distance travel, namely from Madinah - Makkah/Jeddah and Makkah - Madinah/Jeddah.

- Penyediaan risalah maklumat tempat-tempat bersejarah di Madinah.
- Penambahan dua (2) lagi tempat ziarah di Madinah iaitu Masjid Ijabah dan Masjid Jumaat.
- Penyediaan khidmat rawatan gigi di Pusat Rawatan Syisyah **TH**, Makkah.
- Penyediaan info TV (*Internal Digital Media*) di bilik jemaah haji di dua (2) hotel besar (Abraj Janadriah dan Hotel Land Premium).
- Penempatan petugas peronda perubatan untuk khidmat rawatan kecemasan di laluan terowong pergi dan balik ke Jamrah di Mina.

Penambahbaikan dan pengenalan inisiatif-inisiatif baru ini merupakan komitmen berterusan **TH**. Pada penghujung setiap musim, satu sesi post-mortem menyeluruh akan dijalankan bagi membantu **TH** mengenalpasti mana-mana aspek perkhidmatan haji yang boleh diperbaiki. Ini diikuti dengan beberapa sesi Muzakarah dan rundingan di mana idea-idea baru dibincang dan disediakan untuk pelaksanaan pada musim akan datang.

- Providing informative pamphlets on historic places in Madinah.
- Adding two (2) more *ziarah* places onto the Madinah itinerary, namely Ijabah Mosque and Jumaat Mosque.
- Providing dental treatment services at **TH** Syisyah Medical Centre, Makkah.
- Providing info TV (*Internal Digital Media*) in pilgrims' rooms at two (2) large hotels (Abraj Janadriah and Land Premium Hotel).
- Stationing a medical patrol officer to provide emergency medical aid on the tunnel route to and from the Jamrah in Mina.

Enhancement and introduction of new initiatives are an ongoing commitment by **TH**. At the end of every season, a thorough post-mortem session is conducted to help **TH** identifies the areas where hajj service standards can be further improved. This is then followed by several Muzakarah sessions and hajj consultations where new ideas are discussed and prepared for implementation in the following season.



PELABURAN

Investment

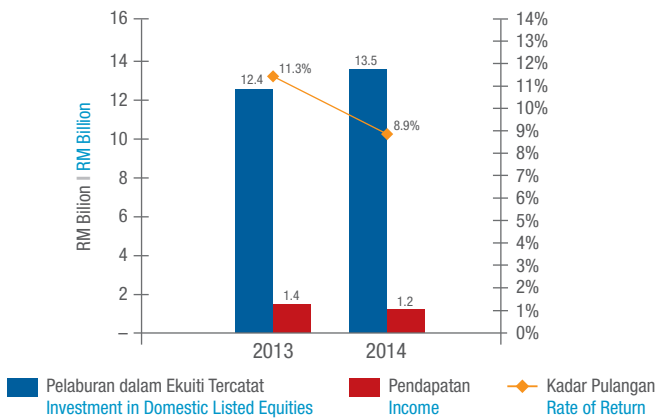
PENGURUSAN PORTFOLIO EKUITI

Pelaburan dalam ekuiti tercatat patuh Syariah domestik merupakan salah satu aktiviti utama penjana pendapatan **TH**. Objektif utama pelaburan ekuiti tercatat domestik adalah untuk menjana pulangan yang kompetitif sejajar dengan tahap risiko yang berpatutan serta memastikan nilai pelaburan **TH** terpelihara. Tumpuan diberikan kepada syarikat-syarikat yang mempunyai asas dan prospek perniagaan yang kukuh, mendapat faedah daripada program-program dan inisiatif-inisiatif Kerajaan melalui Program Transformasi Ekonomi (ETP) dan berkeupayaan menghadapi cabaran ketidaktentuan ekonomi dunia untuk memberikan pulangan dalam bentuk dividen dan keuntungan modal yang menarik dan mampan.

Pada tahun 2014, pelaburan ekuiti tercatat telah menjana pendapatan sebanyak RM1.2 bilion daripada pelaburan berjumlah RM13.5 bilion. Ini memberikan kadar pulangan 8.9%, mengatasi pencapaian Indeks FBM Emas Syariah dan Indeks FBM KLCI yang masing-masing mengalami penurunan 4.2% dan 5.7% pada tahun 2014. Penurunan pendapatan daripada ekuiti tercatat domestik disebabkan oleh kejatuhan harga-harga saham syarikat pelaburan **TH**. Pada masa yang sama, **TH** telah mengambil peluang dengan membeli saham-saham yang mengalami kejatuhan dan ini telah meningkatkan jumlah pelaburan **TH** dalam ekuiti tercatat domestik.

Pendedahan pelaburan terbesar **TH** dalam kelas aset ini adalah di dalam sektor perkhidmatan, kewangan dan perladangan.

Pulangan daripada pelaburan ekuiti tercatat |
Returns from investment in domestic listed equities



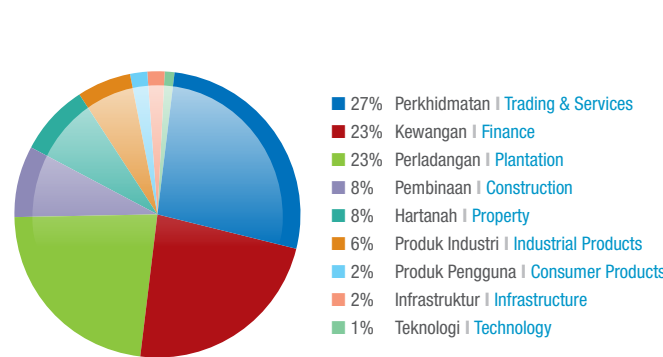
EQUITY PORTFOLIO MANAGEMENT

Domestic investment in Shariah-compliant listed equities is one of the main activities that generate income for **TH**. The main objective of the investment is to generate competitive returns in line with appropriate levels of risk and to preserve the capital invested. Emphasis is given to companies that have a strong business base and prospects, benefit from the Government's programmes and initiatives through the Economic Transformation Programme (ETP) and capable of meeting the challenges of global economic uncertainty in providing returns in the form of attractive and sustainable dividends and capital gains.

In 2014, investments in listed equities generated revenue of RM1.2 bilion from total investment of RM13.5 bilion. This gives a 8.9% rate of return, surpassing the achievement of FBM Emas Syariah Index and FBM KLCI Index which declined by 4.2% and 5.7% respectively in 2014. The decrease in revenue from domestic listed equities was due to the fall in share prices of **TH**'s investee companies. At the same time, **TH** took the opportunity to buy stocks that experienced decline in share prices which resulted in increased **TH**'s investment in domestic listed equities.

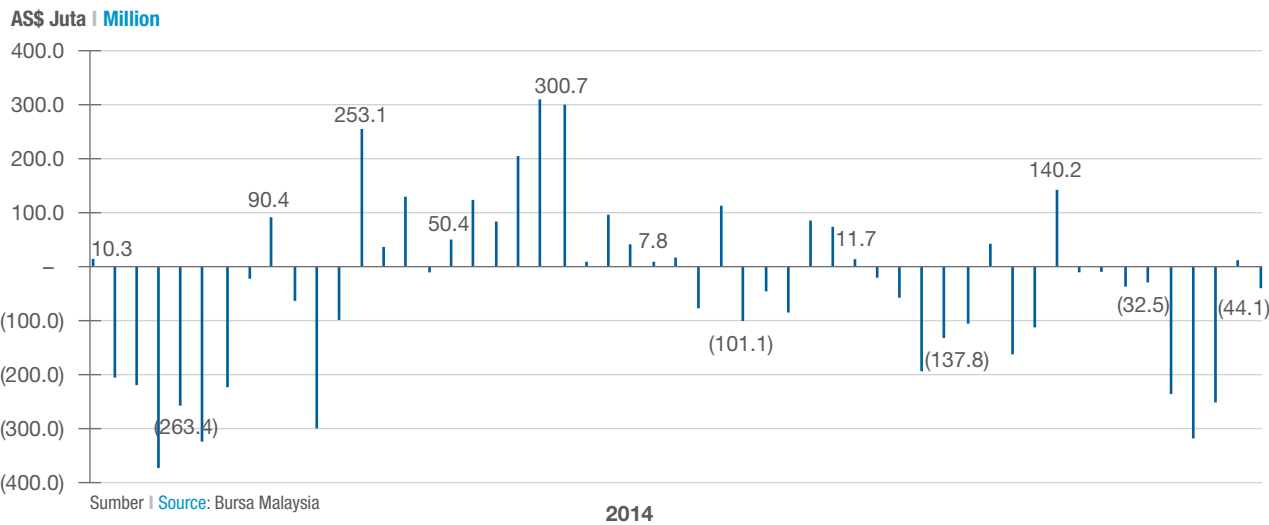
TH's largest exposure in this asset class is in the trading and services, financial and plantation sectors.

Pelaburan ekuiti tercatat domestik mengikut sektor |
Sectorial breakdown of domestic listed equities

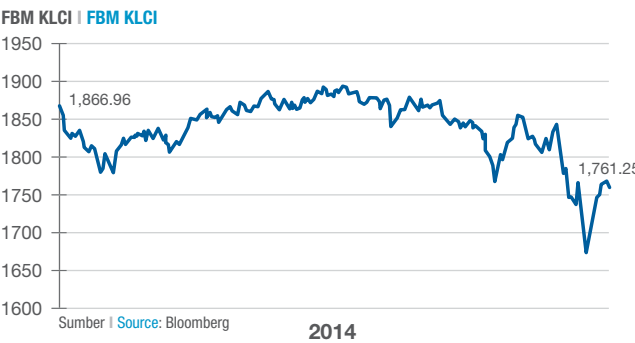


Secara keseluruhannya, prestasi pasaran ekuiti banyak dipengaruhi oleh aliran keluar dana berjumlah hampir AS\$2 bilion dari Malaysia pada tahun 2014. Penamatan "quantitative easing" di Amerika Syarikat telah menyebabkan dana asing kembali ke negara tersebut atas jangkaan ekonomi yang semakin pulih dan mampu memberikan hasil pulangan yang lebih tinggi kepada pelaburan. Kejatuhan mendadak harga minyak sebanyak 48% yang disebabkan oleh pengeluaran "shale gas" dan keengganan OPEC mengurangkan pengeluaran minyaknya telah menyebabkan kebimbangan terhadap pertumbuhan ekonomi Malaysia dan kejatuhan harga saham syarikat-syarikat minyak dan gas. Ini menyebabkan FBM KLCI ditutup 5.7% lebih rendah berbanding penutup 2013.

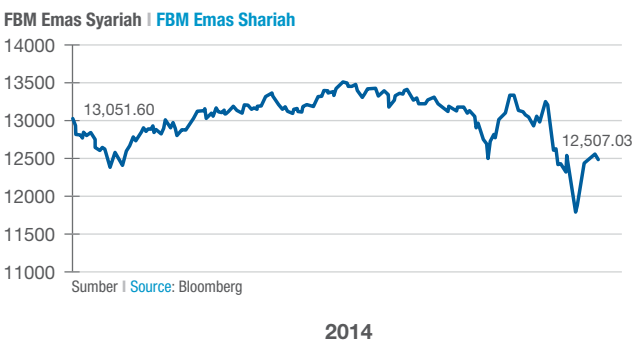
Aliran tunai bersih mingguan ke Malaysia dalam 2014 | Weekly net fund flows into Malaysia in 2014



Pergerakan indeks FBM KLCI pada 2014 |
FBM KLCI movement in 2014



Pergerakan indeks FBM Emas Syariah pada 2014 |
FBM Emas Syariah index movement in 2014





PELABURAN DANA DAN *OUTSOURCING*

Bahagian Pelaburan Dana dan *Outsourcing TH* menjana pulangan patuh Syariah yang kompetitif dan mampan melalui syarikat pengurusan dana luaran. Dana *TH* yang di uruskan oleh pengurus dana luaran dibahagikan kepada dua (2) kategori, iaitu mandat ekuiti tersenarai dan mandat ekuiti tidak tersenarai.

Bahagian ini bertanggungjawab untuk menilai, memilih dan memantau prestasi pengurus dana luaran yang dilantik oleh *TH*. Prestasi pengurus dana luaran dipantau dan dinilai setiap bulan, untuk memastikan mereka mampu mencapai sasaran pulangan sebagaimana ditetapkan oleh *TH*.

Bagi mandat ekuiti tersenarai, lapan (8) pengurus dana luar telah dilantik bagi tahun 2014, iaitu lima (5) untuk pasaran tempatan dan tiga (3) untuk pasaran Asia Pasifik (tidak termasuk Jepun). Jumlah dana yang di uruskan oleh pengurus dana luaran bagi mandat ekuiti tersenarai pada tahun 2014 bernilai RM1.2 bilion (2013: RM1.1 bilion) dan sasaran *TH* adalah untuk memperoleh pulangan mutlak dan nyata minima 8% setahun.

Bagi mandat ekuiti tidak tersenarai, *TH* masih memberi komitmen untuk melabur sebanyak RM784.4 juta (2013: RM799.2 juta) dalam enam (6) dana domestik dan tujuh (7) dana luar negara. Portfolio dana ekuiti tidak tersenarai melabur dalam pelbagai sektor ekonomi dan lokasi geografi.

FUND INVESTMENT AND OUTSOURCING

The Fund Investment and Outsourcing division generates competitive and sustainable returns from Shariah-compliant investments made through external fund management companies. The funds outsourced by *TH* are divided into two (2) categories i.e. listed equities mandate and private equities mandate.

The division is responsible to evaluate, select, monitor and measure the performances of the appointed external fund managers for *TH*. The external fund manager's performance is monitored and measured on monthly basis to ensure that they are able to achieve the target returns set by *TH*.

For listed equities mandate, eight (8) external fund managers were appointed in 2014 i.e. five (5) for domestic market and three (3) for Asia Pacific (ex-Japan) markets. Total funds outsourced through listed equities mandate in 2014 was valued at RM1.2 billion (2013: RM1.1 billion) and *TH* targets to earn minimum absolute and realized returns of 8% per annum.

For private equities mandate, *TH* remains committed to cumulatively invest RM784.4 million (2013: RM799.2 million) in six (6) domestic funds and seven (7) international funds. The investment of the private equity funds portfolio are diversified into various economic sectors and geographical locations.

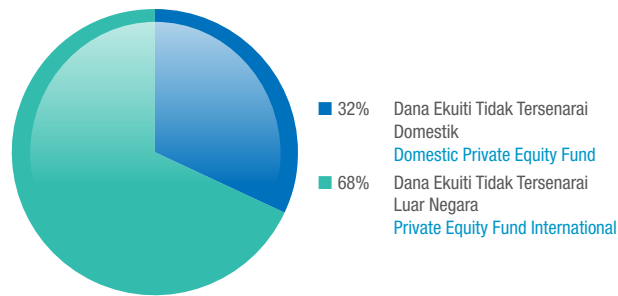
Peraturan komitmen kepada dana ekuiti tidak tersenarai mengikut geografi adalah sebanyak 41% di Malaysia, 40% di Arab Saudi, 11% di Asia, 4% di negara-negara OIC dan 4% di negara-negara MENA (Asia Tengah dan Afrika Utara). Mengikut pecahan sektor pula, 8% daripada dana dilaburkan ke dalam sektor pengguna, diikuti dengan 14% dalam produk perindustrian, 33% dalam sektor hartanah, 34% dalam sektor perdagangan/perkhidmatan, 9% dalam sektor minyak dan gas dan 2% dalam sektor kewangan. Sasaran kadar pulangan dalaman (IRR) bagi dana ekuiti tidak tersenarai adalah di antara 12% hingga 20% setahun.

Dalam tahun 2014, *TH* telah menerima agihan terakhir daripada dua (2) dana ekuiti tidak tersenarai luar negara yang telah tamat tempoh dana dengan pulangan IRR bersih antara 11% ke 24% setahun.

Sehingga 31 Disember 2014, nilai buku bersih keseluruhan pelaburan dana *outsource TH* adalah berjumlah RM2.1 bilion (3.9% daripada jumlah keseluruhan nilai aset bersih *TH*), peningkatan 16.7% berbanding RM1.8 bilion pada akhir tahun 2013.

Bahagian Pelaburan Dana dan *Outsourcing* telah merekodkan jumlah perolehan kasar berjumlah RM147.8 juta bagi tahun 2014, iaitu peningkatan 25.4% berbanding RM117.9 juta yang di rekodkan bagi tahun 2013.

Dana Ekuiti Tidak Tersenarai (Domestik vs Luar Negara) | Private Equity Fund (Domestic vs International)



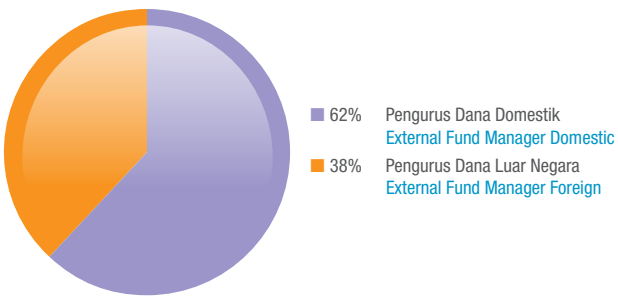
Geographically, 41% of the private equity funds are committed in Malaysia, 40% in Saudi Arabia, 11% in Asia, 4% in OIC countries and 4% in MENA (Middle East and North Africa). By sectors, 8% of the funds are committed to the consumer sector, followed by 14% in industrial products, 33% in real estate, 34% in trading/services, 9% in oil & gas and 2% in financial sector. The targeted internal rate of returns (IRR) for the private equity funds ranges from 12% to 20% per annum.

In 2014, *TH* has exited from two international private equity funds that generated net IRR between 11% to 24% per annum.

As at 31 December 2014, total net book value of *TH's* outsourced funds amounted to RM2.1 billion (3.9% of *TH's* net asset value), 16.7% higher than RM1.8 billion outsourced at the end of 2013.

The Fund Investment and Outsourcing division recorded gross income of RM147.8 million in 2014 or 25.4% higher compared to RM117.9 million recorded in 2013.

Mandat Ekuiti Tersenarai (Domestik vs Luar Negara) | Listed Equities Mandate (Domestic vs Regional)



PENGURUSAN PORTFOLIO PENDAPATAN TETAP

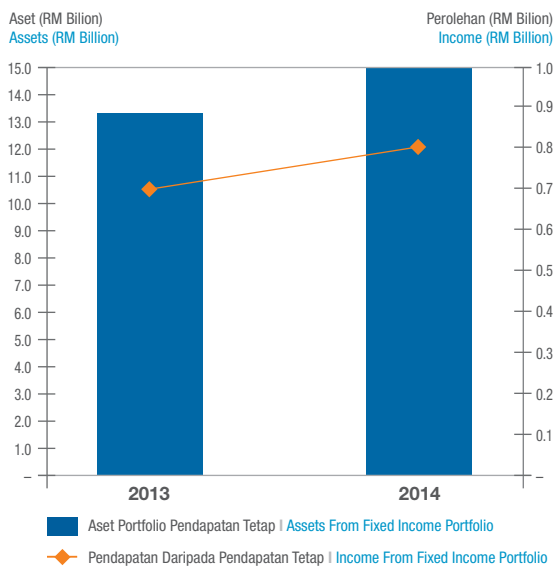
Bahagian Pengurusan Portfolio Pendapatan Tetap **TH** telah mencatatkan prestasi kewangan yang mengagumkan dengan aset dan pendapatannya mencecah satu lagi rekod baru yang lebih tinggi walaupun dengan cabaran ketidaktentuan pasaran bon global dan domestik.

Sehingga 31 Disember 2014, nilai buku bersih keseluruhan portfolio pendapatan tetap adalah berjumlah RM14.9 bilion atau 28% daripada jumlah keseluruhan nilai aset bersih **TH**, peningkatan 12% berbanding RM13.3 bilion yang dicatatkan pada 2013.

Jumlah perolehan kasar **TH** dalam pelaburan portfolio pendapatan tetap bagi 2014, adalah sebanyak RM0.8 bilion iaitu peningkatan 14.3% berbanding RM0.7 bilion pada 2013.

Selain daripada itu, perolehan kasar dalam pelaburan portfolio instrumen kewangan pasaran wang juga telah meningkat daripada RM0.3 bilion pada 2013 kepada RM0.4 bilion pada 2014 walaupun nilai buku bersihnya menurun daripada RM11.1 bilion pada 2013 kepada RM10.9 bilion pada 2014.

Aset dan Pendapatan Daripada Portfolio Pendapatan Tetap bagi tahun berakhir 31 Disember 2014 | Assets and Income From Fixed Income Portfolio for FYE 31 December 2014



FIXED INCOME PORTFOLIO MANAGEMENT

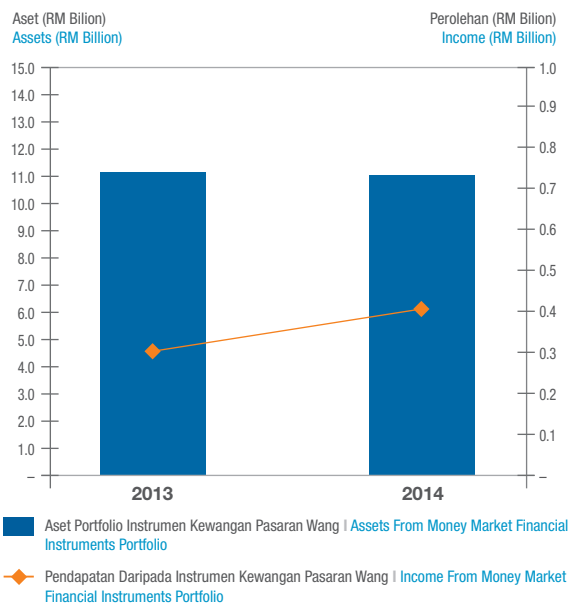
TH's Fixed Income Portfolio Management division posted an impressive financial performance with its asset and income recorded another new high despite the challenges of global and domestic bond market uncertainties.

As at 31 December 2014, the net book value of **TH's** fixed income portfolio was RM14.9 billion or 28% from the total net asset value, which was a 12% increase from the RM13.3 billion recorded in 2013.

TH recorded gross income of RM0.8 billion from fixed income investment portfolio for 2014, a 14.3% increase compared to RM0.7 billion in 2013.

Other than that, gross income from investment in money market financial instruments also arose from RM0.3 bilion in 2013 to RM0.4 bilion in 2014 despite the net book value decreased from RM11.1 bilion in 2013 to RM10.9 bilion in 2014.

Aset dan Pendapatan Daripada Portfolio Instrumen Kewangan Pasaran Wang bagi tahun berakhir 31 Disember 2014 | Assets and Income From Money Market Financial Instruments Portfolio for FYE 31 December 2014



Setakat 31 Disember 2014, saiz pasaran Sukuk di Malaysia meningkat sebanyak 15% kepada RM532 bilion berbanding RM463 bilion pada akhir tahun 2013 bagi kedua-dua Sukuk kerajaan dan korporat. Sukuk korporat adalah sebanyak RM203 bilion, peningkatan 13% berbanding RM179 bilion dicatatkan pada tahun 2013. (Sumber: Bond Pricing Agency Malaysia). Sehingga 31 Disember 2014, pelaburan **TH** di dalam Sukuk adalah bernilai RM13.5 bilion.

Kadar pulangan 10-tahun Terbitan Pelaburan Kerajaan (GII), Sukuk bertaraf AAA dan AA2 ditutup lebih rendah bagi tahun 2014. GII, AAA dan AA2 ditutup 15, 3 dan 4 mata asas lebih rendah masing-masing kepada 4.24%, 4.69% dan 5.00%. Aliran menurun itu mencerminkan permintaan yang kukuh bagi aset kualiti kredit yang tinggi berikutan kelemahan pasaran saham dan harga komoditi serta penurunan kadar pulangan bon Perbendaharaan Amerika Syarikat.

As at 31 December 2014, the market size for Sukuk in Malaysia increased by 15% to RM532 billion from RM463 billion recorded at the end of 2013 for both government and corporate Sukuk. Corporate Sukuk stood at RM203 billion, a 13% increase compared to RM179 billion recorded in 2013. (Source: Bond Pricing Agency Malaysia). As at 31 December 2014, **TH's** total investments in Sukuk amounted to RM13.5 billion.

The yield of 10-year Government Investment Issue (GII), AAA and AA2 rated Sukuk ended broadly lower for the year 2014. The GII, AAA and AA2 closed 15 basis points (bps), 3 bps and 4 bps lower to 4.24%, 4.69% and 5.00% respectively. The downtrend reflected the strong demand for high credit quality assets following weaker stocks and commodity prices as well as the fall in United States Treasury bond yields.

Keseluruhan Portfolio Sukuk bagi Tahun Berakhir 2014 (Sektor) | Total Sukuk Portfolio Financial Year Ended 2014 (Sector)





PENYELIDIKAN PELABURAN

Bahagian Penyelidikan Pelaburan mengkaji dan menilai syarikat-syarikat tersenarai di Bursa Malaysia dan juga syarikat persendirian yang menyasarkan senaraian awam untuk mengenalpasti peluang-peluang pelaburan berlandaskan Syariah bagi memberi sokongan kepada pengurusan portfolio ekuiti dan pendapatan tetap. Selain daripada itu, bahagian ini juga sentiasa meneliti perkembangan terkini ekonomi tempatan dan antarabangsa, industri-industri, pasaran-pasaran saham dan syarikat-syarikat senaraian awam bagi menyokong proses penyelidikan pelaburan untuk mengenalpasti peluang pelaburan yang dapat memberi pulangan pelaburan yang optimum bagi **TH**.

Untuk lebih memahami operasi dan potensi dalam syarikat-syarikat yang diselidik, bahagian ini kerap membuat lawatan kerja, berhubung secara aktif dengan pihak pengurusan serta memantau perkembangan syarikat-syarikat ini melalui pengumuman di Bursa Malaysia, laporan kewangan dan media. Pada tahun 2014, sebanyak 104 syarikat telah dilawati dan 45 syarikat telah hadir ke **TH** untuk membentangkan perkembangan terkini dan unjuran syarikat masing-masing.

Bahagian ini turut mendapat sokongan berterusan daripada unit penyelidikan pelaburan panel broker saham **TH** bagi perkembangan pasaran dan mengenal pasti peluang-peluang pelaburan.

Bahagian ini turut melaksanakan penilaian dan pemantauan prestasi panel broker saham tempatan dan asing **TH** dilakukan berdasarkan kedudukan kewangan, kualiti penyelidikan pelaburan dan perkhidmatan urusniaga saham yang diberikan. Bagi tahun 2014, **TH** disokong oleh 13 panel broker saham tempatan dan dua (2) panel broker saham asing.

INVESTMENT RESEARCH

The Investment Research Division evaluates and assesses companies listed on Bursa Malaysia as well as private companies aiming for public listing to identify Shariah-compliant investment opportunities to support the equity and fixed income portfolio management. In addition, the Division monitors the latest developments and trends of local and international economies, industries, stock markets and listed companies to support its investment research process in identifying investment opportunities which can generate optimum investment returns for **TH**.

In order to further understand the operations and potential of the companies researched, this Division undertakes regular visits, engages actively with the management and monitors developments of these companies through announcements made to Bursa Malaysia as well as financial and media reports. In 2014, the division visited 104 companies, while 45 companies visited **TH** to present their latest updates and outlook.

The division also receives continuous support from the investment research units under **TH's** panel stockbrokers for market updates and identifying investment opportunities.

The division performs monitoring and evaluation of **TH's** local and foreign panel stockbrokers based on their financial position, quality of investment research and stockbroking services provided. In 2014, **TH** was supported by 13 local stockbrokers and two (2) foreign stockbrokers.

PENGURUSAN PORTFOLIO EKUITI ASING

2014 merupakan tahun pertama Bahagian Pengurusan Portfolio Ekuiti Asing beroperasi secara penuh dengan fokus utama membina portfolio pelaburan saham asing tersenarai yang patuh Syariah. Aktiviti pelaburan bermula pada Januari 2014 dengan saiz dana permulaan berjumlah USD300 juta. Berikutan beberapa suntikan dana tambahan sepanjang tahun 2014, saiz dana portfolio pelaburan saham asing tersenarai telah meningkat kepada USD800 juta setakat 31 Disember 2014. Sehingga kini, portfolio pelaburan saham asing tersenarai merangkumi pelaburan di lapan (8) negara rantau Asia Pasifik iaitu Indonesia, Filipina, Thailand, Singapura, Australia, Korea Selatan, Taiwan, Hong Kong dan China. Pendedahan pelaburan saham asing tersenarai menjangkau pelbagai sektor seperti telekomunikasi, pengguna, hartanah, teknologi, utiliti, perladangan dan perkhidmatan kesihatan.

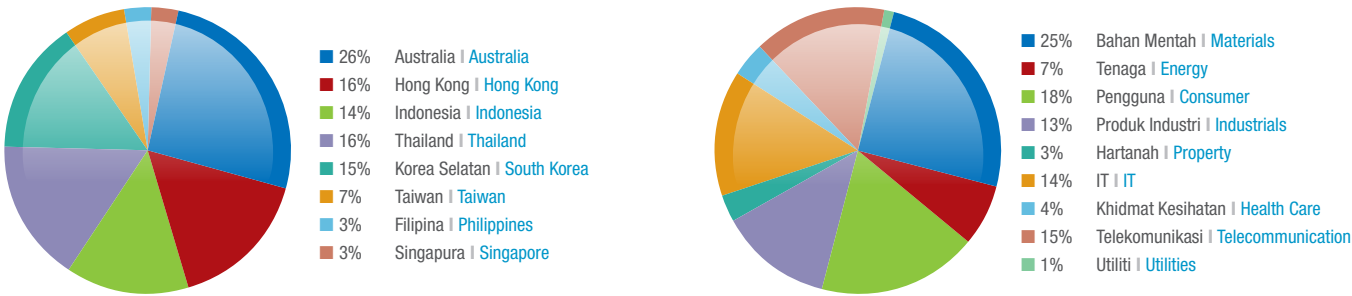
Di sebalik tahun yang mencabar pada 2014, Bahagian ini berjaya merekodkan pulangan pelaburan yang memuaskan pada tahun tersebut. Bahagian ini telah mencatatkan keuntungan nyata bersih sebanyak RM206.4 juta bersamaan dengan Kadar Pulangan Pelaburan sebanyak 10.7% berbanding dengan pulangan sebanyak 8.3% yang dicatatkan oleh Indeks Dow Jones Islamic Asia Pasifik (tidak termasuk Jepun) yang merupakan indeks penanda aras untuk pelaburan saham tersenarai patuh Syariah rantau Asia Pasifik. Walaupun 2015 dijangkakan menjadi satu lagi tahun yang mencabar untuk pelaburan ekuiti global, Bahagian ini akan terus fokus untuk menambah baik strategi pelaburan dengan meneroka peluang pelaburan di rantau ini dengan matlamat utama untuk meningkatkan pulangan pelaburan **TH**.

FOREIGN EQUITY PORTFOLIO MANAGEMENT

2014 was the first full year of operations for the Foreign Equity Portfolio Management division with the main focus on building up the Shariah-compliant foreign listed equity portfolio. The investment activities commenced in January 2014 with an initial fund size of USD300 million. Following the additional cash injections into the fund throughout 2014, the fund size has been increased to USD800 million as at 31 December 2014. Currently the foreign equity (8) portfolio consists of investment in listed equities across eight different countries in the Asia Pacific region namely Indonesia, Philippines, Thailand, Singapore, Australia, South Korea, Taiwan, Hong Kong and China. The foreign equity investment exposure spans across multiple sectors such as telecommunication, consumer, property, technology, utilities, plantation and healthcare.

Despite the rather challenging year in 2014, the Foreign Equity Portfolio Division managed to record a satisfactory return for the year. The division recorded a net realized income of RM206.4 million which translates to Return On Investment (ROI) of 10.7% as compared to 8.3% return recorded by the Dow Jones Islamic Asia Pacific (Ex-Japan) Index which is our benchmark index for Asia Pacific Shariah-compliant listed equity. While 2015 is expected to be another challenging year globally, the Foreign Equity Portfolio Division will improve its investment strategy by constantly exploring investment opportunities across the region to enhance investment returns for **TH**.

Pecahan Portfolio **TH** Asia Pacific Mengikut Negara dan Sektor setakat 31 Disember 2014 | **TH Asia Pacific Portfolio Distribution by Country and Sector as at 31st December 2014**



PELABURAN HARTANAH

TH melabur dalam pasaran hartanah domestik dan antarabangsa untuk mempelbagaikan portfolio pelaburan dan meningkatkan peluang untuk menjana pulangan pelaburan jangka masa panjang.

Pada 2014, **TH** telah menambah tiga (3) lagi hartanah iaitu sebuah hospital di Petaling Jaya, Menara **TH** di Platinum Park, KLCC dan sebuah pasaraya besar Mydin Meru Raya, Ipoh, Perak. Pembinaan bangunan-bangunan ini menambah lagi pemilikan bangunan komersil **TH** yang sedia ada di Lembah Kelang termasuklah Bangunan Ibu Pejabat **TH** di Jalan Tun Razak, TH Selborn, TH Perdana, TH Uptown, TH Tower, Block D Plaza Sentral, Bangsar South Tower 2A dan 6, Menara D’ Glomac.

Hospital tersebut telah dibangunkan oleh Columbia Asia Sdn Bhd (CASB) di atas tanah **TH** dan telah mula beroperasi pada April, 2014 di Seksyen 13, Petaling Jaya. Perjanjian mengesahkan pembinaan dan pajakan bersama CASB tersebut akan memberikan **TH** pendapatan berulang dalam pelaburan hartanah jangka panjang berdasarkan peningkatan kadar sewaan secara berperingkat, sekurang-kurangnya untuk tempoh 33 tahun.

Pembinaan Menara TH di Platinum Park, bangunan Gred A yang berdekatan dengan Menara Felda dan Naza Tower, kini dalam proses penukaran pemilikan kepada **TH**. Terletak dalam Platinum Park, KLCC, bangunan ini menempatkan tiga (3) buah pejabat korporat yang dikelilingi oleh servis kondominium, hotel berjenama dan butik membeli-belah.

Di luar negara, **TH** kini memiliki tiga (3) buah pejabat di United Kingdom dan satu bangunan pejabat Gred A di Melbourne, Australia, dikenali sebagai 3 Collins Square.

Penglibatan aktif **TH** di London mendapat pengiktirafan apabila dianugerahkan sebagai ‘Best Real Estate Newcomer’ pada Acara Ulang Tahun ke 10 “International Real Estate Finance” di Kota London. Pelaburan hartanah melalui anak syarikatnya, LTH Property Holdings Ltd juga menyumbang kepada perkembangan produk Syariah di pasaran kewangan. Ini juga diiktiraf melalui beberapa anugerah yang diterima sepanjang tahun termasuklah ‘Islamic Finance News (IFN) UK Deal Of The Year’, ‘The Asset Triple A Asian Awards 2014 - Best Islamic Structured Financing’ dan ‘The Asset Triple A Asian Awards 2014 - Best Local Currency Sukuk’.

PROPERTY INVESTMENT

TH invests in the domestic and international real estate to diversify its investment portfolio and capitalise on attractive opportunities in order to generate good investment returns over the long term.

In 2014, **TH** has added three (3) more properties - a hospital in Petaling Jaya, Menara **TH** in Platinum Park, KLCC and a new Mydin hypermarket in Meru Raya, Ipoh, Perak. These are in addition to the existing commercial buildings owned by **TH** in the Klang Valley which include **TH**’s Headquarters building in Jalan Tun Razak, TH Selborn, TH Perdana, TH Uptown, TH Tower, Block D Plaza Sentral, Bangsar South Tower 2A and 6, Menara D’ Glomac.

The hospital, developed by Columbia Asia Sdn Bhd (CASB) on **TH** land in Section 13 Petaling Jaya was completed and in operation since April, 2014. It is part of an agreement whereby the construction and lease with CASB will provide **TH** with recurring income for long-term real estate investment based on increased rental rates in stages, for a lease period of 33 years.

The development of Menara TH at Platinum Park, a Grade A building near Menara Felda and Naza Tower, is currently in the process of ownership’s hand over to **TH**. Located within the Platinum Park, KLCC, it includes three (3) prestigious corporate office surrounded by condominiums service, branded hotels and boutique shopping.

Overseas, **TH** currently owns three (3) office buildings in the United Kingdom and one Grade-A office building in Melbourne, Australia, known as 3 Collins Square.

TH’s active involvement in London real estate was recognized when it was awarded as ‘Best Real Estate Newcomer’ at the 10th Anniversary Ceremony of “International Real Estate Finance” in the City of London. Real estate investment activities through its subsidiary, LTH Property Holdings Ltd had also contributed to the development of Shariah products in the financial market. This was recognized through several awards received during the year including Islamic Finance News (IFN) UK Deal Of The Year, The Asset Triple A Asian Awards 2014 - Best Islamic Structured Financing and The Asset Triple A Asian Awards 2014 - Best Local Currency Sukuk.



Di Arab Saudi, **TH** telah menandatangani beberapa kontrak pajakan jangka panjang untuk bangunan hotel di Tanah Suci termasuklah Hotel Land Premium dan Hotel Al-Bisjarah Mawaddah di Makkah serta Hotel Al-Anwar Movenpick, Hotel Al-Haram dan Hotel Al-Saha di Madinah. Usaha **TH** untuk mencari peluang pelaburan yang baik di Makkah dan Madinah dipacu oleh komitmen untuk menyediakan kemudahan yang selesa untuk Jemaah Haji Malaysia setiap tahun.

Melangkah ke hadapan, **TH** akan meneruskan usahanya untuk mengutamakan dan memberi fokus kepada pelaburan hartanah domestik sejajar dengan usaha kerajaan untuk meningkatkan pelaburan hartanah tempatan demi menjana ekonomi negara.

Pelaburan Strategik TH Menerusi Anak Syarikat

TH giat melabur di dalam sektor-sektor patuh Syariah yang sah bagi membantu memajukan perniagaan ummah dalam pelbagai industri. Pelaburan strategiknya yang terkini menerusi anak-anak syarikat dan syarikat usahasama meliputi pelbagai sektor iaitu perladangan (TH Plantations Berhad), kewangan Islam (BIMB Holdings Berhad), pembangunan dan pembinaan hartanah (TH Properties Sdn Bhd), hospitaliti (TH Hotel & Residence Sdn Bhd, teknologi maklumat (Theta Edge Berhad), sokongan marin (TH Marine Sdn Bhd), serta minyak dan gas (TH Heavy Engineering Berhad).

Berikut adalah laporan pencapaian **TH** dalam pelaburan strategik melalui anak-anak syarikat:

In Saudi Arabia, **TH** has signed several long-term lease contracts for hotel buildings in the Holy Land which include Land Premium Hotel and Al-Bisjarah Mawaddah Hotel in Makkah and the Al-Anwar Movenpick Hotel, Al-Haram Hotel and Al-Saha Hotel in Madinah. **TH**’s efforts to find good investment opportunities in Makkah and Madinah are driven by the commitment to provide comfortable accomodation for Malaysian Hajj Pilgrims every year.

Moving forward, **TH** will continue its efforts to prioritize and focus more on domestic property investments in tandem with the government’s efforts in increasing domestic consumption to stimulate the country’s economy.

TH Strategic Investments through Subsidiaries

TH’s actively invests in identified Shariah-compliant sectors in order to help advance business progress for the ummah in diverse industries. Its current range of strategic investments through subsidiaries and joint ventures cover various sectors - namely plantations (TH Plantations Berhad), Islamic finance (BIMB Holdings Berhad), property development and construction (TH Properties Sdn Bhd), hospitality (TH Hotel & Residence Sdn Bhd), information technology (Theta Edge Berhad), marine support (TH Marine Sdn Bhd), and oil and gas (TH Heavy Engineering Berhad).

The following are reports of **TH**’s strategic investments via subsidiaries:



SEKTOR KEWANGAN ISLAM

Islamic Finance Sector

Pembabitan **TH** di dalam sektor Kewangan Islam adalah melalui anak syarikatnya, BIMB Holdings Berhad (BHB), sebuah syarikat pemegangan pelaburan yang merupakan pelopor perniagaan patuh Syariah Malaysia yang terlibat terutamanya dalam perbankan Islam, takaful dan pembrokeran saham.

Sebagai penyedia perkhidmatan kewangan patuh Syariah yang unggul dengan modal dibenarkan RM2.0 bilion dan modal berbayar RM1.5 bilion, BHB berada di kedudukan yang selesa untuk membantu merealisasikan aspirasi Kerajaan dalam menjadikan negara sebagai Pusat Kewangan Islam Antarabangsa yang ulung. BHB terus teguh dan kukuh sebagai peneraju dalam industri perbankan Islam, takaful dan pembrokeran saham melalui pelaburan-pelaburan strategik dalam entiti-entiti pelopor patuh Syariah Malaysia.

Bank Negara Malaysia telah meluluskan permohonan BHB untuk menjadi Syarikat Pemegangan Kewangan bagi Bank Islam Malaysia Berhad dan Syarikat Takaful Malaysia Berhad pada 2 Disember 2014.

Pada 2014, prestasi memberangsangkan perniagaan perbankan dan takaful BHB telah menghasilkan keuntungan operasi kumpulan berjumlah RM883.6 juta, peningkatan sebanyak 7% atau RM60.5 juta daripada RM823.1 juta yang dicatatkan pada 2013. Bagaimanapun, keuntungan sebelum zakat dan cukai (PBZT) kumpulan telah menunjukkan penurunan marginal kepada RM815.4 juta, berbanding RM819.4 juta pada 2013. Ini adalah disebabkan oleh kos pembiayaan sukuk yang lebih tinggi iaitu RM68.2 juta berbanding RM3.3 juta pada 2013.

Sukuk yang diterbitkan bertujuan untuk membiayai pemerolehan saham Bank Islam pada 2013 agar menyumbang kepada keuntungan yang lebih besar di dalam penyata akaun kumpulannya. Ini telah menghasilkan peningkatan yang ketara sebanyak 91% atau RM253.0 juta pada keuntungan bersih untuk pemegang saham bagi tahun tinjauan.

TH's involvement in the Islamic Finance Sector is through its subsidiary, BIMB Holdings Berhad (BHB), an investment holding company for Malaysia's pioneer Shariah-compliant business entities, involve mainly in Islamic banking, takaful and stockbroking.

Being the premier Shariah-compliant financial services provider with an authorised capital of RM2.0 billion and paid-up capital of RM1.5 billion, BHB is well-positioned to assist the Government's aspirations in establishing the country as a vibrant International Islamic Financial Center. BHB has gained in strength and stature over the years as a champion of Islamic banking, takaful and stockbroking industries via its stable of strategic investments in Malaysia's pioneer Shariah-compliant entities.

On 2 December 2014, Bank Negara Malaysia has approved BHB's application to be the Financial Holding Company for Bank Islam Malaysia Berhad and Syarikat Takaful Malaysia Berhad.

In 2014, the respectable performance of BHB's banking and takaful businesses produced a consolidated operating profit of RM883.6 million which was a 7% or RM60.5 million increase from the RM823.1 million recorded in 2013. However, the consolidated profit before zakat and taxation (PBZT) was marginally lower at RM815.4 million, compared with RM819.4 million in 2013. This was due to the higher cost of financing for sukuk of RM68.2 million as opposed to RM3.3 million in 2013.

The sukuk was raised to fund the acquisition of Bank Islam shares in 2013 with the intention of obtaining greater recognition of Bank Islam's profits in its statement of accounts. This has led to a significant 91% or RM253.0 million increase in its net profit attributable to shareholders for the year under review.



PERBANKAN ISLAM

Ditubuhkan pada 1983, Bank Islam merupakan institusi sulung berasaskan Syariah di Malaysia. Sejak penubuhannya, ia telah menjadi simbol perbankan Islam di Malaysia dan visinya untuk menjadi 'Pemimpin Global dalam Perbankan Islam' menggambarkan status Bank Islam sebagai peneraju industri perkhidmatan kewangan negara.

Sebagai peneraju, Bank Islam terus menyediakan produk-produk dan perkhidmatan yang inovatif dan dipertingkatkan lantas menghasilkan pertambahan bilangan pelanggan yang meyakini bahawa perbankan Islam adalah alternatif sebenar kepada perbankan konvensional. Senarai pelanggan yang semakin berkembang serta penyelesaian perbankannya yang inovatif dan berkualiti mendapat pengiktirafan industri global yang terbukti menerusi kedudukan Bank Islam ini sebagai salah sebuah bank terkemuka negara.

Menerusi 141 cawangan dan lebih 1200 terminal layan diri di seluruh negara, Bank Islam menawarkan lebih 70 produk dan perkhidmatan perbankan Islam yang inovatif dan canggih, setanding dengan khidmat yang ditawarkan oleh bank konvensional lain.

ISLAMIC BANKING

Bank Islam, established in 1983, is Malaysia's maiden Shariah-based institution. Since its inception, it has emerged as the symbol of Islamic banking in Malaysia and its vision to be 'A Global Leader in Islamic Banking' illustrates the Bank's status as the flag bearer of the country's financial services industry.

Living up to its pioneering spirit, the Bank has continued to provide innovative and enhanced products and services which resulted in a growing number of customers seeing Islamic banking as a true alternative to conventional banking. This growing list of clientele in addition to truly ground breaking and quality banking solutions have been recognised by the global industry which is reflected by the Bank's position as one of the top banks in the country.

Through a vast expanding network of 141 branches and more than 1200 self-service terminals nationwide, Bank Islam parades a comprehensive list of more than 70 innovative and sophisticated Islamic banking products and services, comparable to those offered by its conventional counterparts.



Kumpulan Bank Islam mencatatkan PBZT sebanyak RM702.8 juta bagi tempoh dua belas bulan dalam tahun 2014, peningkatan sebanyak 3.8% berbanding dengan tempoh yang sama sebelumnya. Prestasi yang bertambah baik ini terutamanya disebabkan oleh pertumbuhan dalam aktiviti perniagaan.

Aset pembiayaan bersih tahun ke tahun meningkat sebanyak RM5.8 bilion atau 24.4% kepada RM29.5 bilion pada akhir Disember 2014. Sehubungan dengan itu, pendapatan berasaskan dana daripada pembiayaan juga meningkat sebanyak RM234.7 juta atau 17.3%. Pendapatan berasaskan bukan dana meningkat sedikit sebanyak 2.9% terutamanya daripada urus niaga pertukaran asing dan keuntungan bersih daripada penjualan aset kewangan sedia untuk dijual.

Pada akhir Disember 2014, deposit pelanggan berjumlah RM41.0 bilion dengan peningkatan tahun ke tahun sebanyak RM3.8 bilion atau 10.1%, manakala akaun semasa dan simpanan (CASA) juga melaporkan peningkatan tahun ke tahun sebanyak RM1.1 bilion atau 7.3%. Nisbah CASA pada akhir Disember 2014 ialah 38.1%. Nisbah CASA industri perbankan Islam adalah 24.8% pada akhir bulan Disember 2014.

Nisbah pembiayaan terjejas kasar Bank pada akhir Disember 2014 meningkat kepada 1.14% berbanding 1.18% pada akhir bulan Disember 2013. Nisbah bersih pembiayaan terjejas berjumlah negatif 0.82% pada akhir bulan Disember 2014. Nisbah terjejas kasar sistem perbankan adalah pada 1.66% dan nisbah terjejas bersih adalah negatif 0.11% pada akhir bulan Disember 2014.

Petunjuk prestasi utama Bank pada akhir Disember 2014 baik berbandingkan sistem perbankan pada akhir Disember 2013. Pulangan sebelum cukai Bank atas ekuiti adalah 19.9% berbanding sistem perbankan 15.2%. Pulangan sebelum cukai ke atas harta adalah 1.6% berbanding sistem perbankan 1.5%.

Bagi mengiktiraf usaha berterusannya dalam mencapai kecemerlangan, Bank Islam telah dianugerahkan **Bank Islam Terbaik Malaysia** oleh Anugerah Perbankan Antarabangsa dan **Penyedia Khidmat Pelanggan Terbaik Asia** pada 2014. Pengiktirafan lain pada tahun yang sama termasuk pengiktirafan untuk **Perolehan Pedagang Terbaik (B2C Honour)** oleh Malaysian Electronic Clearing Corporation Sdn Bhd (MyClear), **Kes Kewangan Islamik Terbaik 2014** oleh Global Islamic Finance Awards (GIFA); dan **Anugerah Perbankan Runcit Islam Terbaik** oleh KLIFF Islamic Finance Awards 2014.

Bank Islam Group recorded a PBZT of RM702.8 million for the twelve months period of 2014, an increase of 3.8% compared with the previous corresponding period. The improved performance was mainly attributed to growth in business activities.

Year-on-year net financing assets grew by RM5.8 billion or 24.4% to reach RM29.5 billion as at end December 2014. Correspondingly, fund based income from financing also increased by RM234.7 million or 17.3%. Non-fund based income increased slightly by 2.9% mainly from foreign exchange transactions and net gain from sale of financial assets available-for-sale.

As at end of December 2014, customer deposits stood at RM41.0 billion with a year-on-year increase of RM3.8 billion or 10.1%, whilst the current and savings accounts (CASA) also reported a year-on-year increase of RM1.1 billion or 7.3%. The CASA ratio as at end December 2014 was 38.1%. The Islamic banking industry CASA ratio was 24.8% as at end of December 2014.

The Bank's gross impaired financing ratio as at end of December 2014 improved to 1.14% compared with 1.18% as at end of December 2013. The net impaired financing ratio stood at a negative 0.82% as at end of December 2014. The banking system gross impaired ratio was at 1.66% and the net impaired ratio was a negative 0.11% as at end of December 2014.

The Bank's key performance indicators as at end of December 2014 compared favourably against the banking system as at end December 2013. The Bank's pre-tax return on equity was 19.9% against the banking system's 15.2%. The pre-tax return on assets was 1.6% against the banking system's 1.5%.

In recognition of the Bank's escalating focus on excellence, Bank Islam was awarded the International **Banker's Best Islamic Bank Malaysia Award** and **Best Customer Service Provider Asia** in 2014. Other accolades for the year include **Top Merchant Acquirer for B2C honour** by Malaysian Electronic Clearing Corporation Sdn. Bhd. (MyClear); **Best Islamic Finance Case 2014** award by Global Islamic Finance Awards (GIFA); and **Most Outstanding Islamic Retail Banking Award** from KLIFF Islamic Finance Awards 2014.



INDUSTRI TAKAFUL

Di sebalik persekitaran pasaran ekuiti yang tidak menentu, tahun 2014 tetap mencatatkan pencapaian yang baik bagi Takaful Malaysia tatkala ia menyambut ulang tahunnya yang ke-30, dengan saiz asetnya meningkat 4% kepada RM7.2 bilion. Syarikat ini berjaya mencatat pertumbuhan dalam keuntungan selepas cukai bagi kumpulan dan syarikat iaitu masing-masing pada 3% dan 4%. Kumpulan juga berjaya mengekalkan Pulangan Ekuiti melepasi 24% semasa tahun tinjauan yakni salah satu catatan tertinggi antara institusi-institusi kewangan.

Takaful Malaysia terus menekankan kepentingan empat (4) aspek teras iaitu jangkauan pelanggan, kecekapan operasi, daya saing kos dan keyakinan pemegang berkepentingan. Sebagai pengendali Takaful pertama di Malaysia, ia kini berkembang menjadi satu jenama dinamik yang menawarkan perkhidmatan terbaik serta produk-produk yang kompetitif.

TAKAFUL INDUSTRY

Despite the volatile equity market, Takaful Malaysia has registered another commendable year for 2014 as the nation's pioneer takaful operator, while commemorating its 30th anniversary, with its total asset size increasing by 4% to RM7.2 billion. The company managed to register a growth in profit after taxation for the group and company at 3% and 4% respectively. The group also managed to maintain a Return on Equity above 24% during the year under review which is one of the highest among financial institutions.

Takaful Malaysia continues to emphasize on the four (4) core areas of customer reach, operational agility, cost competitiveness and stakeholder confidence. Being the first Takaful operator in Malaysia, it has become a dynamic brand offering the best service levels and competitive products.



Dalam usahanya melangkaui jangkaan pelanggan menerusi kecemerlangan operasi dan penambahbaikan teknologi, Takaful Malaysia telah menambahbaik proses perniagaan dan struktur organisasinya bagi memberikan perkhidmatan dan penyelesaian perlindungan yang komprehensif untuk para pelanggannya. Proses operasi diseragamkan bagi memenuhi keperluan pelanggan ke arah pertumbuhan pasaran yang berterusan.

Pada 2014, Takaful Malaysia melancarkan portal korporat baharu iaitu *myTakaful Corporate* yang direka khas dengan kemudahan layan-diri serta platform kandungan untuk memberi khidmat atas talian yang terbaik untuk pelanggan korporatnya. Takaful Malaysia juga menambahbaik tahap khidmat pelanggan agar rakan niaganya lebih mudah berurusan dengan Syarikat.

Pada tahun ini, Takaful Malaysia mengekalkan kelebihanannya dengan memenuhi kehendak pelanggan melalui produk-produk yang inovatif dan memberi tumpuan ke arah perkhidmatan yang cemerlang. Di samping itu, kami terus mempertingkatkan infrastruktur dan operasi, meluaskan rangkaian, memperkasa kekuatan agensi dan mewujudkan perkongsian strategik dengan pelanggan korporat dan rakan bank. Strategi dan langkah ini disokong oleh kempen pemasaran dan penjenamaan yang lebih agresif, akan membantu Takaful Malaysia untuk memperluaskan bahagian pasaran.

Takaful Malaysia telah melancarkan **Takaful myHealth Protector**, pendekatan inovatif bagi penjagaan kesihatan dengan menyediakan pelan perubatan yang menarik bagi pesakit dalam dan luar yang menawarkan lapan (8) pelan perubatan pada harga caruman yang berpatutan. Pelan ini juga meningkatkan umur penyertaan maksimum sehingga 70 tahun, membolehkan mereka yang sihat dan tanpa perlindungan perubatan diinsuranskan. Di samping itu, sebagai ciri istimewa, pelan ini menawarkan ganjaran kepada para pelanggannya menerusi **Pulangan Tunai sebanyak 15%** jika mereka tidak membuat sebarang tuntutan sepanjang tempoh perlindungan.

Tahun tinjauan turut menyaksikan langkah pengurangan kos oleh Takaful Malaysia menerusi peningkatan berterusan, pengurangan inventori dan peningkatan kecekapan proses dalaman yang menjadikan operasi keseluruhan syarikat lebih teratur dan cekap. Maju ke hadapan, pihak pengurusan beriltizam untuk mencatat pencapaian yang lebih baik dengan menumpukan usaha ke atas peningkatan pengalaman pelanggan iaitu dengan memastikan bahawa kakitangan kekal positif dan produktif, selain menerapkan budaya kecemerlangan di seluruh syarikat.

In a continuous effort to exceed customers' expectations via operational excellence and technology enhancement, Takaful Malaysia has improved its business processes and organizational structure to delivering comprehensive protection solutions and services to its wide-ranging customers. Operational processes were streamlined to adapt to the ever changing needs of the customers for further growth in market share.

In 2014, Takaful Malaysia launched a new corporate portal called *myTakaful Corporate* that is specifically designed with extensive self-service facility capabilities and content platform for its valued corporate clients. This was aimed to provide the best online service to corporate clients. For business partners, Takaful Malaysia further enhanced its customer service to make it even more convenient for business partners to do business with the Company.

During the year, Takaful Malaysia maintained its edge by meeting customers' needs with innovative products, and focusing on excellent service delivery. In addition, it enhanced its infrastructure and operations, grew its network, empowered its agency force and established strategic partnerships with corporate clients and bank partners. These, coupled with more aggressive marketing and branding campaigns, helped Takaful Malaysia to further expand its market share.

The most significant product launch was that of the **Takaful myHealth Protector**, an innovative approach to healthcare offering an attractive range of in- and out-patient benefits and a choice of eight (8) medical plans at affordable premiums. The product also increases the maximum entry age to 70 years, enabling those who are healthy and without medical coverage to be insured. As an added value proposition, **Takaful myHealth Protector** extends Takaful Malaysia's **15% Cash Back** promise to its health care plan participants if there is no claim incurred during the coverage period.

The year also saw Takaful Malaysia trimming down their cost by continuous improvements, reduced inventory and increased efficiency of their internal processes thereby making the company's overall operations well-organized and competent. Moving forward, the management is determined to build on the performance achieved in 2014 by focusing on improving the needs of the customers, by ensuring the employees are positive and productive, and by instilling a culture of excellence across the company.

PEMBROKERAN SAHAM

BIMB Securities menyediakan landasan untuk para pelabur Islam dan bukan Islam untuk melabur dalam sekuriti syarikat-syarikat tersenarai yang terlibat dalam kegiatan kegiatan patuh Syariah (berdasarkan senarai Sekuriti Patuh Syariah oleh Majlis Penasihat Syariah Suruhanjaya Sekuriti).

Pada November 2013, kaedah saringan yang lebih ketat untuk sekuriti patuh Syariah telah menyebabkan perubahan dramatik kepada bilangan sekuriti patuh syariah di Bursa Malaysia, di mana sebanyak 158 saham telah dibatalkan dari senarai sekuriti patuh syariah. Justeru itu, BIMB Securities hanya boleh berurusan dengan sejumlah 653 sekuriti atau 71% dari jumlah 914 sekuriti berbanding dengan 801 sekuriti atau 88% dari jumlah 901 sekuriti yang disenaraikan dalam Bursa Malaysia sebelum ini.

Walau bagaimanapun, pasaran modal Islam masih berada dalam aliran menaik dan terus bertumbuh sebanyak 84% dari RM1.5 trillion dalam tahun 2013 kepada RM2.76 trilion dalam tahun 2014. Ini menandakan aliran positif di mana pasaran modal Islam dijangka mencapai RM3 trilion menjelang penghujung 2020.

BIMB Securities mendapat manfaat daripada sektor yang sedang berkembang ini yang membawa kepada peningkatan sebanyak 10% dalam pendapatan kasar pembrokeran iaitu kepada RM14.5 juta, dengan keuntungan sebelum zakat dan cukai sebanyak RM0.6 juta.

Bagi menambahbaik perkhidmatannya pada 2014, BIMB Securities telah melaksanakan beberapa penambahbaikan dan inovasi teknologi seperti penyeragaman sistem dalaman dengan inisiatif Bursa Malaysia bagi Langganan Hak Penama (NRS), yakni pemprosesan Hak elektronik dan Sistem Dagangan Bursa 2 (BTS2).

Selain itu, sistem berkaitan dagangan iaitu "OMGEO CTM and FIX Network Services" untuk pelanggan institusi bagi memudahkan pengesahan dagangan dan menghantar pesanan mereka kepada BIMB Securities juga telah dibangunkan semasa tahun di bawah tinjauan.

Satu lagi inisiatif penting adalah pelancaran aplikasi Mobile Trading untuk platform dagangan Internetnya, BISonline. Ini meluaskan lagi jangkauan BIMB Securities selain menawarkan kemudahan tambahan untuk pelanggan yang lebih gemar berurusanniaga menggunakan peranti mudah alih.

STOCKBROKING

BIMB Securities provides an avenue for Muslims and Non-Muslims to invest in Shariah compliant securities of companies listed on Bursa Malaysia Exchange and other recognised Exchanges (based on the List of Shariah-Compliant Securities issued by the Shariah Advisory Council of the Securities Commission).

In November 2013, the revision of Shariah screening methodology had resulted in a dramatic change to the number of Shariah compliant securities in Bursa Malaysia which had caused the removal of 158 securities from the List of Shariah compliant securities. Consequently, BIMB Securities can only deal in a total of 653 securities or 71% of the 914 total listed securities as opposed to a total of 801 securities or 88% of the 901 total listed securities on Bursa Malaysia prior to the revision.

However, the Islamic capital market was still on the uptrend and grew by 84% from RM1.5 trillion in 2013 to RM 2.76 trillion in 2014. This marks a positive trend with the Islamic capital market expected to reach RM3 trillion by the end of 2020.

BIMB Securities is well positioned to benefit from this expanding sector, having led to a 10% increase in income to RM14.5 million, with a profit before zakat and tax of RM0.6 million.

In advancing its service in 2014, BIMB Securities deployed several technological innovations and improvements such as synchronisation of internal systems with Bursa Malaysia's initiatives on Nominees Rights Subscription (NRS), an electronic Rights processing and Bursa Trade System 2 (BTS2).

Trade related systems i.e. OMGEO CTM and FIX Network Services, for institutional clients to facilitate trade confirmation and to send their orders to BIMB Securities were also set up during the year under review.

Another noteworthy initiative was the launch of its Mobile Trading application for its Internet trading platform, BISonline. This expands BIMB Securities reach and offers greater convenience to those who prefer to trade via mobile devices.



SEKTOR PERLADANGAN

Plantation Sector

PENGENALAN

TH meneruskan aktiviti pelaburannya di dalam sektor perladangan menerusi rangkaian anak-anak syarikatnya iaitu TH Plantation Berhad (THP) (**TH** merupakan pemegang saham majoriti di dalam THP), syarikat pemegang pelaburan iaitu TH Estates (Holdings) Sdn Bhd, TH Indo Industries Sdn Bhd dan TH Indopalms Sdn Bhd serta syarikat usahasama iaitu Trurich Resources Sdn Bhd (secara kolektif dikenali sebagai Kumpulan **TH**).

Kumpulan **TH** meneruskan penglibatannya di dalam aktiviti perladangan kelapa sawit dan getah serta pengilangan di Malaysia dan Indonesia selain terus aktif meneroka perniagaan hiliran di Indonesia di dalam pengeluaran dan pembungkusan minyak masak untuk pasaran luar negara.

Sehingga 31 Disember 2014, Kumpulan **TH** memiliki keluasan tanah perladangan kelapa sawit dan getah seluas 151,213 hektar (ha) yang terletak di Malaysia dan Indonesia berbanding 225,346 ha pada tahun 2013. Pengurangan keluasan ladang sebanyak 33% ini adalah disebabkan pelupusan kepentingan saham milik **TH** dalam satu syarikat usahasama di Indonesia. Perincian keluasan tanah perladangan Kumpulan **TH** adalah seperti berikut:

	Kawasan Bertanam Planted area	Sedang di tanam Incourse of Planting	Kawasan Belum tanam & lain-lain kawasan Unplanted Area & others	Jumlah Total
	Hektar (ha) Hectare (ha)			
THP - Kelapa Sawit Oil Palm - Getah Rubber	63,426 5,469	9,187 713	20,886 9,532	93,499 15,714
Jumlah kecil untuk THP Sub-total for THP	68,895	9,900	30,418	109,213
Trurich Resources Sdn Bhd	34,829	–	7,171	42,000
Jumlah Total	103,724	9,900	37,589	151,213

Selain daripada milikan tanah ladang, Kumpulan **TH** turut memiliki tujuh (7) buah kilang kelapa sawit di Malaysia. Kilang-kilang ini telah mencatatkan prestasi kadar perahan minyak yang memuaskan dan setanding dengan kadar perahan minyak kilang-kilang kelapa sawit lain di Malaysia dengan kadar kapasiti sekitar 1,404,000 metrik tan setahun.

BACKGROUND

TH continues its investment activities in the plantation sector through its subsidiaries, namely TH Plantations Berhad (THP) (**TH** is the majority shareholder in THP), an investment holding company namely TH Estates (Holdings) Sdn Bhd, TH Indo Industries Sdn Bhd, TH Indopalms Sdn Bhd and a joint venture company, Trurich Resources Sdn Bhd (collectively known as **TH** Group).

TH Group's business activities continue to expand across the plantation value chain. **TH** Group is primarily involved in oil palm and rubber plantations activities as well as milling operations in Malaysia and Indonesia. It is also dynamically involved in down streaming activity in Indonesia namely production and packaging of the edible palm oil for the export market.

As at 31 December 2014, **TH** Group has the plantation land banks totaling 151,213 hectares (ha) located in Malaysia and Indonesia compared to 225,346 ha in 2013. The reduction of 33% of the plantation area is due to the disposal of equity interest in one of the Indonesian joint venture entity by **TH**. The details of **TH** Group land banks are as follows:

TH Group also owned seven (7) palm oil mills in Malaysia with a combined milling capacity of 1,404,000 metric tonnes per annum. These mills registered satisfactory oil extraction rates which are comparable to other Malaysian palm oil mills.



PRESTASI LADANG

Pada akhir tahun kewangan 2014, jumlah ladang Kumpulan **TH** menurun ke 151,213 ha, disebabkan penjualan ladang **TH** di Riau. Walau bagaimanapun, terdapat pembelian kawasan baru di Kalimantan yang membolehkan Kumpulan **TH** terus mencapai penghasilan Buah Tandan Segar (BTS) yang tinggi.

Bagi pencapaian hasil BTS Kumpulan **TH** di Malaysia dan di Kalimantan menunjukkan peningkatan sebanyak 4% berbanding tahun 2013. Ini adalah hasil sawit matang di Sarawak dan Kalimantan. Dengan penambahan kawasan baru matang dan program tanaman semula secara berperingkat yang dilaksanakan, Kumpulan **TH** berkeyakinan dapat meningkatkan produktiviti penghasilan BTS yang maksima pada masa hadapan.

PRESTASI KILANG

Untuk menjana perolehan syarikat ke tahap maksimum, Kumpulan **TH** kini memiliki tujuh (7) buah kilang di Malaysia dan satu (1) di Kalimantan dengan kapasiti berjumlah 300 metrik tan sejam. Selain itu, terdapat pembinaan dua (2) buah kilang baru di Kalimantan Tengah dan Kalimantan Timur yang berkapasiti masing-masing 60 metrik tan dijangka beroperasi pada Julai tahun 2015 yang dapat meningkatkan lagi produktiviti pemprosesan buah sawit.

Secara purata, kadar perahan Minyak Sawit Mentah (MSM) bagi tahun 2014 Kumpulan **TH** di Malaysia adalah sebanyak 20.19% berbanding 20.07% pada tahun 2013 dan Kalimantan ialah sebanyak 22.81% berbanding 22.80% pada tahun 2013.

PLANTATION PERFORMANCE

At the end of the 2014 financial year, **TH** Group's total landbank decreased to 151,213 ha, primarily due to the sale of the **TH** owned estates in Riau. However, the acquisitions made in Kalimantan Timur will put the **TH** Group on track towards realising significantly higher Fresh Fruit Bunch (FFB) production.

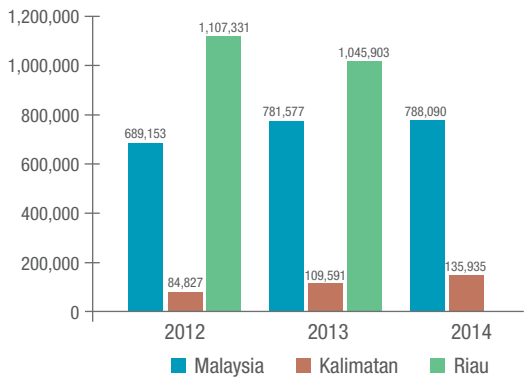
FFB production in Malaysia and Kalimantan rose by 4% compared to 2013. This was due to the newly matured palms in Sarawak and Kalimantan. With the addition of new matures areas and replanting program, **TH** Group believes it can increase the FFB production in the future.

MILLING PERFORMANCE

TH Group currently owns seven (7) palm oil mills in Malaysia and one (1) in Kalimantan with a total capacity of 300 metric tons per hour. In addition, there are two (2) new mills under construction in Central and East Kalimantan with a capacity of 60 metric tonnes per hour each. They are expected to be operational by July 2015. This will further improve the productivity of FFB processing.

On average, the Oil Extraction Rate (OER) for 2014 in Malaysia is 20.19% compared to 20.07% in 2013. The OER in Kalimantan is 22.81% in 2014 compared to 22.80% in 2013.

Jumlah Pengeluaran BTS | Total Production of FFB



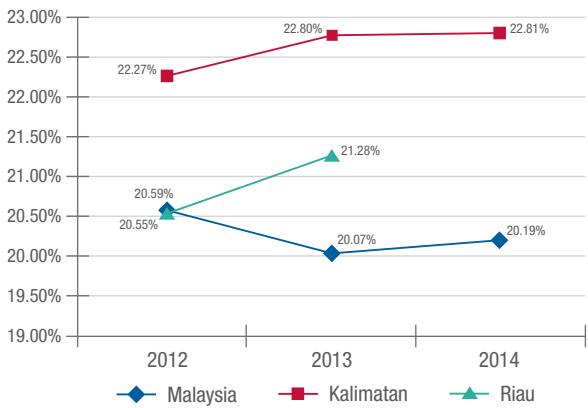
Pembinaan kilang baru berkapasiti 60 metrik tan di Tarakan, Kalimantan, Indonesia pada tahun 2015 dijangka dapat mengurangkan kos pengangkutan BTS ke kilang luar dan meningkatkan kualiti pemprosesan BTS. Bagi meningkatkan kecekapan pemprosesan BTS, beberapa inovasi terkini digunakan di kilang tersebut agar dapat menghasilkan MSM yang berkualiti.

PERTUMBUHAN INISIATIF

Pembabitan Kumpulan **TH** dalam pengusahaan perladangan dan pengilangan bersepadu menerusi rangkaian anak-anak syarikat serta syarikat usahasama mampu memaksimumkan pendapatan dengan meningkatkan hasil pengeluaran BTS sehektar, mengeluarkan produk kelapa sawit berpremium tinggi bagi meraih harga pasaran yang baik sekaligus memastikan pulangan pelaburan yang stabil dan optimum kepada para pendeposit.

Teras strategi kumpulan masih dikekalkan terutamanya dalam konteks penambahbaikan nilai kawasan bertanam, pembangunan kawasan belum bertanam, prospek perluasan tanah perladangan dan menginsankan operasi perniagaan. Teras strategi ini merupakan pemangkin kepada usaha Kumpulan **TH** untuk memperkasakan **TH** ke arah pengusahaan perladangan dan pengilangan bersepadu dan berprestasi tinggi.

Kadar Perahan MSM | The Oil Extraction Rate



The construction of a new mill with a capacity of 60 metric tonnes in Tarakan, Kalimantan, Indonesia, in 2015 is expected to reduce the cost of transporting FFB to outside mills and improve its processing. To increase FFB processing efficiency, several latest innovations have been implemented within the mill so as to produce good quality OER.

GROWTH INITIATIVES

TH Group's involvement in managing its integrated plantation and milling operations through its network of subsidiaries and joint venture company are able to maximize revenue by increasing FFB yields per ha, produce an oil palm product with a high premium value that will garner a good market price and ensuring a stable and optimum investment returns to the depositors.

Thus, the core strategy of the Group remains primarily in the context of improving yields on planted areas, developing unplanted areas, seeking new prospects to expand the land bank and humanising business operations. These are the catalysts toward empowering **TH** as a reputable plantation manager and integrated milling entity.



Sehubungan dengan itu, pada tahun 2014 Kumpulan **TH** menerusi anak syarikatnya yang disenaraikan di Papan Utama Bursa Malaysia telah membangunkan aktiviti korporat seperti berikut:-

- Pada 10 Januari 2014, THP telah menyelesaikan pengambilalihan 93% kepentingan ekuiti di dalam PT Persada Kencana Prima di Kalimantan Utara, Indonesia. Ini merupakan pengembangan serantau sulung bagi THP untuk memanfaatkan pelaburan sebagai pemangkin dengan negara jiran dalam meningkatkan manfaat strategik jangka panjang untuk Kumpulan.
- Pada 14 November 2014, anak syarikat THP telah memeterai Perjanjian Jual Beli untuk melupuskan harta ladang yang terletak di Terengganu sebanyak RM45 juta. Selaras dengan pengukuhan perniagaan teras Kumpulan THP Berhad, penjualan ini merupakan langkah strategik untuk merungkai nilai harta yang kurang produktif.
- Penjualan ekuiti milik **TH** di dalam PT TH Indo Plantations (THIP). Pelupusan aset ini telah merungkai nilai pelaburan **TH** di dalam THIP pada keuntungan yang menarik sekaligus memberi manfaat bagi pelaburan semula di dalam bidang perladangan.

TINJAUAN STRATEGI MASA DEPAN

Kini Kumpulan **TH** giat melipat gandakan usaha untuk mencapai matlamat jangka panjang untuk meluaskan saiz perladangan daripada 151,213 ha kepada 300,000 ha dalam memastikan Kumpulan **TH** setanding dengan syarikat perladangan lain di Malaysia.

Kumpulan **TH** yakin berjaya mencapai objektif dan matlamatnya melalui pengurusan perladangan yang efisien dan kemampuan menghasilkan produk untuk pasaran eksport.

In 2014, **TH** Group through its subsidiary listed on the Main Board of Bursa Malaysia has embarked on the following corporate activities:-

- On 10 January 2014, THP completed the acquisition of 93% equity interest in PT Persada Kencana Prima located in North Kalimantan, Indonesia. This is THP's inaugural regional development that takes advantage of investment with neighboring countries in improving the long-term strategic benefits for the Group.
- On 14 November 2014, a subsidiary of THP has entered into Sale and Purchase Agreement to dispose its plantation estate located in Terengganu for a cash consideration of RM45 million. In line with strengthening the core business, the divestment represents a strategic move to unlock value of a less productive estate.
- A disposal of equity interest in PT Indo Plantations (THIP) owned by **TH**. The divestment was an opportunity for **TH** to unlock the value of its investment at a favourable gain as well as provide benefits for reinvestment in other plantations.

MOVING FORWARD

TH Group is now actively redoubling efforts to achieve its long-term goal of expanding its plantation land bank of 151,213 ha to 300,000 ha in ensuring **TH** Group remains competitive amongst other plantation companies in Malaysia.

TH Group is confident of achieving its goals and objectives successfully through sound plantation management and its capability in producing for the export market.



SEKTOR HARTANAH DAN PEMBINAAN

Property Development and Construction Sector

Untuk tahun kewangan berakhir 2014, **TH** melalui anak syarikat milik penuhnya TH Properties Sdn Bhd telah mencatat satu tahun yang cemerlang dengan pencapaian yang ketara di dalam semua cabang perniagaannya. Ia telah menghasilkan pulangan kewangan yang lebih baik, dengan peningkatan pendapatan sebanyak 65% kepada RM441 juta, dan peningkatan keuntungan sebelum zakat dan cukai sebanyak 39% kepada RM63.7 juta.

PEMBANGUNAN HARTANAH

Bandar Enstek

Di Bandar Enstek, sepanjang tahun 2014, lebih 230 buah rumah telah siap dan diserahkan kepada pemilik masing-masing, termasuk rumah teres dua tingkat jenis *Idalia*, rumah berkembar serta banglo dua tingkat jenis *Pearl* dan Fasa 2 rumah berkembar dua tingkat jenis *Rembulan*.

Fasa pertama daripada 100 unit ‘superlink’ dua tingkat bernama Hundred East juga telah dilancarkan pada bulan Disember, menjadikan jumlah inventori dalam pengeluaran sebanyak 241 unit kesemuanya.

Presint perniagaan *Mercato* semakin maju dengan pembukaan cawangan Bank Islam serta Bank Rakyat, restoran, kedai makanan segera, hotel dan pelbagai perniagaan runcit yang lain. Perkembangan pesat ini menjadikannya hab perniagaan untuk kawasan persekitaran.

For the financial year ended 2014, **TH** through its wholly-owned subsidiary TH Properties Sdn Bhd recorded another excellent year with significant milestones achieved in all its business streams. This has resulted in improved financial returns, with an increase in revenue of 65% to RM441 million, and an increase in profit before zakat and tax of 39% to RM63.7 million.

PROPERTY DEVELOPMENT

Bandar Enstek

In Bandar Enstek, more than 230 units of houses were completed and handed over to their purchasers throughout the year. These included the *Idalia* double storey link houses, *Pearl* double storey semi-D and bungalows and phase 2 of the *Rembulan* double storey semi-Ds.

The first phase of the 100 units of the aptly named *Hundred East* double storey superlinks were also launched in December, making the total number of inventory in production at 241 units.

The *Mercato* business precinct has been thriving with the opening of Bank Islam and Bank Rakyat branches, restaurants, fast food outlets, hotels and other retail establishments. It is fast becoming a commercial hub for the surrounding area.



Techpark@enstek pula terus menarik perhatian pelabur dalam dan luar negara. Pada tahun 2014, kilang-kilang Jowat Manufacturing dan Hokto Malaysia telah memulakan operasi masing-masing. Kelloggs pula telah memulakan kerja-kerja tapak dan pembinaan yang dijangka akan siap pada awal tahun 2015. Dalam bidang pendidikan pula, Kolej Epsom di Malaysia yang berasal dari United Kingdom menerima pengambilan pelajar pertamanya pada bulan September dan menyertai institusi-institusi pendidikan menengah, pengajian tinggi serta profesional dari sektor awam dan swasta yang sudah bertapak di Bandar Enstek.

Sydney, Australia

Pembinaan projek Bay Pavilions, di Lane Cove, Sydney, telah bermula pada bulan May 2014. Penjualan amat laris dengan 227 daripada 273 unit (83%) berjaya dijual menjelang hujung tahun. Pihak Kumpulan telah juga mempelopori struktur pembiayaan kewangan yang patuh Syariah di Australia.

Usahasama Kumpulan TH Properties di Australia telah membeli sebuah lagi tapak pembangunan seluas 0.75 ekar di Hurstville, yang terletak 25 minit ke Selatan Daerah Pusat Perniagaan bandaraya Sydney. Projek yang dinamakan ‘Imperial Hurstville’ ini telah dilancarkan pada bulan Oktober 2014 dan menawarkan sebanyak 227 unit pangsapuri dalam satu menara berbentuk ikonik. 66 unit (29%) telah berjaya dijual dalam tempoh masa dua bulan menjelang hujung tahun.

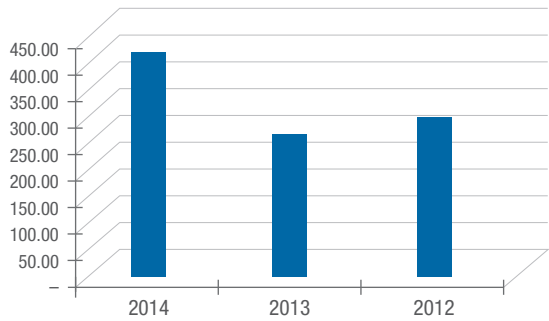
Techpark@enstek continued to attract both local and overseas investors. In 2014, the facilities of Jowat Manufacturing and Hokto Malaysia commenced operations. Kelloggs also began site works and construction of their facilities which are expected to be completed in early 2015. On the education front, the Epsom College in Malaysia, from the United Kingdom, welcomed its first intake students in September, joining the array of public and private secondary, tertiary and professional institutions already located in Bandar Enstek.

Sydney, Australia

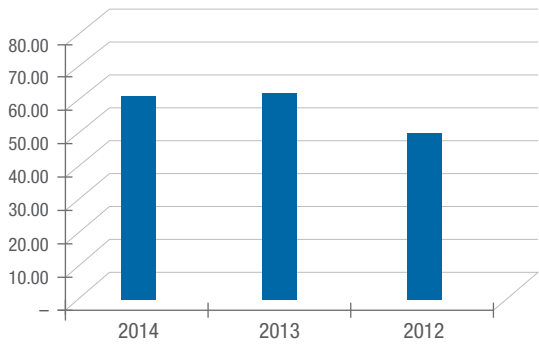
Construction of the Bay Pavilions in Lane Cove, Sydney commenced in May 2014. Sales have been very swift with 227 of the 273 units available (83%) sold as at the year end. A pioneering Shariah compliant financing structure was put into place by the Group for this Australian project.

The TH Properties Group’s Australian joint venture also acquired another site measuring 0.75 acres in Hurstville, located 25 minutes to the South of the Central Business District of Sydney. The project, named as the Imperial Hurstville, was launched in October 2014 and offers 227 apartments in a single iconic tower. 66 units (29%) were sold within two months by year’s end.

Pendapatan (RM Juta) | Turnover (RM Million)



Keuntungan Sebelum Zakat dan Cukai (RM Juta) | Profit Before Zakat and Tax (RM Million)





Projek Pembangunan Akan Datang

Selain daripada pelancaran yang berterusan di Bandar Enstek, persediaan telah dibuat untuk pelancaran sebuah projek perumahan eksklusif 38 buah rumah berkembar dan dua (2) buah rumah banglo di Kuantan pada pertengahan tahun 2015, yang terletak berhampiran pantai Teluk Cempedak. Ini akan disusuli dengan pelancaran dua (2) fasa rumah teres dua tingkat daripada baki fasa-fasa Bandar Warisan Puteri di Seremban. Kumpulan TH Properties juga dijangka akan melancarkan sebuah projek pembangunan kondominium dan 'linked villas' di Taman Keramat, iaitu berdekatan dengan stesyen LRT Setiawangsa, dan juga sebuah pembangunan pangsapuri servis dan ruang kedai setinggi 22 tingkat di Kota Bharu, Kelantan, sebelum akhir tahun 2015.

PEMBINAAN DAN PENGURUSAN PROJEK

Pusat Pentadbiran Islam Putrajaya telah mencatat kemajuan yang baik dan mencapai tahap 85% siap pada penghujung tahun 2014. Kompleks Haji dan Hotel TH di KLIA pula mencapai kemajuan 25%, manakala kerja-kerja substruktur Kompleks Haji dan Hotel TH Kuching, Sarawak telah disiapkan.

Kumpulan TH Properties telah juga membantu **TH** dalam pengawasan dan pengurusan pembinaan beberapa bangunan pelaburan. Tahun 2014 telah menyaksikan penyiapan Hospital Columbia Asia di Petaling Jaya, dan permulaan pembinaan ibu pejabat negeri **TH** yang baru di Alor Setar, Kedah.

Upcoming Development Projects

Apart from continuous product launches in Bandar Enstek, preparations are in place for the launch of an exclusive haven of 38 semi-Ds and two (2) bungalows in Kuantan in mid 2015, in proximity to the Teluk Cempedak beach. This will be followed by launches of two (2) phases of double storey terrace houses from the remaining phases of Bandar Warisan Puteri in Seremban. By year end 2015, TH Properties Group also expects to launch a condominium and linked villas development near Taman Keramat, close to the Setiawangsa LRT station, as well as a 22 storey service apartment and retail complex in Kota Bharu, Kelantan.

CONSTRUCTION AND PROJECT MANAGEMENT

The Putrajaya Islamic Administrative Centre charted good progress and achieved 85% completion by the end of 2014. The Hajj Complex and TH Hotel in KLIA achieved 25% progress, whilst the substructure works at the Hajj Complex and TH Hotel in Kuching, Sarawak were completed.

The TH Properties Group also assisted **TH** in the monitoring and management of the construction of various investment buildings. 2014 saw the completion of the Columbia Asia Hospital in Petaling Jaya and the commencement of a new **TH** state headquarters building in Alor Setar, Kedah.

PENGURUSAN FASILITI

Portfolio bangunan yang diuruskan oleh Kumpulan TH Properties telah bertambah dengan ketara pada tahun 2014.

Berikutan satu penyusunan semula organisasi, pengurusan bangunan-bangunan pejabat **TH** yang utama telah dipindahkan ke bawah penjagaan Kumpulan TH Properties. Bangunan-bangunan tersebut adalah Bangunan Ibu Pejabat **TH** di Jalan Tun Razak, TH Selborn, TH Perdana, TH Uptown 3, TH Johor Baharu, TH Glomac Damansara, Menara TH di Platinum Park Kuala Lumpur, TH Hotel Kelana Jaya, TH Hotel Pulau Pinang dan TH Hotel Kota Kinabalu.

Kumpulan TH Properties telah juga meraih, melalui tender, kontrak untuk menguruskan Kompleks Pejabat Kerajaan Parcel C di Putrajaya untuk tempoh tiga tahun. Kompleks ini terdiri daripada 10 bangunan pejabat dengan keluasan lantai berjumlah kira-kira 1.9 juta kaki persegi. Ini merupakan tambahan kepada perkhidmatan yang diberi oleh Kumpulan di empat belas blok pejabat di Parcel E.

Kumpulan TH Properties juga sedang giat mengembangkan perniagaan parkir keretanya dengan menguruskan lebih 3,000 ruang letak kereta untuk bangunan-bangunan **TH** dan bangunan-bangunan lain seperti Kompleks Pakar dan Pusat Jagaan Ambulatori di Hospital Besar Kuala Lumpur.

FACILITIES MANAGEMENT

The buildings portfolio managed by the TH Properties Group increased substantially in 2014.

TH's main office buildings were brought under the TH Properties Group's management following a re-structuring exercise in the organisation. The buildings are **TH** Headquarters in Jalan Tun Razak, TH Selborn, TH Perdana, TH Uptown 3, TH Johor Baharu, TH Glomac Damansara, Menara TH at Platinum Park Kuala Lumpur, TH Hotel Kelana Jaya, TH Hotel Pulau Pinang and TH Hotel Kota Kinabalu.

The TH Properties Group also secured, via tender, the contract to manage the Parcel C Government Office Complex in Putrajaya for a three (3) year period. The complex comprises 10 office buildings with a total floor area of approximately 1.9 million sq feet. This is in addition to the services provided by the Group to 14 office blocks in Parcel E.

TH Properties Group is also actively expanding its car park business operations with the management of more than 3,000 car park bays for **TH's** buildings and other buildings such as the Specialist Complex and Ambulatory Centre at the Kuala Lumpur General Hospital.

SEKTOR HOSPITALITI

Hospitality Sector

Penglibatan **TH** dalam sektor hospitaliti dan perkhidmatan diterajui oleh anak syarikat milik penuhnya, TH Hotel & Residence Sdn Bhd (THHR). Di bawah pengurusan golongan profesional dengan lebih 50 tahun pengalaman dan kepakaran dalam Industri Hospitaliti & Perkhidmatan, THHR memberi jaminan perkhidmatan patuh Syariah dan pematuhan kehendak penyediaan makanan halal dan toyyiban.

Kini, THHR menguruskan rangkaian TH hotel di Malaysia - setiap satu di Kota Kinabalu, Kelana Jaya, Pulau Pinang, Terengganu dan Alor Setar. Pada 2014, rangkaian hotel ini mencatat jumlah jualan tahunan sebanyak RM45.2 juta dengan keuntungan sebanyak RM1.4 juta. THHR bercadang untuk memperkenalkan tiga (3) buah hotel baru pada tahun 2016 dan 2017. Hotel-hotel tersebut ialah TH Movenpick Hotel & Convention Centre Sepang, TH Hotel Kuching dan TH Hotel Johor Bahru.

THHR berhasrat untuk memasuki arena antarabangsa dalam pengurusan hotel-hotel patuh Syariah dan telah mengenalpasti beberapa bandaraya di Timur Tengah dan Eropah untuk tujuan tersebut.

THHR turut memantau tiga (3) lagi anak syarikat yang menawarkan perkhidmatan makanan halal, perjalanan dan pelancongan, serta hartanah.

TH's business involvement in the hospitality and services sector is spearheaded by its wholly owned subsidiary, TH Hotel & Residence Sdn. Bhd. (THHR). Managed by professionals with over 50 years of combined experience and expertise in the Hospitality & Services Industry, THHR hospitality establishments offer customers the assurance of Shariah compliant services and preparation of food which is *halal* and *toyyiban*.

THHR currently manages a chain of TH hotels across Malaysia - in Kota Kinabalu, Kelana Jaya, Penang, Terengganu and Alor Setar. In 2014, these hotels brought THHR total annual sales of RM45.2 million with a profit of RM1.4 million. THHR plans to introduce three (3) more establishments in 2016 and 2017. These are TH Movenpick Hotel & Convention Centre, Sepang, TH Hotel Kuching and TH Hotel Johor Bahru.

As part of its aspirations to manage world renowned Shariah-compliant hotels internationally, THHR plans to venture into this industry globally and has identified several cities in the Middle East and Europe.

THHR also oversees three (3) other subsidiaries that offer halal food, travel & tourism and real estate services.



INDUSTRI MAKANAN HALAL

TH Global Services Sdn Bhd (THGS) adalah anak syarikat milik penuh THHR. Komited untuk menjadi pemain utama dalam industri makanan halal, THGS menyediakan penjualan dan pengedaran produk-produk makanan serta minuman halal dan toyyiban yang berkualiti. Ia memastikan amalan terbaik dalam khidmat catering untuk lebih 20,000 Jemaah Haji Malaysia dengan kerjasama syarikat catering di Arab Saudi pada setiap musim haji.

Semasa musim haji, THGS memantau sumber bahan-bahan makanan bagi memastikan ia halal dan disediakan mengikut selera masakan Malaysia. Tukang masak dari Malaysia ditugaskan untuk mengurus dan memantau penyediaan makanan berdasarkan menu yang ditukar setiap 2 minggu. Makanan Malaysia juga dijual di kiosk-kiosk berdekatan hotel-hotel penginapan jemaah Malaysia.

THGS telah melaksanakan beberapa penambahbaikan semasa Musim Haji 1435H, termasuk:

- Menawarkan makanan dan kek yang dibawa khas dari Malaysia untuk dijual di kafeteria.
- Menyediakan paket sos cili/pes untuk jemaah haji.
- Menyediakan makanan 'City Check-in' untuk jemaah haji yang akan kembali ke Malaysia.

HALAL FOOD INDUSTRY

TH Global Services Sdn Bhd (THGS) is a 100% subsidiary of THHR. Committed to becoming a player in the halal food industry, THGS provides trade and distribution services for quality *halal* and *toyyiban* food and beverage products. It ensures best practices in catering to more than 20,000 Malaysian Hajj Pilgrims in collaboration with the catering company of Saudi Arabia, every hajj season.

During hajj season, THGS monitors the sourcing of all food ingredients used to ensure that all are *halal* and prepared in accordance with the tastes of Malaysian cuisine. Malaysian chefs are brought in to handle the preparation and monitoring of the food supplied based on a menu that is rotated every 2 weeks. Kiosks offering a wide range of Malaysian delicacies are also set up in hotels where Malaysian pilgrims are accommodated.

During the catering operations for the recent 1435H Hajj Season, THGS made several reforms to improve existing catering services. These included:

- Offer Malay delicacies and cakes specially brought from Malaysia for sale in the cafeteria.
- Provision of chili sauce/paste sachets to pilgrims.
- Preparation of City Check-In meals for pilgrims who are returning to Malaysia.





Bagi menilai penambahbaikan tersebut, tinjauan telah dijalankan oleh pihak pengurusan, para penyelia dan ketua tukang masak.

THGS mencatat jualan tahunan berjumlah RM18.1 juta dan keuntungan sebanyak RM1.5 juta pada 2014.

PERKHIDMATAN PERJALANAN & PELANCONGAN

TH Travel & Services Sdn Bhd (THTS) adalah satu lagi anak syarikat milik penuh THHR. Ia menyediakan perkhidmatan perjalanan dan pelancongan yang komprehensif untuk umat Islam termasuk pakej-pakej Haji dan Umrah, pakej-pakej perjalanan lazim, carter haji, sewaan kapal terbang, pembelian tiket, katering makanan Halal dan khidmat muatan. THTS menyediakan perkhidmatan berkualiti tinggi pada harga kompetitif dengan produk-produk yang memenuhi keperluan individu dan pelanggan korporat.

THTS menyediakan perkhidmatan dengan jaminan 'Keyakinan, Kemudahan dan Keselesaan'. Antara perkhidmatan yang disediakan untuk Jemaah Haji Malaysia termasuk penyewaan kapal terbang ke Tanah Suci, penyediaan perkhidmatan di Tanah Suci dan pengurusan jemaah Umrah. Ini meletakkan THTS sebagai penyedia perkhidmatan yang diyakini terutamanya untuk umat Islam.

To assess the improvements that have been made, surveys were carried out by THGS management, supervisors and top chefs.

THGS achieved total annual sales of RM18.1 million and a profit of RM1.5 million for 2014.

TRAVEL & TOURISM SERVICES

TH Travel & Services Sdn Bhd (THTS) is another wholly owned subsidiary of THHR. Its scope of business encompasses comprehensive travel and tourism services targeted for the Muslim ummah. These include Hajj and Umrah packages, normal travel packages, Hajj charter, aircraft rentals, ticketing, *Halal* meal catering and freight services. THTS provides high quality service at competitive prices, with products specially designed to meet the needs of individuals and corporate customers.

Through its domestic and international network of offices, THTS provides services with guaranteed 'Confidence, Convenience and Comfort'. Services provided to Malaysian Hajj Pilgrims include coordination of charter flight to the Holy Land, services in the Holy Land and handling of Umrah pilgrims. These have positioned THTS as a trusted service provider especially for the Muslims.

Pada 2014, THTS telah mencatat keuntungan sebelum zakat dan cukai berjumlah RM20.3 juta berbanding RM14.3 juta pada 2013. Prestasi jualan keseluruhan untuk Pakej Haji 2014 ialah RM71.5 juta berbanding RM66.9 juta pada 2013. THTS terus menerima permintaan tinggi untuk Pakej Umrah di mana jumlah jualannya meningkat sebanyak RM10.8 juta berbanding tahun 2013. Jualan Pakej Pelancongan juga meningkat sebanyak RM11.1 juta bagi tahun kewangan berakhir 2014.

PERKHIDMATAN HARTA TANAH

Ditubuhkan pada 2008, TH Real Estate (THRE) menyediakan khidmat sokongan seperti pemeriksaan berkala ke atas hartanah **TH**, pemantauan peluang-peluang pelaburan baharu, khidmat nasihat **TH** untuk kertas cadangan baharu, pemantauan kutipan sewa dan unjuran pendapatan, pemantauan penjagaan hartanah serta pemantauan kadar harga bilik agar kekal kompetitif sepanjang masa.

THRE juga digunakan sebagai jentera untuk usahasama perniagaan dengan syarikat-syarikat tempatan, pengurusan operasi hotel di Arab Saudi, dan peluang perniagaan lain di Arab Saudi dan rantainya.

In 2014, THTS recorded an overall profit before zakat and tax of RM20.3 million as compared to RM14.3 million for the year ended 2013. The overall sales performance for Hajj Package 2014 was RM71.5 million compared to RM66.9 million in 2013. THTS continued to see strong demand for Umrah Packages and total sales increased by RM10.8 million from 2013. Tour packages also saw a gain of RM11.1 million in terms of sales for the year ended 2014.

REAL ESTATE SERVICES

Established since 2008, TH Real Estate (THRE) provides support services such as periodic inspections on **TH** properties, monitoring of new investment opportunities, advising **TH** on new proposals, monitoring rental collection and income projection, overseeing the upkeep of properties as well as ensuring that competitive room rates of the hotels are being offered at all times.

THRE is also identified for use as a vehicle for other business ventures such as joint ventures with local companies, management of hotel operations in Saudi Arabia, as well as other business opportunities in Saudi Arabia and the region.

SEKTOR PERKHIDMATAN LAIN-LAIN

Other Services Sector

TEKNOLOGI MAKLUMAT

Theta Edga Berhad (Theta) ditubuhkan pada Mei 1984 dan merupakan antara syarikat-syarikat Teknologi Komunikasi Maklumat (ICT) yang pertama disenaraikan di Bursa Malaysia. **TH** adalah pemegang saham utama di Theta dengan pemilikan saham sebanyak 69%.

Sejak 1981, Theta telah berkembang dari segi saiz, skop dan kekuatan, di mana cabang perniagaannya diperluaskan merangkumi industri telekomunikasi dan menawarkan produk-produk dan perkhidmatan yang pelbagai. Berbekalkan 30 tahun pengalaman dan 340 tenaga kerja, Theta mampu menyediakan pelbagai perkhidmatan berkaitan Teknologi Maklumat dan Telekomunikasi yang memenuhi permintaan dan jangkaan pelanggan menerusi produk-produknya yang komprehensif seperti:

- Penyelesaian Kepakaran Perniagaan
- Sistem Maklumat Menyeluruh Hospital
- Sistem Pengurusan Tenaga
- Sistem Pengurusan Bersepadu Bangunan
- Penyelesaian Pertahanan & Keselamatan
- Sistem Sokongan Logistik Bersepadu

Kini, Kumpulan Theta memiliki rangkaian sokongan di seluruh negara untuk *Desktop Managed Services* (DMS). Jaminan kecekapan perkhidmatan diberikan kepada pelanggan Theta bagi mencapai perkhidmatan DMS yang terbaik.

Antara pelanggan utama Theta adalah Kumpulan Petronas, Lembaga Tabung Haji, Jabatan Akauntan Negara Malaysia, Celcom Axiata Berhad dan Telekom Malaysia Berhad.

INFORMATION TECHNOLOGY

Theta Edge Berhad (Theta) was established in May 1984 and is amongst the pioneer Information Communication Technology (ICT) companies listed on Bursa Malaysia. **TH** is a majority shareholder of Theta with an ownership of 69% shareholding.

Since 1981, Theta has grown in size, scope and strength, diversifying its core businesses into telecommunication and offering an expanding array of products and services. Backed by 30 years of extensive industry experiences and a skilled workforce of 340, Theta is able to provide a range of services to meet customers' demand and expectation in the areas of Information Technology and Telecommunications through its comprehensive products such as:

- Business Intelligence Solutions
- Total Hospital Information Systems
- Building Energy Management Systems
- Building Integrated Management Systems
- Defense & Security Solutions
- Integrated Logistics Support System

To date, Theta Group has a nationwide network of support in every region for Desktop Managed Services (DMS). These service capabilities are the assurance given to Theta's clients in order to achieve the best DMS services deliverables.

Theta is currently serving major accounts such as the Petronas Group, Lembaga Tabung Haji, Jabatan Akauntan Negara Malaysia, Celcom Axiata Berhad and Telekom Malaysia Berhad.



SOKONGAN MARIN DAN INDUSTRI MINYAK & GAS

TH terlibat di dalam industri sokongan marin serta minyak & gas menerusi pelaburannya di dalam TH Alam Holdings (L) Inc (TH Alam) dan syarikat sekutunya, TH Heavy Engineering Berhad (THHE).

TH Alam menyediakan kapal AHTS bagi menjalankan operasi dan pembangunan kawasan perairan cetek dan dalam bersama Alam Maritim Resources Berhad, iaitu sebuah syarikat tersenarai di Bursa Malaysia yang memiliki sejumlah 42 buah Kapal Sokongan Luar Pesisir. Berikutan kerjasama **TH** dengan salah sebuah syarikat pemilik kapal yang terbesar di Malaysia ini, syarikat usahasama ini dikendalikan oleh TH Alam Management (M) Sdn Bhd. Syarikat Usahasama ini memiliki lapan (8) kapal OSV yang beroperasi di timur dan barat Malaysia dengan pengalaman berkaitan selain turut beroperasi di Indonesia dan Brunei.

Sementara itu, THHE ditubuhkan pada 2002 dan disenaraikan di Papan Utama Bursa Malaysia pada Januari 2005. Sejak itu, ia telah memperkukuhkan kedudukannya menerusi satu langkah penjenamaan semula pada Jun 2012. Kegiatan utamanya tertumpu di dalam industri kejuruteraan berat terutamanya di dalam pemasangan struktur besi luar pesisir seperti jaket, substruktur dan topsides termasuk platform *well-head*, platform pemprosesan pusat, platform mampatan, modul-modul, dek-dek, kuarters penginapan, kelincir proses, kelincir mampatan modular, joran, jambatan antara platform serta pakej-pakej kejuruteraan lain yang berkaitan.

MARINE SUPPORT AND OIL & GAS INDUSTRY

TH is involved in the marine support and oil & gas industry through its investments in TH Alam Holdings (L) Inc (TH Alam) and an associate company, TH Heavy Engineering Berhad (THHE).

TH Alam provides AHTS vessels to serve in shallow and deep water development and operations together with Alam Maritim Resources Berhad, a listed company in Bursa Malaysia with a total fleet of 42 Offshore Support Vessels. As **TH** is partnering with one of the largest fleet owners in Malaysia, the joint venture company is currently managed by TH Alam Management (M) Sdn Bhd. The JV Company has in total eight (8) OSV vessels operating in the East and West Malaysia as well as in Indonesia and Brunei.

Meanwhile, THHE was established in 2002 and listed on the Main Board of Bursa Malaysia in January 2005. It has since strengthened its position via a rebranding exercise in June 2012. Its activities are centralised around the heavy engineering industry principally in the fabrication of offshore steel structures such as jackets, substructures and topsides including well head platforms, central processing platforms, compression platforms, modules, decks, living quarters, process skids, modular compression skids, booms, inter-platform bridges together with other related engineering packages.





Menerusi pemilikan 100% ke atas lima (5) buah syarikat lain dan pemilikan majoriti (50% hingga 80%) ke atas lima (5) syarikat lagi, THHE juga terlibat dalam penyediaan lain-lain perkhidmatan sokongan kejuruteraan minyak dan gas luar pesisir yang berkaitan di Malaysia. Salah satu daripadanya ialah THHE Fabricators Sdn Bhd (TFSB), iaitu salah sebuah syarikat pemasangan-siap terkemuka yang dilesenkan oleh PETRONAS di Malaysia.

Sejak beberapa tahun lepas, THHE telah berjaya memperoleh dan menyiapkan pelbagai kontrak besar untuk projek pemasangan-siap kemudahan luar pesisir yang dianugerahkan oleh syarikat-syarikat minyak dan gas terkemuka dunia.

Pada 2014, THHE berjaya menyiapkan projek pemasangan-siap untuk Murphy Sarawak Oil Co. Ltd dan Lundin Malaysia BV, selain memperoleh kontrak-kontrak baharu untuk JX Nippon Oil & Gas Exploration (Malaysia) Limited dan Petronas Carigali Sdn Bhd. Skop perkhidmatan yang disediakan untuk projek-projek ini termasuk Kejuruteraan Rekapipta Terperinci, Kejuruteraan Substruktur, Struktur Sub-Laut, Pemerolehan, Pemasangan Siap dan Pentauliahan Pengalihan Keluar.

Through a 100% ownership over five (5) more companies and majority ownership (50% to 80%) of five (5) other companies, THHE is also involved in the provision of other related offshore oil and gas engineering support services in Malaysia. One of these is THHE Fabricators Sdn. Bhd. (TFSB), one of the few PETRONAS licensed major fabricators in Malaysia.

Over the past few years, THHE has managed to secure and complete numerous major offshore facilities fabrication contracts awarded by world renowned oil and gas players.

In 2014, THHE completed fabrication works for Murphy Sarawak Oil Co. Ltd and Lundin Malaysia B.V, while acquiring new contracts for JX Nippon Oil & Gas Exploration (Malaysia) Limited and Petronas Carigali Sdn Bhd. The scope of services provided for these projects are Detailed Design Engineering, Substructure Engineering, Subsea Structure, Procurement, Fabrication and Commissioning to Load Out, as well as a bareboat charter of an FPSO.



Alhamdulillah, **TH** sekali lagi telah membuktikan kebolehan dan kemampuannya dalam mengekalkan prestasi cemerlang di sebalik persekitaran yang mencabar. **TH** berjaya mengatasi ketidaktentuan di peringkat domestik dan global serta membuktikan bahawa dengan adanya strategi, kesungguhan dan disiplin, segala cabaran dapat diatasi. Adalah amat mengagumkan melihat sejauh mana pencapaian **TH** dan iltizam kita untuk terus mencapai kejayaan yang lebih membanggakan.

Melangkah ke hadapan, **TH** bersedia menghadapi cabaran dengan bersandarkan strategi-strategi pelaburan mantap yang boleh membantu memperkasa **TH** dalam menempuh cabaran bersama-sama dengan pemegang berkepentingan.

TH akan terus memperkukuhkan kedudukannya sebagai organisasi Islam terulung dengan mencari peluang-peluang pelaburan baru patuh Syariah yang berisiko sederhana dan stabil bagi memastikan sumber pulangan yang halal dan toyyiban, serta mengekalkan nilai simpanan para pendeposit.

Berikutan fluktuasi matawang ringgit, **TH** akan terus memberi tumpuan kepada pelaburan domestik pada 2015 dan mengekalkannya antara fokus terbesar pelaburan. Ini sejajar dengan usaha kerajaan menggalakkan pelaburan domestik dan memperkukuhkan ekonomi negara.

TH akan secara aktif terus mencari peluang di dalam sektor-sektor utama yang penting kepada ekonomi negara seperti sektor pertanian, hartanah, kewangan Islam, minyak dan gas, teknologi maklumat dan hospitaliti. Ini untuk memastikan pulangan yang akan mengukuhkan lagi kedudukan kewangan **TH** dan ekonomi domestik Malaysia.

Alhamdulillah, **TH** has once again proved its capability and ability to maintain its performance amidst a climate of calamities and challenges. **TH** has braved local and global volatility and showed that through strategy, determination and discipline we can overcome the odds. It is indeed heartening to see just how far **TH** has come, and how much further we are determined to go.

Moving forward, we are prepared to face adversity, relying on agile investment strategies that will empower us to rise to greater heights together with our stakeholders.

TH will continue to strengthen its position as a premier Islamic organisation by seeking new medium-risk and stable Shariah-compliant investment opportunities to ensure *halal* and *toyyiban* returns to depositors, while maintaining the value of depositors' savings.

With the fluctuation of ringgit, **TH** will continue to focus more domestic investments in 2015 and maintain this as the major part of our investments. This supports the government's drive to encourage local investments and fortify the national economy.

TH will continue to actively pursue opportunities in prime sectors that are vital to our national economy, such as the agricultural, properties, Islamic finance, oil and gas, information technology and hospitality. This will ensure returns that strengthen both **TH's** resources and Malaysia's domestic economy.



ULASAN OPERASI PENGARAH URUSAN KUMPULAN DAN KETUA PEGAWAI EKSEKUTIF | Operational Review Group Managing Director and Chief Executive Officer

PENGHARGAAN

Bagi pihak pengurusan dan kakitangan, saya mengucapkan terima kasih kepada Kerajaan Malaysia yang diterajui oleh Perdana Menteri, YAB Dato' Sri Mohd Najib Tun Abdul Razak serta Menteri di Jabatan Perdana Menteri, YB Mejar Jeneral Dato' Seri Jamil Khir Haji Baharom atas sokongan dan dorongan mereka dalam memacu **TH** ke arah fasa pertumbuhan baru.

TH juga mendapat nasihat dan pandangan dari Pengerusi serta Lembaga Pengarah yang berwawasan, Panel Pelaburan dan Lembaga Jawatankuasa yang memberi inspirasi untuk pengurusan tertinggi **TH** dalam memenuhi tanggungjawab dan mencapai kejayaan lebih gemilang.

Pendeposit dan pemegang berkepentingan adalah asas kekuatan **TH**. Penghargaan tertinggi ditujukan kepada semua pendeposit atas kesetiaan dan kepercayaan mereka kepada visi **TH**.

Saya juga ingin menyampaikan penghargaan ikhlas kepada anggota yang merupakan pemacu dan penyampai sebenar prestasi cemerlang yang dinikmati sejak beberapa tahun lepas. Kejayaan **TH** ini hanya akan dicapai dengan hasil kerja keras dan komitmen semua anggota.

Semoga Allah SWT terus merahmati usaha kita dalam menyasarkan kejayaan lebih gemilang dan kelestarian masa hadapan, InsyaAllah.

Terima Kasih.

Tan Sri Ismee Ismail

Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif | **Group Managing Director and Chief Executive Officer**

ACKNOWLEDGEMENTS

On behalf of management and staff, I would like to take this opportunity to thank the Malaysian government led by our Prime Minister, YAB Dato' Sri Mohd Najib Tun Abdul Razak and the Minister in the Prime Minister's Department, YB Major General Dato' Seri Jamil Khir Haji Baharom, for their drive and encouragement in spurring **TH** towards a new chapter of growth.

TH also benefits from the insights and wisdom of a visionary Chairman and Board of Directors, Investment Panel and Board Committees who inspire and empower **TH** senior management to fulfil our obligations and rise towards greater heights.

Our depositors and stakeholders are the foundation of **TH's** strength. Our utmost appreciation goes out to all our depositors for their loyalty and trust in **TH's** vision.

I would also like to record my sincere gratitude to all staff who are the real drivers and deliverers of the good performance we have been blessed with for the past few years. **TH's** achievements are only possible due to their hard work and contributions.

May Allah SWT continue to bless all our efforts as we aim for greater heights and a future of growth and sustainability in years to come, InsyaAllah.

Thank You.



TANGGUNGJAWAB SOSIAL KORPORAT

Corporate Social Responsibility

Sebagai sebuah organisasi Islam unggul, **TH** mempunyai tanggungjawab ke atas pemegang berkepentingan. Kami percaya CSR bergerak seiring dengan pertumbuhan perniagaan yang dijalankan. Oleh itu, sebagaimana **TH** berkembang dari segi saiz dan impak, begitu juga dengan usaha tanggungjawab sosial korporat kami.

Di sepanjang tahun 2014, **TH** telah melaksanakan pelbagai program Tanggungjawab Sosial Korporat (CSR) bertumpu kepada jemaah haji, komuniti, pendidikan dan anggota.

PASARAN

Tanggungjawab Haji

Tanggungan haji untuk Jemaah Haji Muassasah kali pertama merupakan sumbangan CSR **TH** yang terbesar dan terpenting. Ianya amat bertepatan dengan misi **TH** untuk memudahkan dan menyempurnakan urusan jemaah ke arah Haji Mabrur.

Pada tahun 2014, kos sebenar haji meningkat kepada RM16,155 seorang jemaah berbanding RM15,555 pada tahun 2013. Peningkatan ini disebabkan peningkatan kos pengangkutan dan penginapan di Tanah Suci, serta kos-kos lain yang semakin tinggi setiap tahun. Namun demikian, **TH** masih mengekalkan harga bayaran haji pada RM9,980 seorang jemaah dengan tanggungan sebanyak RM6,175 seorang.

Secara keseluruhan, **TH** telah menanggung lebih RM106 juta kos haji pada Musim Haji 1435 Hijrah. Kos ini meliputi kos operasi haji di Tanah Air dan Tanah Suci.

Dana Tabung Warga Tua (Dana TWT)

Ditubuhkan pada tahun 2000, Tabung Warga Tua (TWT) merupakan satu inisiatif untuk membantu warga tua yang kurang berkemampuan untuk menunaikan fardhu haji.

Dana ini membiayai sebahagian daripada bayaran haji kepada bakal haji warga tua yang menolak tawaran haji tahun semasa kerana menghadapi kesulitan kewangan.

Pada Musim Haji 1435H yang lalu, seramai 26 warga tua telah tunai haji dengan pembiayaan TWT ini.

As a premier Islamic organisation, **TH** holds a responsibility to the stakeholders. We believe that CSR runs in parallel with our businesses. Thus, as **TH's** business grows in size and impact, so must our corporate social responsibility efforts.

In 2014, **TH** reflects this belief in various Corporate Social Responsibility (CSR) programmes, focusing on hajj pilgrims, community, education and staff.

MARKET

Hajj Subsidy

The hajj subsidy provided for first time Muassasah Hajj Pilgrims is the biggest and most significant **TH** CSR contribution. It is directly relevant to **TH's** mission to facilitate and assist pilgrims in achieving Mabrur Hajj.

In 2014, the actual cost of the pilgrimage increased to RM16,155 per pilgrim compared to RM15,555 in 2013. This was due to hikes in the cost of transport and accommodation in the Holy Land, as well as other costs that rise annually. Nevertheless, **TH** still maintains the price of pilgrimage at RM9,980 per pilgrim with a subsidy of RM6,175 per pilgrim.

Overall, **TH** has subsidized more than RM106 million worth of hajj costs for the 1435H Hajj Season. These include cost of hajj operations in Malaysia and the Holy Land.

Senior Citizens Fund (TWT Fund)

Established in 2000, the TWT Fund is an initiative to help senior citizens who do not have the financial means to perform their pilgrimage obligation.

This fund finances part of the hajj pilgrimage cost for senior citizens who turn down the hajj pilgrimage offer because of financial difficulties.

During the last 1435H Hajj season, a total of 26 senior citizen fulfilled their hajj pilgrimage with contribution from the TWT fund.



Sahabat Korporat

Seperti tahun-tahun sebelumnya, **TH** meneruskan kesinambungan pelaksanaan Program Sahabat Korporat. Program kerjasama antara **TH** dan institusi korporat, swasta dan persendirian ini adalah untuk membantu meringankan beban kewangan para jemaah melalui penajaan keperluan haji mereka.

Pada tahun 2014, sebanyak 41 buah syarikat terlibat menjayakan program Sahabat Korporat dengan sumbangan keseluruhan berjumlah RM10.38 juta.

Antara barangan sumbangan yang telah diagihkan kepada Jemaah Haji Muassasah 1435H termasuk beg beroda, beg selempang, sejadah dan multivitamin.

Bonus Pendeposit 2014

Bagi menghargai kepercayaan dan kesetiaan para pendeposit, **TH** memberi 'hibah' berupa bonus tahunan kepada semua pendepositnya.

Bagi tahun kewangan berakhir 2014, **TH** telah memberi bonus tahunan sebanyak 6.25% kepada lebih 8.6 juta pendeposit dan tambahan 2.0% Bonus Haji kepada pendeposit yang masih belum menunaikan haji. Bonus Haji adalah untuk menambah jumlah simpanan mereka dan memberi galakan untuk terus menabung bagi melaksanakan ibadah haji. Ia juga selaras dengan misi **TH** untuk menjaga kebajikan para pendeposit yang kurang berkemampuan untuk menunaikan haji.

TH menawarkan pulangan yang halal dan toyyiban dengan kadar bonus yang kompetitif berbanding institusi perbankan Islam dan konvensional lain.

Sahabat Korporat

TH continues to implement *Sahabat Korporat* programme as in previous years. The programme is a collaboration between **TH** with corporate companies, both private and public to help ease the pilgrims' financial burden by sponsoring some hajj related items for their pilgrimage.

In 2014, a total of 41 companies were involved in *Sahabat Korporat* programme with contributions totalling RM10.38 million.

Trolley bags, sling bags, prayer mats and multivitamins were among of the items contributed and distributed to the 1435H Muassasah Hajj Pilgrims.

2014 Depositors' Bonus

In appreciation of depositors' trust and loyalty, **TH** provides 'hibah' in the form of an annual bonus to all depositors.

For the financial year ended 2014, **TH** offered an annual bonus of 6.25% to more than 8.6 million depositors and an additional 2.0% Hajj Bonus to depositors who have never performed their haji. The Hajj Bonus is to help increase depositors' savings and encourage them to continue saving for their pilgrimage. It is also in line with **TH's** mission to safeguard the welfare of depositors who cannot afford to fulfill their haji.

TH offers *halal* and *toyyiban* returns with competitive bonus rate compared to other Islamic banking and conventional institutions.





KOMUNITI

Projek Ehsan

Projek Ehsan adalah bantuan sumbangan yang mensasarkan golongan asnaf fakir miskin dalam kalangan warga emas, orang kelainan upaya dan ibu bapa berstatus tunggal seluruh negara. Pada tahun 2014, bantuan kewangan sebanyak RM1.83 juta telah disumbangkan kepada golongan sasar ini sepanjang bulan Ramadan.

Projek Baiti

Projek Baiti bertujuan untuk menaik taraf hidup masyarakat kurang berkemampuan dengan membina dan membaik pulih rumah dan masjid. **TH** telah menyumbangkan sebanyak RM1.25 juta pada tahun 2014 untuk pembinaan 22 buah rumah di sekitar Selangor, Kelantan, Johor, Perak dan Kedah serta baikpulih sebuah masjid.

Projek Iqra'

TH meneruskan Projek Iqra' pada tahun 2014 bagi membantu pelajar yang kurang berkemampuan. Di bawah Projek Iqra' ini, **TH** memperuntukkan bantuan kewangan kepada 14 negeri seluruh Malaysia menerusi pemberian barangan persekolahan dan duit poket berjumlah RM500 seorang. **TH** telah menyumbang sebanyak RM1.9 juta untuk projek ini pada tahun 2014.

Melalui projek ini juga, **TH** telah menaja seramai 50 orang pelajar 'huffaz' yang berusia 15 hingga 19 tahun untuk mengambil bahagian dalam Program 'Bertalaqqi' di Madinah.

COMMUNITY

Ehsan Project

The *Ehsan* project, a contribution targeted at the poor and needy asnaf among the elderly, disabled and single parents across the country. In 2014, RM1.83 million worth of financial assistance was contributed to these target groups during the month of Ramadan.

Baiti Project

The Baiti project aims to uplift the lives of the less fortunate community by building and repairing houses and mosques. In 2014, **TH** contributed RM1.25 million for the construction of 22 houses around Selangor, Kelantan, Johor, Perak and Kedah as well as renovation of a mosque.

Iqra' Project

TH continued with the Iqra' Project in 2014 to help disadvantaged students. Under this Iqra' Project, **TH** allocated financial aid to 14 states throughout the country through the provision of school items and RM500 per student as pocket money. In 2014, **TH** contributed a total of RM1.9 million for this project.

Through this project too, **TH** sponsored 50 'huffaz' students aged 15 to 19 years old to participate in the 'Bertalaqqi' Programme in Madinah.

Kelab TaHa

Kelab TaHa ditubuhkan untuk menyemai minat menabung sejak di bangku sekolah selain mendorong pelaksanaan ibadah haji ketika di usia muda.

Melalui Kelab TaHa juga, **TH** melaksanakan pelbagai aktiviti bermanfaat bagi melahirkan pelajar yang holistik, bukan sahaja cemerlang dalam bidang akademik, tetapi juga berkeperibadian mulia.

Pada tahun 2014, sebanyak 62 program telah dijalankan untuk ahli Kelab TaHa, antaranya 25 siri Seminar Bimbingan Peperiksaan Ujian Penilaian Sekolah Rendah (UPSR), 25 siri Seminar Bimbingan Peperiksaan Sijil Pelajaran Malaysia (SPM), enam (6) siri English Camp, tiga (3) siri Summer Camp Membina Sahsia Diri dan Majlis Anugerah Kecemerlangan Kelab TaHa. Program-program ini dijalankan di seluruh negara dan mendapat sambutan yang amat menggalakkan.

Kelab TaHa terus mendapat sambutan dengan penyertaan ahli baru seramai 20,725 pelajar, menjadikan jumlah ahlinya kepada 1.2 juta orang sejak tahun 2008.

Pada bulan Mei 2014, Kelab TaHa telah menerima pengiktirafan dari Malaysia Book of Records bagi 'Jumlah Keahlian Pelajar Sekolah Paling Ramai dalam Satu Kelab'.

TaHa Club

Kelab TaHa was formed to cultivate an interest in saving amongst youngsters as well as a motivation for them to perform the pilgrimage at an early age.

Through Kelab TaHa, **TH** implemented various beneficial activities to produce holistic students who not only excel academically, but are also noble in character.

In 2014, a total of 62 programmes were carried out for Kelab TaHa members, comprising 25 series of *Ujian Penilaian Sekolah Rendah (UPSR)* Exam Guidance Seminar, 25 series of *Sijil Pelajaran Malaysia (SPM)* Examination Guidance Seminar, six (6) series of English Camps, three (3) series of Summer Camps on Building Self Confidence and the Kelab TaHa Excellence Awards Ceremony. These programmes are conducted throughout the country and received overwhelming responses.

Kelab TaHa continued to attract the participation of 20,725 new members, bringing its total number to 1.2 million members since 2008.

In May 2014, Kelab TaHa received recognition from the Malaysia Book of Records for being the 'Most Number of School Students Membership in a Single Club'.





TaHa@U

Pada tahun 2014, sebanyak 25 buah program telah dijalankan untuk ahli TaHa@U yang merangkumi aktiviti-aktiviti pembentukan rohani dan pembinaan karakter.

Program Khidmat Masyarakat turut dilaksanakan di seluruh negara untuk menyemai sikap prihatin dan penyayang bagi melahirkan mahasiswa yang seimbang dan serba boleh.

Selain itu, ahli TaHa@U juga berpeluang menyertai Program 'Jamboree Leadership of the Fittest' yang diadakan di Kem Alang Sedayu, Gombak bertujuan untuk membina keyakinan dan jati diri mahasiswa.

TaHa@U turut mengadakan aktiviti menarik yang lain seperti dua (2) siri Pertandingan Paintball dan satu (1) siri Pertandingan Boling bersama **TH**. Aktiviti-aktiviti ini telah memupuk semangat kerjasama dan setia kawan serta mempromosikan gaya hidup sihat di kalangan mahasiswa.

Aktiviti TaHa@U telah menerima maklum balas yang positif dan sehingga akhir tahun 2014, jumlah ahli TaHa@U telah meningkat kepada 427,394 pelajar sejak ditubuhkan pada tahun 2010.

TaHa@U

In 2014, 25 programmes were conducted for TaHa@U members encompassing spirituality and character building activities.

Community Service programmes were also implemented throughout the country to instil caring and loving attitude in order to produce well-balanced and versatile students.

In addition, TaHa@U members were given the opportunity to participate in 'Jamboree Leadership of the Fittest' Programme held at Kem Alang Sedayu, Gombak which aimed to build their confidence and self-esteem.

TaHa@U also organised other interesting activities such as two (2) Paintball Tournaments and a Bowling Competition with **TH**. These activities foster spirit of teamwork and friendship as well as promoting healthy lifestyle among university students.

TaHa@U activities received positive feedbacks and its members had increased to 427,394 students since it was formed in 2010.

TEMPAT KERJA

Kemudahan dan Kebajikan Anggota

TH sentiasa mengutamakan kemudahan dan kebajikan para anggota bagi meningkatkan produktiviti dan kualiti hidup mereka. Manfaat yang diberikan meliputi kebajikan anggota dan keluarga.

Pelbagai kemudahan telah disediakan antaranya termasuk insurans dan tanggungan kos hospital, kos pembedahan ketika bersalin, tambahan cuti bersalin untuk anggota wanita, cuti isteri bersalin bagi anggota lelaki, cuti tahunan dan pelan ganjaran persaraan.

Selain itu, bantuan juga dihulurkan kepada anggota yang ditimpa bencana, bantuan peralatan khas kepada keluarga anggota yang bermasalah kesihatan dan program ziarah anggota atau ahli keluarga yang meninggal dunia atau menghadapi masalah kesihatan.

Sumbangan kepada ahli keluarga anggota adalah melalui sumbangan khairat kematian, bantuan kewangan untuk kecederaan anggota badan dan penyediaan khidmat kaunseling.

Skim Biasiswa untuk Anak

Kecemerlangan pendidikan merupakan aspek utama dalam memastikan kemajuan Ummah. Selaras dengan itu, **TH** menyediakan Skim Biasiswa Tabung Haji (**SBTH**) untuk anak-anak anggota dan pesara **TH** yang cemerlang dalam bidang akademik untuk meneruskan pelajaran ke peringkat lebih tinggi di dalam dan di luar negara sebagai pelapis dan barisan kepimpinan **TH** di masa hadapan.

WORKPLACE

Staff Welfare and Facilities

TH always gives priority to staff welfare and facilities to increase staff productivity and their quality of life. The benefits given are for both staff and family members.

Facilities provided include insurance, hospital costs coverage, surgery cost during childbirth, additional maternity leave for female staff, paternity leave for men, annual leave and retirement plan benefit.

In addition, assistance is also extended to staff affected by disasters, special equipment are contributed to family members with health problems and staff visitation programmes are performed in times of bereavement or health problems.

Welfare aid to family members are through contributions on the passing of family members, financial aid for afflicted limbs and counselling services.

Scholarship Scheme for Children

Excellence in education is a major aspect in ensuring the progress of the Ummah. Towards this end, **TH** provides a Tabung Haji Scholarship Scheme (**SBTH**) for current and retired staff's children who excel academically to pursue higher education locally and abroad, as to grow them to becoming the future leaders of **TH**.



TH telah memperuntukkan sebanyak RM5 juta di bawah **SBTH** dan pada tahun 2014, sebanyak RM21,808 telah diberikan kepada 14 penerima yang layak meliputi yuran pengajian, perbelanjaan awal, elaun sara hidup bulanan, perubatan dan perlindungan takaful.

Latihan dan Pembangunan Anggota

Selaras dengan usaha untuk melahirkan anggota yang kompeten dan cemerlang, **TH** telah menyediakan pelbagai pelan latihan untuk pembangunan karier anggota.

Skim Pengajian Tinggi merupakan salah satu pelan latihan dan pembangunan anggota **TH** melalui pemberian bantuan pelajaran sebagai satu dorongan dan sokongan pihak pengurusan kepada anggota. Di samping itu, **TH** juga melaksanakan kursus-kursus yang bertepatan dengan Model Kompetensi **TH** melibatkan anggota di pelbagai peringkat.

TH turut menghargai komitmen dan mutu kerja berkualiti yang ditunjukkan anggota. Justeru, pelan pembangunan kerjaya dan ganjaran dilaksanakan untuk mengekalkan anggota yang cemerlang. Diharapkan dengan pelaksanaan pelan latihan dan inisiatif pembangunan ini akan dapat meningkatkan mutu perkhidmatan dan produktiviti.

TH has allocated RM5 million under this scheme and in 2014, a total of RM21,808 was given to 14 qualifying recipients which covers tuition fees, expenses, monthly living allowance as well as medical and takaful protection.

Staff Training and Development

In line with our effort to produce outstanding and competent employees, **TH** has developed a variety of training plans for staff career development.

The Higher Education Scheme is one of the **TH** staff training and development plans that provides educational aid as an act of support and encouragement from the management to the staff. In addition, **TH** implements courses in line with **TH** Competency Model, involving staff from various levels.

TH appreciates the commitment and quality of work demonstrated by its staff. Thus, career development and remuneration plans are implemented to retain its excellent staff. It is hoped that the implementation of these training and development initiatives will continue to improve service quality and productivity.

Keselamatan dan Kesihatan Anggota

TH menitikberatkan aspek keselamatan dan kesihatan untuk memastikan anggota dapat melaksanakan tanggungjawab kerja dalam persekitaran yang positif dan kondusif.

Pelbagai program telah dilaksanakan sepanjang 2014 termasuklah latihan kebakaran tahunan, pemeriksaan keselamatan dan kesihatan bulanan, ceramah serta Kursus Induksi Keselamatan dan Kesihatan untuk anggota baru.

TH turut menganjurkan kempen derma darah, karnival sukan, **TH** Biggest Loser dan beberapa aktiviti keselamatan dan kesihatan lain.

Pematuhan **TH** ke atas perundangan keselamatan dan kesihatan pekerjaan telah melayakkan **TH** menerima Anugerah Cemerlang Keselamatan dan Kesihatan Pekerjaan 2014 daripada Majlis Negara bagi Keselamatan dan Kesihatan Pekerjaan Malaysia.

Anak-anak syarikat **TH** turut memainkan peranan aktif melaksanakan projek CSR selaras dengan strategi perniagaan dan keperluan kumpulan sasar masing-masing.

Sepanjang tahun 2014, skop aktiviti CSR yang meluas telah dilaksanakan oleh anak-anak syarikat dengan pembabitan pelbagai kaum, jantina dan usia.

Staff Safety and Health

TH prioritises safety and health to ensure that staff can perform their job responsibilities in a positive and conducive environment.

Various programmes were implemented in 2014 including the annual fire drill exercise, monthly health and safety inspections, lectures as well as Health and Safety Induction Course for new members.

TH also organised blood donation campaigns, sports carnival, **TH** Biggest Loser and several other safety and health activities.

TH's compliance on occupational health and safety legislation has earned **TH** the Occupational Safety and Health Excellence Award 2014 by the National Council for Occupational Safety and Health Malaysia.

TH's subsidiaries also play an active role in implementing CSR projects in line with their business strategy and the needs of their target groups.

In 2014, a wide-ranging scope of CSR activities have been embraced by the subsidiaries that involved various races, gender and age groups.



MENAMBAHBAIK PORTFOLIO PERKHIDMATAN

ENHANCING OUR SERVICES PORTFOLIO



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• Pejabat Negeri dan **TH** Cawangan
• Anak Syarikat **TH**

Branch Network Directory

- **TH** Headquarters
- **TH** State Offices and Branches
- **TH** Subsidiaries

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- Carta Sektor Kewangan Islam
- Carta Sektor Perladangan
- Carta Sektor Hartanah dan Pembinaan
- Carta Sektor Perkhidmatan Lain

TH's Group Structure

- Islamic Finance Sector Chart
- Plantation Sector Chart
- Property and Construction Sector Chart
- Other Services Sector Chart

CALENDAR PERISTIWA

Calendar of Events

JANUARI | January



06 Majlis Suai Kenal & Ramah Mesra SLIM sesi 2013/2014 bersama PUK/KPE
'Majlis Suai Kenal & Ramah Mesra' SLIM 2013/2014 with GMD/CEO



08 Seminar Wakil-Wakil Pengarah **TH** Ke-6 – 'Going Global'
6th **TH**'s Corporate Directors Seminar – 'Going Global'



14 Majlis Sambutan Maulidur Rasul Peringkat Kebangsaan Tahun 1435H
1435H National Level Maulidur Rasul Celebration



25 Muzakarah Haji Peringkat Kebangsaan Kali ke-30, 1435H
The 30th National Level 'Muzakarah Haji', 1435H



28 Majlis Perhimpunan Anggota **TH** Kali Pertama 2014
First **TH**'s Staff Assembly, 2014



30 Pengumuman Bonus Pendeposit **TH** 2013
2013 **TH** Depositors Bonus Announcement

FEBRUARI | February



12 Kempen Derma Darah Anjuran Pusat Darah Negara dan **TH**
Blood Donation Campaign organised by the National Blood Centre and **TH**



13 Bengkel Pelan Pengurusan Risiko Rasuah **TH**
TH's Corruption Risk Management Plan Workshop



17 Majlis Penyerahan Sijil Badal Haji Wira-Wira Lahad Datu
Lahad Datu Warriors' Badal Haji Certificate Hand-over Ceremony



19 **TH** menerima Anugerah 'Islamic Finance News' 2014
TH receives the Islamic Finance News Award 2014





27 Majlis Penyerahan Zakat **TH** 2013 Wilayah Persekutuan
2013 **TH** Federal Territory's Zakat Presentation Ceremony



27 Taklimat Program SL1M bersama Menteri di Jabatan Perdana Menteri
SL1M Programme Briefing with Minister in the Prime Minister's Department



28 Majlis Penyerahan Zakat **TH** 2013 Negeri Kelantan
2013 **TH** Kelantan's Zakat Presentation Ceremony

MAC | March



03 Majlis Penyerahan Zakat **TH** 2013 Negeri Sembilan
2013 **TH** Negeri Sembilan's Zakat Presentation Ceremony



04 Majlis Penyerahan Zakat **TH** 2013 Negeri Pahang
2013 **TH** Pahang's Zakat Presentation Ceremony



05 Projek Baiti **TH**, Negeri Perak
TH Baiti Project, Perak State



06 Majlis Penyerahan Zakat **TH** 2013 Negeri Perak
2013 **TH** Perak's Zakat Presentation Ceremony



07 Projek Baiti **TH**, Wilayah Persekutuan
TH Baiti Project, Federal Territory



11 Majlis Penyerahan Zakat **TH** 2013 Negeri Sabah
2013 **TH** Sabah's Zakat Presentation Ceremony



14 Persidangan Pengarah **TH** Negeri & Pengurus Daerah, Zon Utara
TH's State Directors and District Managers Conference, Northern Zone



17 Kursus Teras Petugas Haji 1435H di TH Hotel & Residence, Kelana Jaya
'Kursus Teras Petugas Haji 1435H' at TH Hotel & Residence, Kelana Jaya



17 Majlis Penyerahan Sijil Pengelola Jemaah Haji (PJH) 2014
1435H PJH License Hand-over Ceremony



18 Majlis Penyerahan Zakat **TH** 2013 Pulau Pinang
2013 TH Pulau Pinang's Zakat Presentation Ceremony



20 **TH** Sumbang Tikar Sejadah bagi Program Malam Cinta Rasul
TH Contributes Prayer Mats for the 'Malam Cinta Rasul' Programme



23 Majlis Penyerahan Zakat **TH** 2013 Negeri Johor
2013 TH Johor's Zakat Presentation Ceremony



26 Majlis Penyerahan Zakat **TH** 2013 Negeri Melaka
2013 TH Malacca's Zakat Presentation Ceremony



28 Persidangan Pengarah **TH** Negeri & Pengurus Daerah, Zon Timur
TH's State Directors and District Managers Conference, East Zone

APRIL | April



02 Lawatan oleh Delegasi Philippine Muslim Economic Development Council (PHIMEDEC)
 Visit by PHIMEDEC Delegates



02 Lawatan oleh Duta Besar Sepanyol, H.E Mari Bassols
 Visit by H.E Mari Bassols, the Ambassador of Spain



03 Seminar Kualiti dan Inovasi **TH** 2014
 2014 **TH's** Quality and Innovation Seminar



04 Majlis Penyerahan Zakat **TH** 2013 Negeri Selangor
 2013 **TH** Selangor's Zakat Presentation Ceremony



05 Persidangan Pengarah **TH** Negeri & Pengurus Daerah, Zon Tengah
TH's State Directors and District Managers Conference, Central Zone



08 Majlis Serahan Sumbangan Tajaan Malam Wartawan Malaysia di One World Hotel, Bandar Utama
 Presentation Ceremony for 'Malam Wartawan Malaysia' Sponsorship at One World Hotel, Bandar Utama



10 Majlis Pertemuan dan Ucapan Selamat Jalan kepada Anak-anak PERMATA Insan ke Arab Saudi di Seri Perdana
 Meeting and Farewell Ceremony for **PERMATA Insan** Children departing for Saudi Arabia, at Seri Perdana



11 Anak-anak PERMATA Insan berlepas ke Tanah Suci
PERMATA Insan Children depart for the Holy Land



24 Persidangan Pengarah **TH** Negeri & Pengurus Daerah, Zon Selatan
TH's State Directors and District Managers Conference, Southern Zone



MEI | May



26 Pertandingan Bowling TaHa@U
TaHa@U Bowling Competition



06 Majlis Perasmian Program 'Biggest Loser TH'
Launch of TH's Biggest Loser Programme



06 Majlis Penyerahan Zakat TH 2013 Negeri Sarawak
2013 TH Sarawak's Zakat Presentation Ceremony



08 Pelajar Tahfiz Tajaan TH berlepas ke Madinah untuk Program Bertalaqi
Tahfiz Students sponsored by TH, depart for Madinah for the 'Bertalaqi' Programme



09 Majlis Pengiktirafan 'Malaysia Book of Records' kepada Kelab TaHa TH
Malaysia Book of Records Recognition Ceremony for Kelab TaHa TH



12 Majlis Penyerahan Zakat TH 2013 Negeri Terengganu
2013 TH Terengganu's Zakat Presentation Ceremony



15 Majlis Penyerahan Zakat TH 2013 Negeri Kedah
2013 TH Kedah's Zakat Presentation Ceremony



19 Majlis Menandatangani Sijil Audit oleh Ketua Audit Negara
Signing Ceremony of Audit Certificate by the Auditor General



24 Persidangan Pengarah TH Negeri & Pengurus Daerah, Zon Borneo
TH's State Directors and District Managers' Conference, Borneo Zone

JUN | June



05 Majlis Perasmian **TH** Debit-i Mastercard, Buku *Coffeetable* dan IFiC
 Launching of **TH** Debit-i Mastercard, Coffeetable Book and IFiC



07 Karnival Sukan **TH** 2014
 2014 **TH** Sports Carnival



14 Hubungan Media – Pertandingan **TH**-Media Go-Kart
 Media Relation – **TH**-Media Go-Kart Challenge



16 Majlis Penyerahan Hadiah Utama (Proton Preve) kepada Johan Tilawah Al-Quran Peringkat Kebangsaan
 First Prize (Proton Preve) Hand-over Ceremony to the National Level Tilawah Al-Quran Champions



16 Majlis Perhimpunan Anggota **TH** Kali Kedua 2014
 Second **TH**'s Staff Assembly, 2014



17 Majlis Penyerahan Sumbangan Sahabat Korporat **TH** oleh Maybank Berhad
 Presentation Ceremony of 'Sahabat Korporat **TH**' Contribution by Maybank Berhad



18 Majlis Penyerahan Surat Tawaran Haji kepada Jemaah Tajaan 1MDB
 Hajj Offer Letter Presentation Ceremony to 1MDB Sponsored Pilgrims



20 Malam Anugerah & Penghargaan Anggota **TH** 2014
 2014 **TH**'s Award and Staff Appreciation Night



21 Anugerah Kecemerlangan Kelab TaHa 2013
2013 *Kelab TaHa* Excellence Awards



26 Majlis Penghargaan Sahabat Korporat TH 2014
2014 'Sahabat Korporat TH' Appreciation Ceremony

JULAI | July



05 Projek Ehsan TH, Perak
TH's Ehsan Project, Perak



07 Projek Ehsan TH, Terengganu
TH's Ehsan Project, Terengganu



08 Projek Ehsan TH, Kelantan
TH's Ehsan Project, Kelantan



09 Projek Ehsan TH, Selangor
TH's Ehsan Project, Selangor



10 Projek Ehsan TH, Pahang
TH's Ehsan Project, Pahang



12 Projek Ehsan TH, Melaka
TH's Ehsan Project, Malacca



13 Projek Ehsan **TH**, Kedah
TH's Ehsan Project, Kedah



14 Projek Ehsan **TH**, Johor
TH's Ehsan Project, Johor



15 Projek Ehsan **TH**, Sabah
TH's Ehsan Project, Sabah



16 Projek Ehsan **TH**, Sarawak
TH's Ehsan Project, Sarawak



17 Projek Ehsan **TH**, Perlis
TH's Ehsan Project, Perlis



17 Projek Ehsan **TH**, Pulau Pinang
TH's Ehsan Project, Pulau Pinang



19 Projek Ehsan **TH**, Negeri Sembilan
TH's Ehsan Project, Negeri Sembilan



22 Majlis Berbuka Puasa, Sumbangan Aidilfitri dan Anugerah Pelajar Cemerlang Persatuan Kebajikan Anak-anak Yatim Islam Wilayah Persekutuan Kuala Lumpur (PERKAYATIM)
PERKAYATIM's Breaking Fast, Aidilfitri Contribution and Student Excellence Award Ceremony



OGOS | August



06 Majlis Taklimat dan Perjumpaan Pengerusi **TH** dengan Pengelola Jemaah Haji (PJH) 1435H
 Meeting and Briefing Session for the 1435H PJH by **TH** Chairman



07 Majlis Amanat Pengarah Urusan Kumpulan & Ketua Pegawai Eksekutif **TH** kepada Petugas Haji Musim 1435H
 'Majlis Amanat' to the 1435H Hajj Personnel by the **TH** Group Managing Director and Chief Executive Officer



07 Lawatan oleh Delegasi International Waqaf
 Visit by International Waqaf Delegation



08 Majlis Menandatangani Perjanjian Persefahaman (MOU) antara **TH** dan Encap
 Signing of MoU between **TH** and Encap



10 Majlis Penyempurnaan Kursus Perdana Haji Selangor oleh DYMM Sultan Selangor
 DYMM Sultan Selangor graced the Selangor State's 'Kursus Perdana Haji'



12 Majlis Rumah Terbuka Aidilfitri **TH**
TH's Aidilfitri Open House



18 Taklimat PUK/KPE **TH** kepada Anak Kapal MAS bagi Musim Haji 1435H
TH's GMD/CEO Briefing to MAS Cabin Crew for Hajj Season 1435H





20 Majlis Aidilfitri Jabatan Perdana Menteri dan Penyerahan Sumbangan Gaza **TH**
Prime Minister's Department Aidilfitri Open House and Presentation of **TH** Contribution to Gaza



26 Penerbangan Haji Pertama ke Tanah Suci 1435H
1435H First Hajj Flight to the Holy Land



28 SPB Yang di-Pertuan Agong dan SPB Raja Permaisuri Agong mengucapkan Selamat Jalan Kepada Jemaah Haji 1435H di TH Hotel, Kelana Jaya
SPB Yang di-Pertuan Agong and SPB Raja Permaisuri Agong bid farewell to the 1435H Hajj Pilgrims at TH Hotel, Kelana Jaya



30 Majlis Bacaan Yaasin & Doa Selamat Sempena Sambutan Hari Kemerdekaan Ke-57 di Hotel Al-Haram, Madinah
Prayer and Yaasin Recital in conjunction with Celebration of 57th Independence Day at Al-Haram Hotel, Madinah



04 Tiga puluh Jemaah Haji Program CSR-TV3 berlepas ke Tanah Suci
Thirty Hajj Pilgrims of CSR-TV3 Programme depart for the Holy Land



01 YM Tengku Temenggong Johor mengucapkan Selamat Jalan kepada Jemaah Haji Johor di Lapangan Terbang Antarabangsa Senai, Johor
YM Tengku Temenggong Johor bids farewell to the Johor Hajj Pilgrims at Senai International Airport, Johor



09 Tuan Yang Terutama Yang di-Pertua Negeri Sarawak dan isteri mengucapkan Selamat Jalan kepada Jemaah Haji Sarawak di Lapangan Terbang Antarabangsa Kuching
Tuan Yang Terutama Yang di-Pertua Negeri Sarawak and wife bid farewell to the Sarawak Hajj Pilgrims at Kuching International Airport



15 Majlis Bacaan Yassin dan Doa Selamat Sempena Hari Malaysia di Hotel Al-Janadiyyah, Makkah
Prayer and Yaasin Recital in conjunction with Malaysia Day at Al-Janadiyyah Hotel, Makkah



18 KDYMM Sultan dan Sultanah Terengganu mengucapkan Selamat Jalan kepada Jemaah Haji Terengganu di TH Hotel Terengganu
KDYMM Sultan and Sultanah Terengganu bid farewell to the Terengganu Hajj Pilgrims at TH Hotel, Terengganu



21 Tuan Yang Terutama Yang di-Pertua Pulau Pinang dan isteri mengucapkan Selamat Jalan kepada Jemaah Haji Pulau Pinang di TH Hotel, Bayan Lepas
Tuan Yang Terutama Yang di-Pertua Pulau Pinang and wife bid farewell to the Pulau Pinang Hajj Pilgrims at TH Hotel, Bayan Lepas



29 Lawatan YB Menteri ke Hotel Rehab Janadiyyah, Makkah
YB Minister's Visit to Rehab Janadiyyah Hotel, Makkah



30 YAB Timbalan Perdana Menteri, Tan Sri Dato' Haji Muhyiddin Bin Mohd. Yassin melawat ke Pusat Rawatan TH Aziziah, Makkah
YAB Deputy Prime Minister, Tan Sri Dato' Haji Muhyiddin Bin Mohd. Yassin Visits TH's Aziziah Medical Centre, Makkah

OKTOBER | October



01 Lawatan YB Menteri ke Hotel Land Premium, Makkah
YB Minister's Visit to Land Premium Hotel, Makkah



06 Lawatan YB Menteri ke Pusat Rawatan TH Syisha, Makkah
YB Minister's Visit to TH's Syisha Medical Centre, Makkah



09 Majlis Penghargaan Sahabat TH, Makkah
'Sahabat TH' Appreciation Ceremony, Makkah



10 Kepulangan Jemaah Haji Kumpulan Pertama Musim 1435H
Return of the First Group of 1435H Hajj Pilgrims



25 Majlis Sambutan Maal Hijrah 1436H Peringkat Kebangsaan di PICC
1436H National Level Maal Hijrah Celebration in PICC

NOVEMBER | November



04 Projek Iqra **TH**, Terengganu
TH Iqra Project, Terengganu



07 Kepulangan Jemaah Haji Kumpulan Terakhir Musim 1435H
 Return of the Last Group of the 1435H Hajj Pilgrims



05 Projek Iqra **TH**, Kelantan
TH Iqra Project, Kelantan



10 Projek Iqra **TH**, Pahang
TH Iqra Project, Pahang



11 Projek Iqra **TH**, Selangor
TH Iqra Project, Selangor



12 Projek Iqra **TH**, Perak
TH Iqra Project, Perak



13 Projek Iqra **TH**, Wilayah Persekutuan
TH Iqra Project, Federal Territory



11 Pengerusi **TH** menerima Anugerah 'Jewels of Muslim World' 2014
TH Chairman receives 'Jewels of Muslim World' Award 2014



13 Projek Iqra **TH**, Perlis
TH Iqra Project, Perlis



17 Projek Iqra **TH**, Johor
TH Iqra Project, Johor



17 Projek Iqra **TH**, Melaka
TH Iqra Project, Melaka



18 Projek Iqra **TH**, Negeri Sembilan
TH Iqra Project, Negeri Sembilan



18 Projek Iqra **TH**, Sabah
TH Iqra Project, Sabah



19 Projek Iqra **TH**, Pulau Pinang
TH Iqra Project, Pulau Pinang



20 Projek Iqra **TH**, Sarawak
TH Iqra Project, Sarawak



22 Projek Iqra **TH**, Kedah
TH Iqra Project, Kedah



27 Pameran Korporat **TH** Sempena Perhimpunan Agung UMNO Kali ke-65 di PWTC
TH's Corporate Exhibition in conjunction with the 65th UMNO Assembly at PWTC



27 'Luncheon Talk' SPRM bersama **TH**
SPRM Luncheon Talk with TH





27 Majlis Graduasi SL1M Sesi 2013/2014 dan Ramah Mesra SL1M Sesi 2014/2015
SL1M Session 2013/2014 Graduation & 'Ramah Mesra SL1M Session 2014/2015' Event



29 Hari Keluarga **TH** Peringkat Ibu Pejabat, 2014
TH's Head Office Level Family Day, 2014



30 Majlis Tilawah Al-Quran Peringkat GLCs Malaysia 2014 di Kelantan
2014 Malaysia GLCs' Tilawah Al-Quran Event in Kelantan

DISEMBER | December



01 Majlis Kesyukuran Tamat Operasi Haji Musim 1435H
'Majlis Kesyukuran' for the 1435H Hajj Operations



05 Majlis Perhimpunan Anggota **TH** Kali Ketiga 2014
Third **TH** Staff Assembly 2014



10 Latihan Kebakaran di Ibu Pejabat **TH**
Fire Safety Training at **TH's** Head Office



17 **TH** menerima Anugerah Cemerlang Keselamatan dan Kesihatan Pekerjaan Kebangsaan 2014
TH receives the 2014 Occupational Safety and Health Award



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 84 **ITA** **25** **ITA**
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 from the best material, even not

Abdul Azeez menyanyikan sembah.

Robert TM keepo esen di Denuan Tun Razak, Menteri
 (FOTO SAFARI KAMALAN/TH)

**Hadap
ntuk S
il Future**

80 pelajar terima

sumbangan
Tabung Haji



TH rai
90 anak
yatim
bertuka



Tabung Haji kongsi rezeki sempena Ramadan

Tabung Haji kongsi rezeki sempena Ramadan



TH agih bantuan zakat kepada
80 penerima di Kangar

TH agih bantuan zakat kepada
80 penerima di Kangar

TH agih bantuan zakat kepada 80 penerima di Kangar

Tabung Haji bantu 3,424 asnaf seluruh negara

Tabung Haji bantu 3,424 asnaf seluruh negara

Tabung Haji bantu 3,424 asnaf seluruh negara

Tabung Haji bantu 3,424 asnaf seluruh negara

Tabung Haji bantu 3,424 asnaf seluruh negara

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Tabung Haji bantu 3,424 asnaf seluruh negara

Terima kasih Tabung Haji - Jemaah

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Terima kasih Tabung Haji - Jemaah



TH ikon pengurusan haji dikagumi

TH ikon pengurusan haji dikagumi

TH ikon pengurusan haji dikagumi

TH ikon pengurusan haji dikagumi

TH ikon pengurusan haji dikagumi

TH ikon pengurusan haji dikagumi

TH ikon pengurusan haji dikagumi

CARTA PENGURUSAN HAJI

Hajj Management Chart

Perkhidmatan di Malaysia

Services in Malaysia

- Ibu Pejabat | **Headquarters**
- Pejabat Negeri **TH** | **TH State Offices**
- Cawangan **TH** | **TH Branches**
- 7 Stesen Berlepas | **7 Departure Stations**

- 1 Pendaftaran
Registration
- 2 Pemilihan Kelayakan
Selection of Eligibility
- 3 Bimbingan
Guidance
- 4 Pemeriksaan Kesihatan
Health Check
- 5 Urusan Pasport
Passport Handling
- 6 Jadual Penerbangan Haji
Haji Flight Schedule
- 7 Urusan Visa
Visa Handling
- 8 Operasi Penerbangan Pergi
Flight Departure Operations

Perkhidmatan di Arab Saudi

Services in Saudi Arabia

- Jeddah | **Jeddah**
- Madinah | **Madinah**
- Makkah | **Makkah**
- Masya'ir | **Masya'ir**

- 1 Sambutan/Ketibaan
Reception/Arrival
- 2 Penyelarasan Pergerakan
Movement Coordination

- 3 Penginapan
Accommodation
- 4 Sajian
Meals

- 8 Madinah
• Ziarah
Madinah
• Pilgrimage
Visitation

- 7 Makkah
• Tawaf dan
Saie Haji,
Tawaf Wada'
Makkah
• Tawaf and Hajj Saie,
Tawaf Wada'

- 9 Madinatul Hujjaj,
Lapangan Terbang
Jeddah/Madinah
• 'Check-in' Bagasi
• Penerbangan Pulang
**Madinatul Hujjaj,
Jeddah/Madinah Airport**
• Baggage Check-in
• Return Flight

- 5 Perkhidmatan Nasihat Ibadah
Ibadah Advisory Services
- 6 Perkhidmatan Kewangan
Financial Services

- 7 Perkhidmatan Kesihatan
Health Services
- 8 Penerangan dan Maklum Balas
Information and Feedback
- 9 Kaunseling
Counseling

- 10 Pengurusan Kematian
Management of The Deceased
- 11 Pelbagai Perkhidmatan Pihak Ketiga
Various Third Party Services
- 12 Operasi Penerbangan Balik
Return Flight Operations

Aktiviti Jemaah di Tanah Suci

Pilgrims activities in the Holy Land

- 1 Lapangan Terbang Jeddah/Madinah
• Pemeriksaan Imigresen/Kastam
Jeddah/Madinah Airport
• Immigration/Customs Check

- 2 Makkah
• Tawaf, Saie & Bercukur (Umrah), Beribadat
Makkah
• Tawaf, Saie & Shaving or Cutting of Hair
(Umrah), Acts of Worship

- 3 Persiapan ke Arafah Mina & Muzdalifah
• Berihram, Niat Haji
Preparation to Arafah, Mina & Muzdalifah
• Ihram, Making the Intention of Performing Hajj

- 4 Arafah 9 Zulhijjah
• Wuquf
Arafah 9 Zulhijjah
• Wuquf

- 5 Muzdalifah
• Bermabit
Muzdalifah
• Bermabit

- 6 Mina
• Melontar Jamrah Qubra, Bercukur, Bermabit,
Melontar 3 Jamrah
Mina
• Pelting of Pebbles at Major Jamrah, Shaving or Cutting
of Hair, Bermabit, Pelting of Pebbles at 3 Jamrahs



PENCAPAIAN DAN ANUGERAH

Awards and Recognition



- Anugerah 'Islamic Finance News' 2014
[Islamic Finance News Awards 2014](#)
- Sijil "Malaysian Book of Record' atas Pencapaian Kelab TaHa bagi "jumlah Keahlian Pelajar Sekolah Paling Ramai dalam Satu Kelab' (1,119,094 pelajar sehingga 31 Disember 2013)
[Malaysian Book of Records Certification for Kelab TaHa achievement of 'Most Number of School Students Membership in a Single Club' \(1,119,094 students as of 31 December 2013\)](#)
- Anugerah Cemerlang Keselamatan dan Kesihatan Pekerjaan Kebangsaan 2014
[2014 Occupational Safety and Health Award](#)
- Anugerah Perak - International Convention on Quality Control Circle (ICQCC), Sri Lanka
[Silver Award – 38th International Convention of Quality Control Circles, Sri Lanka](#)
- Pensijilan Semula ISO Pengurusan Sistem Keselamatan Maklumat (ISMS) dan Pengurusan dan Operasi Perkhidmatan Haji di Malaysia dan Arab Saudi
[ISO Re-Certification for Information Security Management System \(ISMS\) and Hajj Management in Malaysia and Saudi Arabia](#)
- Pensijilan Semula ISO Pengurusan Sistem Kualiti MS ISO 9001:2008 Tahun 2011
[ISO Re-Certification for Information Security Management System \(ISMS\) and Hajj Management in Malaysia and Saudi Arabia](#)
- Pensijilan ISO/IEC 27001:2005 untuk Pengurusan Sistem Keselamatan Maklumat
[ISO/IEC 27001:2005 Certification for Information Security Management System](#)

IBU PEJABAT TH

TH Headquarters

Tabung Haji Contact Center (THCC)

Tel : +603-6207 1919
Faks | Fax : +603-7728 4959
SMS : TH<jarak>sebarang pertanyaan dan hantarkan ke 33990
[TH<space>and sms enquiry to 33990](#)

1. Malaysia

Lembaga Tabung Haji
201, Jalan Tun Razak, 50400 Kuala Lumpur
Tel : +603-2054 2000
Faks | Fax : +603-2163 2308
Laman Web | Website : www.tabunghaji.gov.my

2. Arab Saudi

Consulate General of Malaysia (Hajj Affairs)
24, Al-Bab Al-Zahabi Street, Kilo 5, Old Makkah Road
P. O. Box 593, Jeddah 21421, Kingdom Of Saudi Arabia
Tel : +9662-6876 715
Faks | Fax : +9662-6873 661



PEJABAT NEGERI DAN TH CAWANGAN

TH State Offices and Branches



PEJABAT NEGERI TH TH STATE OFFICES

Pengarah Negeri | State Director
Mohamad Abas

Pejabat Negeri
TH Negeri Perlis
Lot 1483 & 1484
Kompleks Perniagaan Seriab
01000 Kangar
Tel : 04-976 1650
Faks **Fax** : 04-976 4137

CAWANGAN TH TH BRANCHES

Kuala Perlis
TH Kuala Perlis
PT 2475 Jalan Kampung Perak
02000 Kuala Perlis
Tel : 04-985 3511
Faks **Fax** : 04-985 3512



PEJABAT NEGERI TH TH STATE OFFICES

Pengarah Negeri | State Director
Muhamad Hamdan Omar

Pejabat Negeri
TH Negeri Kedah
Bangunan **TH**
Jalan Tunku Ibrahim
05000 Alor Setar
Tel : 04-733 3120/1949
Faks **Fax** : 04-733 1852

CAWANGAN TH TH BRANCHES

Jitra
TH Jitra
No. 14 & 15
Batu 13, Jalan Changlun
06000 Jitra
Tel : 04-917 3222
Faks **Fax** : 04-916 3655

Kulim
TH Kulim
Bangunan **TH**
No. 21 & 22, Jln Tunku Abidah
09000 Kulim
Tel : 04-490 3717
Faks **Fax** : 04-495 4612

Sungai Petani
TH Sungai Petani
Bangunan **TH**
No. 24 & 25, Kompleks Sri Temin
Jalan Ibrahim
08000 Sungai Petani
Tel : 04-421 2314
Faks **Fax** : 04-425 3403

Baling
TH Baling
Bangunan **TH**, Lot 1A
09100 Baling
Tel : 04-470 1481
Faks **Fax** : 04-470 6027

Guar Chempedak
TH Guar Chempedak
Bangunan **TH**
Lot 415 Tingkat Bawah
Pekan Guar Chempedak
08800 Gurun
Tel : 04-468 6646
Faks **Fax** : 04-468 5448

Kodiang
TH Kodiang
Bangunan **TH**
No. 5A Tingkat Bawah
Jalan Perlis
06100 Kodiang
Tel : 04-925 0441
Faks **Fax** : 04-920 0443

Sik
TH Sik
Bangunan **TH**
Pekan Sik
08200 Sik
Tel : 04-469 5362
Faks **Fax** : 04-469 3002

Kuala Nerang
TH Kuala Nerang
Bangunan **TH**
Lot 10 Pekan Kuala Nerang
06300 Kuala Nerang
Tel : 04-786 6488
Faks **Fax** : 04-786 9079

Pendang
TH Pendang
Bangunan **TH**
117 Bandar Baru
Jalan Sukamari
06700 Pendang
Tel : 04-759 6975
Faks **Fax** : 04-759 4221

Langkawi
Pusat Perkhidmatan
TH Langkawi
Tingkat M, Bangunan **TH**
Lot 1598 Pokok Asam
Kuah
07000 Langkawi
Tel : 04-966 0589
Faks **Fax** : 04-966 9440

UTC Kedah
TH UTC Kedah
Bangunan MBAS
Lot 3-11, Tingkat 3
Jalan Kolam Air
05675 Alor Setar
Tel : 04-736 0034
Faks **Fax** : 04-736 0035



PEJABAT NEGERI TH TH STATE OFFICES

Pengarah Negeri | State Director
Zakariah@Zakaria Puteh

Pejabat Negeri
TH Negeri Pulau Pinang
Lot 5789 & 5790
Jalan Dato' Ismail Hashim
11900 Bayan Lepas
Tel : 04-641 2252
Faks **Fax** : 04-641 2268

CAWANGAN TH TH BRANCHES

Kepala Batas
TH Kepala Batas
Lot 35A & 35B, Bangunan MARA
Lorong Bertam Indah 4/9
Taman Bertam Indah
13200 Kepala Batas
Tel : 04-575 1000
Faks **Fax** : 04-575 5000

Bukit Mertajam
TH Bukit Mertajam
Lot 14 & 16 Tingkat Bawah
Jalan Perda Barat
Bandar Baru Perda
14000 Bukit Mertajam
Tel : 04-539 0288
Faks **Fax** : 04-537 5686

Butterworth
TH Butterworth
Bangunan **TH**
No. 2828-G-1
Jalan Bagan Luar
12000 Butterworth
Tel : 04-323 1770
Faks **Fax** : 04-324 1904



PEJABAT NEGERI TH TH STATE OFFICES

Pengarah Negeri | State Director
Nawawi Ishak

Pejabat Negeri
TH Negeri Perak
Aras 1 & 2
Bangunan **TH**
Jalan Koo Chong Kong
30000 Ipoh
Tel : 05-243 5740
Faks **Fax** : 05-243 5739

CAWANGAN TH TH BRANCHES

Bagan Serai
TH Bagan Serai
No. 110 Jalan Besar
34300 Bagan Serai
Tel : 05-721 5291
Faks **Fax** : 05-721 1391

Kuala Kangsar
TH Kuala Kangsar
Lot 71, Bandar Baru
Jalan Bendahara
33000 Kuala Kangsar
Tel : 05-776 1599
Faks **Fax** : 05-776 4802

Teluk Intan
TH Teluk Intan
PT 5006 & 5007
Bangunan SKOMK
Jalan Mahkamah
36000 Teluk Intan
Tel : 05-622 2022
Faks **Fax** : 05-622 2776

Bota
TH Bota
Lot 34 & 35, Bangunan **TH**
Jalan Besar
32600 Bota Kanan
Tel : 05-376 3342
Faks **Fax** : 05-376 3371

Tapah
TH Tapah
Lot 358, 359 & 360
Bangunan **TH**
Jalan Raja
35000 Tapah
Tel : 05-401 6857
Faks **Fax** : 05-401 6889

Slim River
TH Slim River
Lot 50 Tingkat Bawah
Bangunan **TH**
35800 Slim River
Tel : 05-452 0811
Faks **Fax** : 05-452 9964

Parit Buntar
TH Parit Buntar
No. 29 Jalan Perwira
Pusat Bandar Parit Buntar
34200 Parit Buntar
Tel : 05-717 1358
Faks **Fax** : 05-716 6351

Taiping
TH Taiping
No. 71 Jalan Medan Pasar
34000 Taiping
Tel : 05-808 5444
Faks **Fax** : 05-806 4421



Gerik

TH Gerik
Lot 276 Bangunan TH
Jalan Tokong Datoh
33300 Gerik
Tel : 05-791 2377
Faks Fax : 05-791 8880

Sitiawan

TH Sitiawan
Lot 1377 Tingkat Bawah
Bangunan TH
Jalan Raja Omar
32000 Sitiawan
Tel : 05-691 1155
Faks Fax : 05-692 5349

Tanjung Malim

TH Tanjung Malim
No. 7 Tingkat Bawah
Jalan Chong Ah Peng
35900 Tanjung Malim
Tel : 05-458 1216
Faks Fax : 05-458 1215

Parit

TH Parit
17A, Bangunan TH
Jalan Masjid
32800 Parit
Tel : 05-377 1969
Faks Fax : 05-377 3306

UTC Perak

TH UTC Perak
Lot 10 Tingkat 2
Bangunan Urban Transformasi
Centre (UTC)
Jalan Dato' Onn Jaafar
30000 Ipoh
Tel : 05-241 3293/241 3491
Faks Fax : 05-241 3492



PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Mohd Sawal Abong

Pejabat Negeri
TH Negeri Selangor
Jalan SS 6/1, Kelana Jaya
47301 Petaling Jaya
Tel : 03-7874 1033
Faks Fax : 03-7874 1140

CAWANGAN TH
TH BRANCHES

Sungai Besar

TH Sungai Besar
Lot 5713, Bangunan TH
Jalan Sungai Limau
45300 Sungai Besar
Tel : 03-3224 1375
Faks Fax : 03-3224 5233

Tanjung Karang

TH Tanjung Karang
Tingkat Bawah, Bangunan TH
Jalan Kilang Padi
45500 Tanjung Karang
Tel : 03-3269 8368
Faks Fax : 03-3269 4070

Klang

TH Klang
Tingkat Bawah, Bangunan TH
Jalan Kapar
41400 Klang
Tel : 03-3342 1422/23
Faks Fax : 03-3343 2620

Banting

TH Banting
No. 120 & 122
Tingkat Bawah Bangunan TH
Jalan Bunga Pekan
43000 Banting
Tel : 03-3187 1880
Faks Fax : 03-3181 3462

Bangi

TH Bangi
No. 401, Kompleks Diamond
Bangi Business Park
43000 Bandar Baru Bangi
Tel : 03-8210 0804/06
Faks Fax : 03-8210 0805

Kuala Kubu Bharu

TH Kuala Kubu Bharu
Tingkat Bawah, Bangunan TH
Jalan Rasathurai
44000 Kuala Kubu Bharu
Tel : 03-6064 1560
Faks Fax : 03-6064 3077

Shah Alam

TH Shah Alam
Tingkat Bawah, Lot G-09
Kompleks Anggerik Mall
Precint 2.6, Jalan 14/7
Seksyen 14
40000 Shah Alam
Tel : 03-5513 8082
Faks Fax : 03-5513 8084

Damansara

TH Damansara
Tingkat Bawah, Bangunan TH
Uptown 3
No. 3, Jalan SS 21/39
47400 Petaling Jaya
Tel : 03-7727 0032
Faks Fax : 03-7727 0037

Kajang

TH Kajang
Tingkat Bawah
Bangunan TH
Jalan Sungai Chua
43000 Kajang
Tel : 03-8736 3839
Faks Fax : 03-8733 1043

Batu Caves

TH Batu Caves
No. 16
Jalan Medan Batu Caves 1
Medan Batu Caves
68100 Batu Caves
Tel : 03-6186 0313
Faks Fax : 03-6186 0445

Ampang

TH Ampang
No. 55, Jalan Wawasan
Ampang 2/1
Bandar Baru Ampang
68000 Ampang
Tel : 03-4296 9420
Faks Fax : 03-4295 4685



PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Zaiton Mohd Yusoff

Pejabat Negeri
TH Negeri Wilayah Persekutuan
Kuala Lumpur
Tingkat Bawah & Satu
Menara TH Perdana
1001 Jalan Sultan Ismail
50250 Kuala Lumpur
Tel : 03-2692 9122
Faks Fax : 03-2692 9098

CAWANGAN TH
TH BRANCHES

Jalan Tun Razak

TH Jalan Tun Razak
Lantai 2 Ibu Pejabat TH
201 Jalan Tun Razak
50732 Kuala Lumpur
Tel : 03-2054 2433
Faks Fax : 03-2163 7235

Putrajaya

TH Putrajaya
Lot. G3 Blok E 16
Parcel E Precinct 1
62000 Putrajaya
Tel : 03-8889 2450/8889 2449
Faks Fax : 03-8889 2451

Labuan

Pusat Perkhidmatan
TH Labuan
Bangunan TH
Lot 3500 Jalan Bunga Kesuma
Peti Surat 81607
87026 Labuan
Tel : 087-414 646
Faks Fax : 087-412 646



PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Mohamad Khairi Dasemin

Pejabat Negeri
TH Negeri Sembilan
Bangunan TH
Kompleks Terminal 1
Jalan Lintang
70000 Seremban
Tel : 06-767 0052
Faks Fax : 06-767 0053

CAWANGAN TH
TH BRANCHES

Kuala Pilah

Pusat Perkhidmatan
TH Kuala Pilah
Bangunan TH
Lot No 234, Tingkat Mezzanine
Jln Dato' Undang Johol
72000 Kuala Pilah
Tel : 06-481 1369
Faks Fax : 06-481 0493

Rembau

TH Rembau
Bangunan TH
Tingkat Bawah
Lot 63 Jalan Le Poon
71300 Rembau
Tel : 06-685 1010
Faks Fax : 06-685 8184

Port Dickson

TH Port Dickson
Bangunan TH
Lot 825, Jalan Baharu
71000 Port Dickson
Tel : 06-647 4757
Faks Fax : 06-647 6104

Tampin

TH Tampin
Bangunan TH
PT 60 & 61 Tampin Square
73000 Tampin
Tel : 06-441 3797
Faks Fax : 06-441 8625

Jelevu

TH Jelevu
Bangunan TH
Jalan Dato' Moyang Salleh
71600 Kuala Klawang
Tel : 06-613 6900
Faks Fax : 06-613 9468



Bahau
TH Bahau
Bangunan **TH**
Lot 962 Jln Mahligai
72100 Bahau
Tel : 06-454 5620
Faks **Fax** : 06-454 1397

Gemas
TH Gemas
PT 4615 Bandar Baru Gemas
73400 Gemas
Tel : 07-948 4843
Faks **Fax** : 07-948 4842

Ampangan
TH Ampangan
Lot PT 5310
Ampangan Business Centre
70400 Seremban
Tel : 06-767 5225
Faks **Fax** : 06-767 5335



PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Musalimah Mustaffa

Pejabat Negeri
TH Negeri Melaka
Bangunan **TH**
Lot 250, Jalan Banda Kaba
Peti Surat 205
75740 Melaka
Tel : 06-283 6303
Faks **Fax** : 06-282 0506

CAWANGAN TH
TH BRANCHES

Masjid Tanah
TH Masjid Tanah
Bangunan **TH**
Tingkat Bawah
78300 Masjid Tanah
Tel : 06-384 1329
Faks **Fax** : 06-384 8640

Jasin
TH Jasin
JA 1762
Pusat Perniagaan Bandar Baru
77300 Jasin
Tel : 06-529 1602
Faks **Fax** : 06-529 5045

Alor Gajah
TH Alor Gajah
KM 1303, Aked MARA
Jalan Pasar
78000 Alor Gajah
Tel : 06-556 7759
Faks **Fax** : 06-556 7760

Merlimau
TH Merlimau
J 6173, Aked MARA
77300 Merlimau
Tel : 06-263 3505
Faks **Fax** : 06-263 3606

UTC Melaka
TH UTC Melaka
Lot 1-02, Aras 1
Bangunan UTC
Jalan Tan Chay Yan
Off Jalan Hang Tuah
75300 Melaka
Tel : 06-281 3218
Faks **Fax** : 06-281 0437



PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Mohd Nasir Mohd Yusoff

Pejabat Negeri
TH Negeri Johor
Lot 20485 Menara **TH**
Jalan Air Molek
Peti Surat 210
80720 Johor Bahru
Tel : 07-223 0052
Faks **Fax** : 07-224 8713

CAWANGAN TH
TH BRANCHES

Batu Pahat
TH Batu Pahat
Bangunan **TH**
Lot 19351 Jalan Timah Sari
83000 Batu Pahat
Tel : 07-432 6528
Faks **Fax** : 07-432 4960

Muar
TH Muar
Bangunan **TH**
Tingkat Bawah
Jalan Sisi
82000 Muar
Tel : 06-952 2735
Faks **Fax** : 06-954 2954

Pontian
TH Pontian
Bangunan **TH**
No. 453, Jalan Al-Sagoff
82000 Pontian
Tel : 07-687 1711
Faks **Fax** : 07-687 3300

Segamat
TH Segamat
No. 3, Tingkat Bawah & Mezzanine
Jalan Genuang
85000 Segamat
Tel : 07-931 1495
Faks **Fax** : 07-932 6540

Kota Tinggi
TH Kota Tinggi
No. 24 Jalan Niaga 1
81900 Kota Tinggi
Tel : 07-883 2880
Faks **Fax** : 07-882 2790

Kluang
TH Kluang
No. 42 & 44,
Bangunan Tabung Haji
Jalan Dato' Kapten Ahmad
86000 Kluang
Tel : 07-772 1922
Faks **Fax** : 07-776 0580

Mersing
TH Mersing
No. 58 & 59
Jalan Abu Bakar
86800 Mersing
Tel : 07-799 3678
Faks **Fax** : 07-799 1115

Parit Raja
TH Parit Raja
No. 16, Aras Bawah
Bangunan UMNO Sri Gading
Parit Raja
86400 Batu Pahat
Tel : 07-453 1013
Faks **Fax** : 07-453 1044

UTC Johor
TH UTC Johor
L3-UTC-02
Galleria@Kotaraya
Jalan Trus
80000 Johor Bahru
Tel : 07-221 8226
Faks **Fax** : 07-221 9226

Kulai
TH Kulai
Tingkat Bawah No.149
Jalan Susur 3
81000 Kulai
Tel : 07-662 1336
Faks **Fax** : 07-662 4336

Labis
TH Labis
No.3-4 Jalan Yong Peng
85300 Labis
Tel : 07-925 2525
Faks **Fax** : 07-925 3525



PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Mohammad@Mokhzani Mukhtar

Pejabat Negeri
TH Negeri Pahang
Bangunan **TH**
Lot. 35 Jalan Bukit Ubi
25200 Kuantan
Tel : 09-516 5535
Faks **Fax** : 09-516 5534

CAWANGAN TH
TH BRANCHES

Temerloh
TH Temerloh
Bangunan **TH**
Tingkat Bawah & Mezzanine
Jalan Ibrahim
28000 Temerloh
Tel : 09-296 1392
Faks **Fax** : 09-296 4384

Pekan
TH Pekan
Bangunan **TH**
No.1 Pusat Komersial Pekan
Jalan Sultan Abu Bakar
26600 Pekan
Tel : 09-422 2062
Faks **Fax** : 09-422 2069

Jerantut
TH Jerantut
Tingkat Bawah & Satu
No. 7 Peringkat III
Jalan Dewangsa
27000 Jerantut
Tel : 09-266 1166
Faks **Fax** : 09-266 9505

Kuala Lipis
TH Kuala Lipis
Bangunan **TH**
No. 116A Bandar Baru
27200 Kuala Lipis
Tel : 09-312 2377
Faks **Fax** : 09-312 3081

Rompin
Pusat Perkhidmatan
TH Rompin
No. 2, Tingkat 1
Jalan Cemara Utama
26800 Kuala Rompin
Tel : 09-414 1679
Faks **Fax** : 09-414 1680

Raub
TH Raub
Bangunan **TH**
No. 40 Jalan Dato' Abdullah
27600 Raub
Tel : 09-355 5070
Faks **Fax** : 09-356 2396

Bentong
TH Bentong
Bangunan **TH**
Jalan Ah Peng
28700 Bentong
Tel : 09-223 2600
Faks **Fax** : 09-223 2601



PEJABAT NEGERI DAN TH CAWANGAN | TH State Offices and Branches

Bandar Tun Abdul Razak Jengka

TH Bandar Tun Abdul Razak Jengka
No. 8, Lorong Mutiara 7
Nadi Kota
26400 Bandar Tun Abdul Razak
Jengka
Tel : 09-466 2039
Faks Fax : 09-467 6039

Muadzam Shah

TH Muadzam Shah
MM 38 Medan Mewah
Jalan Dara
26700 Muadzam Shah
Tel : 09-452 2592
Faks Fax : 09-452 4276

Maran

TH Maran
Lot Tepi Bgn Kedai MDM
Jalan Masjid Lama
26500 Maran
Tel : 09-477 3193
Faks Fax : 09-477 3194

UTC Pahang

TH UTC Pahang
Lot 2 -16, Aras 2
Bangunan UTC Pahang
Jalan Stadium
25200 Kuantan
Tel : 09-512 4888
Faks Fax : 09-512 4777



TERENGGANU

PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Dato' Mohyen Mosman

Pejabat Negeri
TH Negeri Terengganu
Bangunan TH
No. 160 Jalan Sultan Ismail
20200 Kuala Terengganu
Tel : 09-626 4566
Faks Fax : 09-622 0811

CAWANGAN TH
TH BRANCHES

Besut

TH Besut
Bangunan TH
PN3276, Lot 466, Jalan Besar
22000 Jerteh
Tel : 09-697 1012
Faks Fax : 09-697 6559

Setiu

TH Setiu
No. 6
Bangunan Majlis Daerah Setiu
Bandar Permaisuri
22100 Setiu
Tel : 09-609 9411
Faks Fax : 09-609 0435

Kemaman

TH Kemaman
Lot G.01, Tingkat Bawah
Bangunan Wisma Serangkai
Jln Sulaimani
24000 Kemaman
Tel : 09-859 1711
Faks Fax : 09-858 3985

Marang

TH Marang
No. 14 Rumah Kedai
MARA Bandar Marang
21600 Marang
Tel : 09-618 4818
Faks Fax : 09-618 4108

Dungun

TH Dungun
Lot 2894 Jalan Dungun/Paka
23000 Dungun
Tel : 09-848 2715
Faks Fax : 09-848 5441

Kerteh

TH Kerteh
Tingkat Bawah
No. 45 Bandar Sri Kerteh
24300 Kerteh
Tel : 09-826 2200
Faks Fax : 09-826 4200

Kuala Berang

TH Kuala Berang
Lot No. G 306
Bangunan PMINT
21700 Kuala Berang
Tel : 09-681 2522
Faks Fax : 09-681 1996

Darul Iman

TH Darul Iman
Tingkat Bawah No. 35A
Jalan Sultan Zainal Abidin
20000 Kuala Terengganu
Tel : 09-631 2691
Faks Fax : 09-625 2363



KELANTAN

PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Wahyudin Tamami

Pejabat Negeri
TH Negeri Kelantan
Wisma Ilmu
Bangunan TH
Jalan Doktor
15000 Kota Bharu
Tel : 09-743 4500
Faks Fax : 09-743 4505

CAWANGAN TH
TH BRANCHES

Darul Naim

TH Darul Naim
No. 384M & 385H
Jalan Pintu Pong
15000 Kota Bharu
Tel : 09-743 8723
Faks Fax : 09-743 7991

Tanah Merah

TH Tanah Merah
Lot 211 & 212, Bangunan TH
Jalan Hospital
17500 Tanah Merah
Tel : 09-955 6121
Faks Fax : 09-955 1359

Machang

TH Machang
Bangunan Kedai TH
No. 36, Pasar Baru
18500 Machang
Tel : 09-975 1176
Faks Fax : 09-975 6040

Kuala Krai

TH Kuala Krai
Lot PT 4208, Tingkat Bawah
Bangunan TH
Jln SRJK (C) Yuk Chai
18000 Kuala Krai
Tel : 09-966 6003
Faks Fax : 09-966 0873

Bachok

TH Bachok
PT 150, Jln Pantai Irama
16300 Bachok
Tel : 09-778 8455
Faks Fax : 09-778 1455

Gua Musang

TH Gua Musang
No. 63, Jalan Besar
18300 Gua Musang
Tel : 09-912 1623
Faks Fax : 09-912 3018

Pasir Mas

TH Pasir Mas
Lot 321 & 322, Seksyen 1
Jalan Masjid Lama
17000 Pasir Mas
Tel : 09-790 9035
Faks Fax : 09-790 9024

Pasir Puteh

TH Pasir Puteh
Tingkat 1, Bangunan TH
Jalan Madrasah
16800 Pasir Puteh
Tel : 09-786 6255
Faks Fax : 09-786 4995



SABAH

PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Datin Nurlaila Said

Pejabat Negeri
TH Negeri Sabah
Tingkat Bawah
Jalan Sembulan
Peti Surat 12908
88832 Kota Kinabalu
Tel : 088-244 893
Faks Fax : 088-221 758

CAWANGAN TH
TH BRANCHES

Tawau

TH Tawau
Bangunan TH
Lot 34 TB 4443 Blok F
Sabindo Square
Jalan Tun Hamdan, P.S. 920
91008 Tawau
Tel : 089-770 985
Faks Fax : 089-759 003

Sandakan

TH Sandakan
Lot 80 & 81, Blok H.S-08
Sandakan Harbour Square
90000 Sandakan
Tel : 089-273 117
Faks Fax : 089-228 985

Beaufort

TH Beaufort
Bangunan TH
Peti Surat No.19
89807 Beaufort
Tel : 087-212 433
Faks Fax : 087-214 533

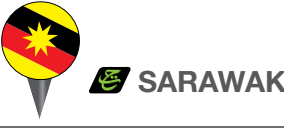


Semporna
TH Semporna
Lot 7A & 8A Jalan Bubul
Bandar Utama Semporna
Off Tawau
91308 Semporna
Tel : 089-781 360
Faks **Fax** : 089-784 148

Lahad Datu
TH Lahad Datu
MDLD 3781 Lot 9 Blok B
Jln Bunga Raya, Bandar Wilayah
Peti Surat 61073
91119 Lahad Datu
Tel : 089-883 250
Faks **Fax** : 089-889 504

Kota Belud
TH Kota Belud
Suria Commercial Centre
Lot 1 dan 2, Peti Surat 292
89158 Kota Belud Sabah
Tel : 088-977 440
Faks **Fax** : 088-977 441

Keningau
Pusat Perkhidmatan
TH Keningau
Lot A2, Tingkat 1
Pusat Komersil Datun
Jalan Masak
89008 Keningau
Tel : 087-333 266
Faks **Fax** : 087-333 277



PEJABAT NEGERI TH
TH STATE OFFICES

Pengarah Negeri | State Director
Hamid Awang

Pejabat Negeri
TH Negeri Sarawak
Lot 16, 17 & 18
Jalan Satok
Peti Surat 2603
93752 Kuching
Tel : 082-233 093
Faks **Fax** : 082-419 721

CAWANGAN TH
TH BRANCHES

Miri
TH Miri
Lot 508 & 509 Bangunan **TH**
Pelita Commercial Centre
Jalan Miri-Pujut Peti Surat 179
98000 Miri
Tel : 085-417 855
Faks **Fax** : 085-432 367

Sibu
TH Sibu
Bangunan **TH**
Lot 1737 Jln Kampong Datu
Peti Surat 1709
96008 Sibu
Tel : 084-316 550
Faks **Fax** : 084-340 549

Sri Aman
TH Sri Aman
Bangunan **TH**
Lot 665 & 666 Jln Hospital
Peti Surat 163
95007 Sri Aman
Tel : 083-320 039
Faks **Fax** : 083-326 551

Sarikei
TH Sarikei
No. 23A Lot 1620
Jalan Getah
Peti Surat 118
96100 Sarikei
Tel : 084-653 057
Faks **Fax** : 084-658 140

Bintulu
TH Bintulu
Bangunan **TH**
No. 2 Medan Jaya
Peti Surat 768
97008 Bintulu
Tel : 086-336 696
Faks **Fax** : 086-315 696

Limbang
TH Limbang
Bangunan **TH**
Lot 2070 & 2071, Jalan Ricketts
Peti Surat 410
98708 Limbang
Tel : 085-212 973
Faks **Fax** : 085-215 453

Mukah
TH Mukah
Lot 1055 Bandar Baru Mukah
96400 Mukah
Tel : 084-872 588
Faks **Fax** : 084-872 589

UTC Sarawak
TH UTC Sarawak
Aras 1, Unit 4.03,
Lot 218, 337 & 338 Seksyen 47
Kuching Town Land District
Jalan Padungan
93100 Kuching
Tel : 082-423 922
Faks **Fax** : 082-421 923

ANAK SYARIKAT TH

TH Subsidiaries

PERLADANGAN
Plantation

TH PLANTATIONS BERHAD
Level 23, Bangunan **TH** Selborn
153, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 03-2687 6666
Faks | **Fax** : 03-2681 0701
Laman Web | **Website** : www.thplantations.com

TH INDO INDUSTRIES SDN BHD
Level 23, Bangunan **TH** Selborn
153, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 03-2687 6666
Faks | **Fax** : 03-2681 0701

TH INDOPALMS SDN BHD
Level 23, Bangunan **TH** Selborn
153, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 03-2687 6666
Faks | **Fax** : 03-2681 0701

TH ESTATES (HOLDINGS) SDN BHD
Level 23, Bangunan **TH** Selborn
153, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 03-2687 6666
Faks | **Fax** : 03-2681 0701

PERBANKAN
Banking

BIMB HOLDINGS BERHAD
31st Floor, Menara Bank Islam
No. 22 Jalan Perak
50450 Kuala Lumpur
Tel : 03-2781 2999
Faks | **Fax** : 03-2781 2998
Laman Web | **Website** : www.bimbholdings.com

TEKNOLOGI MAKLUMAT
Information Technology

THETA EDGE BERHAD
Bangunan C, Peremba Square
Saujana Resort, Section U2
40150 Shah Alam, Selangor
Tel : 03-7622 1188
Faks | **Fax** : 03-7666 6968
Laman Web | **Website** : www.theta-edge.com

HOSPITALITI
Hospitality

TH HOTEL & RESIDENCE SDN BHD
Level 17, Bangunan Tabung Haji
201, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 03-2161 1700
Faks | **Fax** : 03-2162 2700
Laman Web | **Website** : www.thhotels.com.my

PERKHIDMATAN
Service

THC INTERNATIONAL SDN BHD
Level 17, Bangunan Tabung Haji
201, Jalan Tun Razak,
50400 Kuala Lumpur

PERBANGUNAN HARTANAH & PEMBINAAN
Property Development & Construction

TH PROPERTIES SDN BHD
Level 20, Bangunan **TH** Selborn
153, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 03-2687 3333
Faks | **Fax** : 03-2687 3322
Laman Web | **Website** : www.th-properties.com

LTH PROPERTY INVESTMENT (L) INC.
Level 29, Bangunan Tabung Haji
201, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 03-2054 2190
Faks | **Fax** : 03-2162 7428

LTH PROPERTY HOLDINGS LIMITED
Fifth Floor
37 Esplanade
St Helier
Jersey JE1 2TR
Channel Islands

LTH PROPERTY HOLDINGS 2 LIMITED
Fifth Floor
37 Esplanade
St Helier
Jersey JE1 2TR
Channel Islands

SOKONGAN MARIN
Marine Support

TH MARINE SDN BHD
38F, Level 2, Jalan Radin Anum
Bandar Baru Sri Petaling
57000 Kuala Lumpur
Tel : 03-9058 2244
Faks | **Fax** : 03-9059 6845

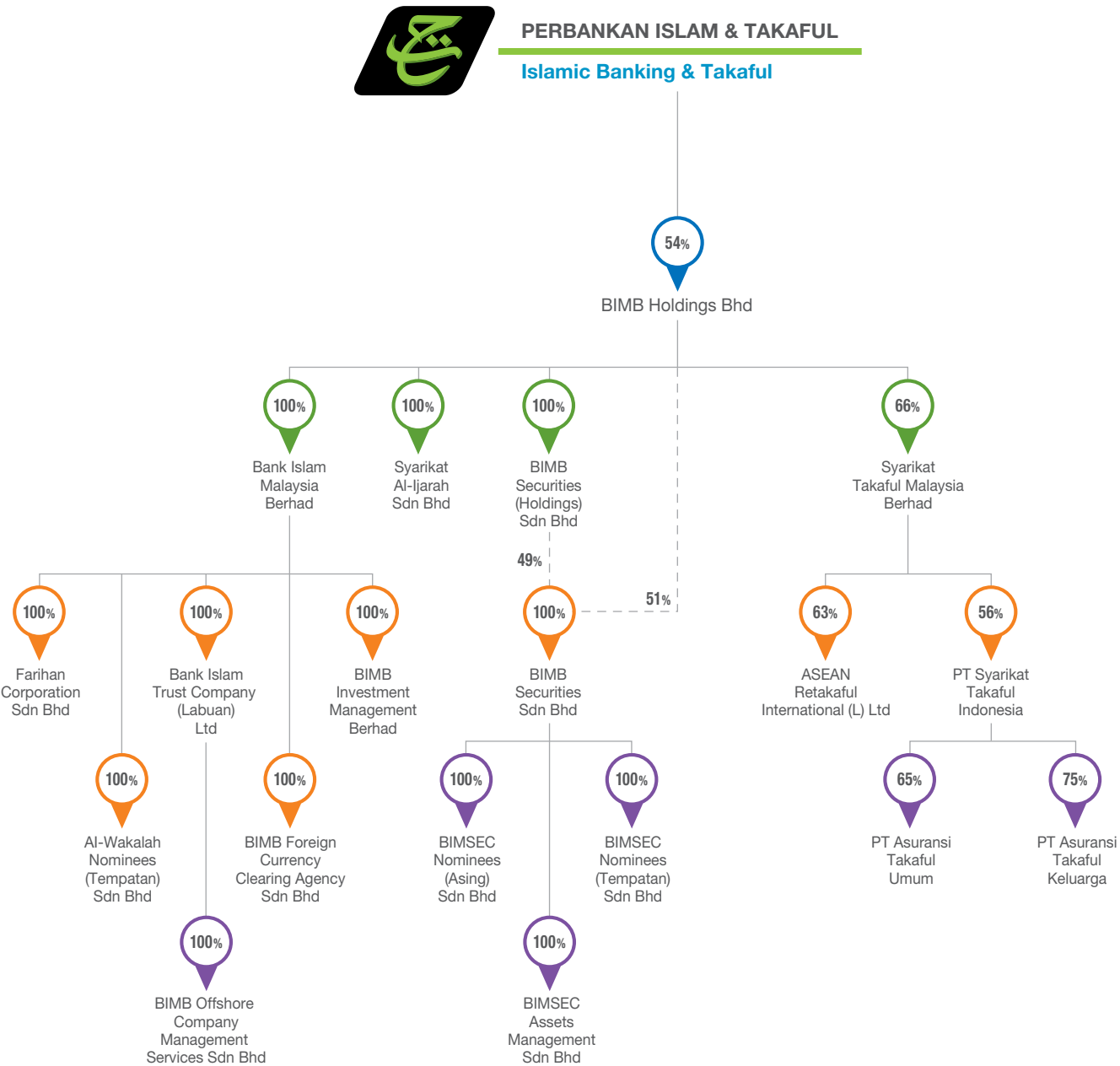
TH ALAM HOLDINGS (L) INC.
38F, Level 2, Jalan Radin Anum
Bandar Baru Sri Petaling
57000 Kuala Lumpur
Tel : 03-9058 2244
Faks | **Fax** : 03-9059 6845

TH MARINE HOLDINGS (L) INC.
38F, Level 2, Jalan Radin Anum
Bandar Baru Sri Petaling
57000 Kuala Lumpur
Tel : 03-9058 2244
Faks | **Fax** : 03-9059 6845



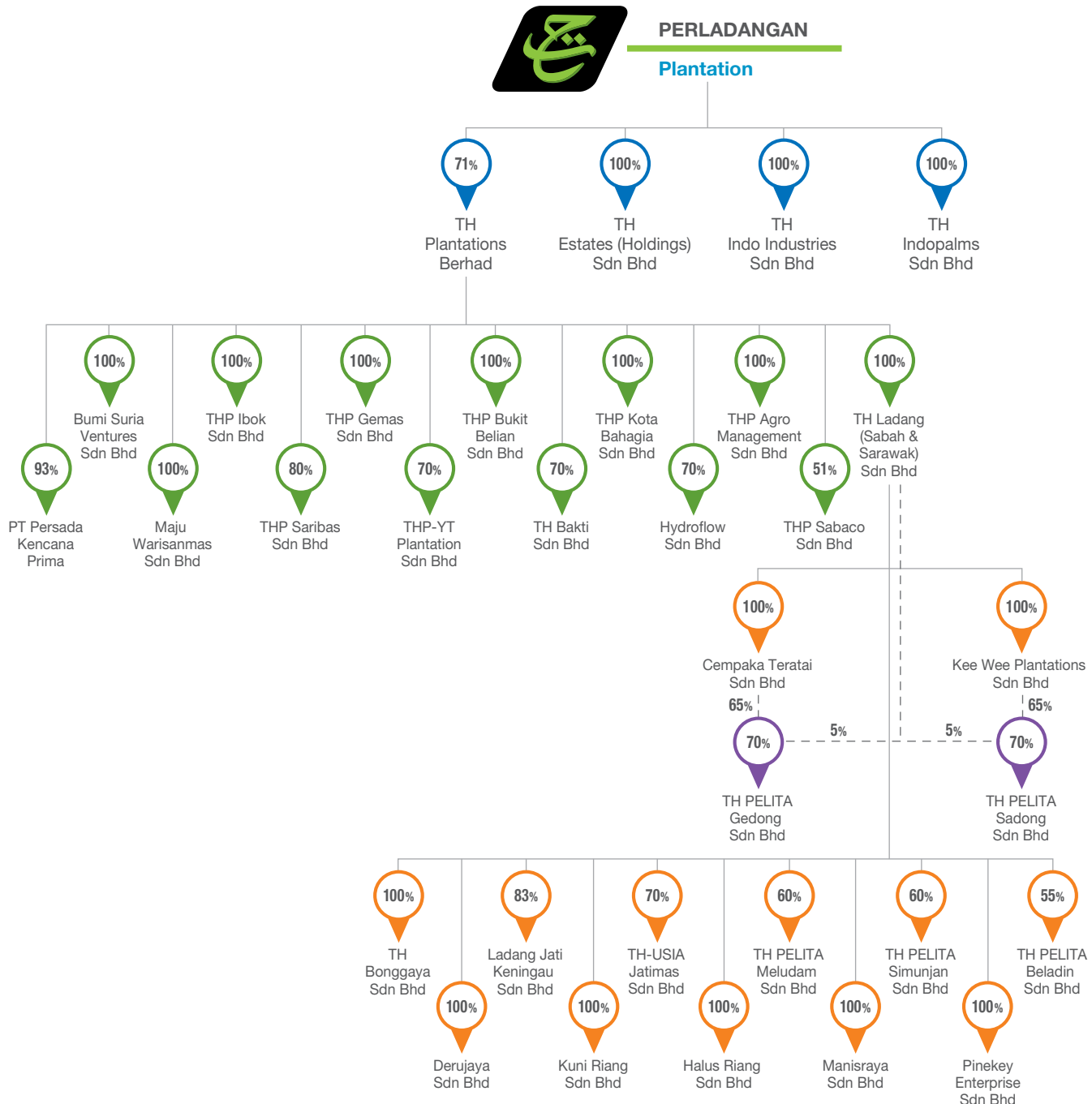
CARTA SEKTOR KEWANGAN ISLAM

Islamic Finance Sector Chart



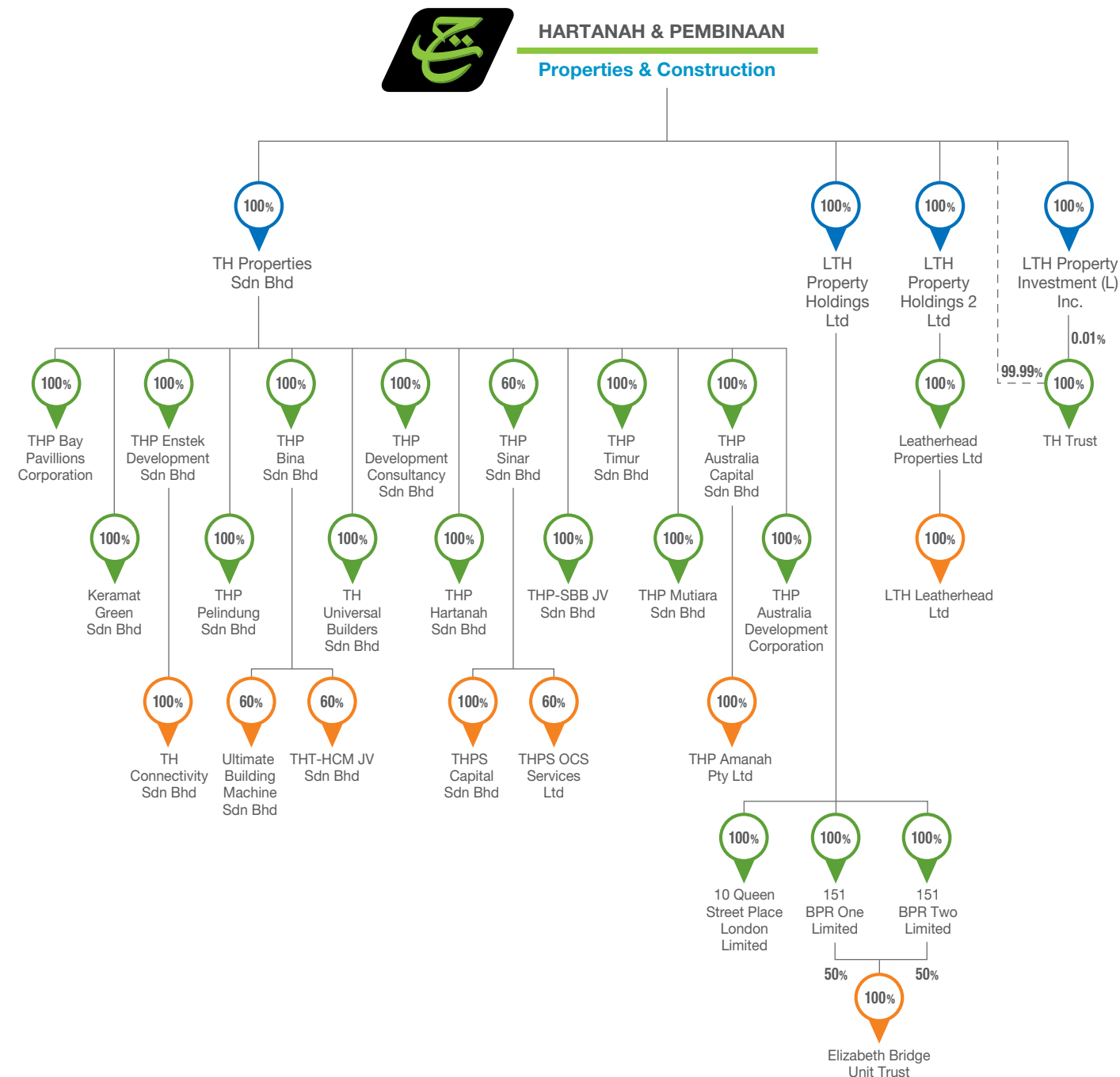
CARTA SEKTOR PERLADANGAN

Plantation Sector Chart



CARTA SEKTOR HARTANAH DAN PEMBINAAN

Property and Construction Sector Chart



CARTA SEKTOR PERKHIDMATAN LAIN

Other Services Sector Chart



**MEMBINA
MASA HADAPAN
YANG BERMANFAAT
UNTUK SEMUA**



GROWING A FRUITFUL FUTURE FOR ALL

> 226

226 PENYATA KEWANGAN

- Laporan Ketua Audit Negara
- Penyata Pengerusi dan Seorang Ahli Lembaga Pengarah
- Pengakuan oleh Pegawai Utama yang Bertanggungjawab ke atas Pengurusan Kewangan
- Penyata Kedudukan Kewangan
- Penyata Pendapatan
- Penyata Pendapatan Komprehensif
- Penyata Perubahan Dana
- Penyata Aliran Tunai
- Nota-Nota Kepada Penyata Kewangan



**LAPORAN KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
LEMBAGA TABUNG HAJI
BAGI TAHUN BERAKHIR 31 DISEMBER 2014**

Laporan Mengenai Penyata Kewangan

Saya telah mengaudit Penyata Kewangan Lembaga Tabung Haji dan Kumpulan yang merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2014 dan Penyata Pendapatan Dan Penyata Pendapatan Komprehensif, Penyata Perubahan Dana serta Penyata Aliran Tunai bagi tahun berakhir pada tarikh tersebut, ringkasan polisi perakaunan yang signifikan dan nota penjelasan lain.

Tanggungjawab Lembaga Terhadap Penyata Kewangan

Lembaga bertanggungjawab terhadap penyediaan dan persembahan penyata kewangan tersebut yang saksama selaras dengan piawaian pelaporan kewangan yang diluluskan di Malaysia dan Akta Tabung Haji 1995 (Akta 535). Lembaga juga bertanggungjawab terhadap kawalan dalaman yang ditetapkan perlu oleh pengurusan bagi membolehkan penyediaan penyata kewangan yang bebas daripada salah nyata yang ketara sama ada disebabkan oleh fraud atau kesilapan.

Tanggungjawab Juruaudit

Tanggungjawab saya adalah memberi pendapat terhadap penyata kewangan tersebut berdasarkan pengauditan yang dijalankan. Pengauditan telah dilaksanakan mengikut Akta Audit 1957 dan piawaian pengauditan yang diluluskan di Malaysia. Piawaian tersebut menghendaki saya mematuhi keperluan etika serta merancang dan melaksanakan pengauditan untuk memperoleh jaminan yang munasabah sama ada penyata kewangan tersebut bebas daripada salah nyata yang ketara.

Pengauditan meliputi pelaksanaan prosedur untuk memperoleh bukti audit mengenai amaun dan pendedahan dalam penyata kewangan. Prosedur yang dipilih bergantung kepada pertimbangan juruaudit, termasuk penilaian risiko salah nyata yang ketara pada penyata kewangan sama ada disebabkan oleh fraud atau kesilapan. Dalam membuat penilaian risiko

tersebut, juruaudit mempertimbangkan kawalan dalaman yang bersesuaian dengan entiti dalam penyediaan dan persembahan penyata kewangan yang memberi gambaran yang benar dan saksama bagi tujuan merangka prosedur pengauditan yang bersesuaian tetapi bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman entiti tersebut. Pengauditan juga termasuk menilai kesesuaian polisi perakaunan yang diguna pakai dan kemunasabahan anggaran perakaunan yang dibuat oleh pengurusan serta persembahan penyata kewangan disatukan secara menyeluruh.

Saya percaya bahawa bukti audit yang saya peroleh adalah mencukupi dan bersesuaian untuk dijadikan asas bagi pendapat audit saya.

Pendapat

Pada pendapat saya, penyata kewangan disatukan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Lembaga Tabung Haji dan Kumpulan pada 31 Disember 2014 dan prestasi kewangan serta aliran tunaiya bagi tahun berakhir pada tarikh tersebut selaras dengan piawaian pelaporan kewangan yang diluluskan di Malaysia.

Saya telah mempertimbangkan penyata kewangan dan laporan juruaudit bagi semua syarikat subsidiari yang tidak diaudit oleh saya seperti yang dinyatakan dalam nota kepada penyata kewangan. Saya berpuas hati bahawa penyata kewangan berkenaan telah disatukan dengan Penyata Kewangan Lembaga Tabung Haji dalam bentuk dan kandungan yang sesuai dan wajar bagi tujuan penyediaan penyata kewangan. Saya juga telah menerima maklumat dan penjelasan yang memuskan sebagaimana yang dikehendaki bagi tujuan tersebut. Laporan juruaudit mengenai penyata kewangan syarikat subsidiari berkenaan tidak mengandungi sebarang pemerhatian yang boleh menjejaskan penyata kewangan.

(TAN SRI DATO' SETIA HAJI AMBRIN BIN BUANG)

KETUA AUDIT NEGARA

MALAYSIA



PUTRAJAYA

25 JUN 2015



PENYATA Pengerusi dan Seorang Ahli Lembaga Pengarah

Kami, DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM dan TAN SRI DATO' SETIA ISMEE ISMAIL yang merupakan Pengerusi dan salah seorang Ahli Lembaga Pengarah LEMBAGA TABUNG HAJI, dengan ini menyatakan bahawa, pada pendapat Lembaga Pengarah, Penyata Kewangan yang mengandungi Penyata Kedudukan Kewangan, Penyata Pendapatan, Penyata Pendapatan Komprehensif, Penyata Perubahan Dana dan Penyata Aliran Tunai yang berikut ini berserta dengan Nota-nota kepada Penyata Kewangan di dalamnya, adalah disediakan untuk menunjukkan pandangan yang benar dan saksama berkenaan kedudukan pada 31 Disember 2014 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

Bagi pihak Lembaga,



DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM
PENGERUSI

Bangunan Tabung Haji
201, Jalan Tun Razak
50400 Kuala Lumpur

Bagi pihak Lembaga,



TAN SRI DATO' SETIA ISMEE ISMAIL
PENGARAH URUSAN KUMPULAN
DAN KETUA PEGAWAI EKSEKUTIF

Bangunan Tabung Haji
201, Jalan Tun Razak
50400 Kuala Lumpur

PENGAKUAN OLEH PEGAWAI UTAMA YANG BERTANGGUNGJAWAB KE ATAS PENGURUSAN KEWANGAN LEMBAGA TABUNG HAJI

Saya, DATUK ROZAIDA OMAR, pegawai utama yang bertanggungjawab ke atas pengurusan kewangan dan rekod-rekod perakaunan LEMBAGA TABUNG HAJI, dengan ikhlasnya mengakui bahawa Penyata Kedudukan Kewangan, Penyata Pendapatan, Penyata Pendapatan Komprehensif, Penyata Perubahan Dana dan Penyata Aliran Tunai dalam kedudukan kewangan yang berikut ini berserta dengan Nota-nota kepada Penyata Kewangan di dalamnya mengikut sebaik-baik pengetahuan dan kepercayaan saya, adalah betul dan saya membuat ikrar ini dengan sebenarnya mempercayai bahawa ia adalah benar dan atas kehendak-kehendak Akta Akuan Berkanun, 1960.

Sebenarnya dan sesungguhnya diakui oleh penama di atas, DATUK ROZAIDA OMAR

Di : Kuala Lumpur

Pada : 16 Jun 2015



DATUK ROZAIDA OMAR
KETUA PEGAWAI KEWANGAN KUMPULAN

Di hadapan saya,



PENYATA KEDUDUKAN KEWANGAN

PADA 31 DISEMBER 2014

	Nota	Kumpulan		TH	
		31.12.2014 RM'000	31.12.2013 RM'000	31.12.2014 RM'000	31.12.2013 RM'000
Aset					
Tunai dan bersamaan tunai	4	9,531,490	8,675,527	6,981,887	8,557,140
Deposit dan simpanan di bank dan institusi kewangan lain	5	721,324	701,302	–	–
Aset derivatif	6	71,488	53,041	75,569	149,510
Sekuriti dipegang untuk dagangan	7	1,165,590	1,405,198	–	–
Sekuriti tersedia untuk dijual	8	40,995,841	37,137,618	27,393,144	20,660,894
Aset dipegang untuk dijual	9	1,796,781	3,579,656	2,439,577	2,954,648
Tuntutan semula cukai		129,505	91,080	64,204	64,204
Penghutang perniagaan dan pelbagai	10	2,432,428	1,110,607	518,194	705,395
Inventori	11	60,598	59,377	–	–
Pembiayaan	12	29,524,571	23,740,948	1,448,290	2,186,960
Aset takaful	13	811,051	753,089	–	–
Sekuriti dipegang sehingga matang	14	4,011,530	2,967,935	5,596,231	4,498,837
Deposit berkanun di Bank Negara Malaysia	15	1,335,000	1,297,100	–	–
Kos pembangunan hartanah	16	972,487	354,409	–	–
Perbelanjaan pembangunan ladang	17	661,606	703,001	–	–
Cukai tertunda	18	75,317	76,047	–	–
Pelaburan dalam entiti usahama	19	333,955	184,807	295,961	215,961
Pelaburan dalam syarikat bersekutu	20	722,033	950,196	570,500	757,748
Pelaburan dalam syarikat subsidiari	21	–	–	3,752,555	3,408,987
Pelaburan hartanah	22	8,291,494	6,333,449	5,196,758	3,921,032
Hartanah, loji dan peralatan	23	3,051,537	2,993,111	395,552	643,926
Aset tak ketara	24	342,441	396,358	22,859	52,511
Jumlah aset		107,038,067	93,563,856	54,751,281	48,777,753

PENYATA KEDUDUKAN KEWANGAN

PADA 31 DISEMBER 2014 (samb.)

	Nota	Kumpulan		TH	
		31.12.2014 RM'000	31.12.2013 RM'000	31.12.2014 RM'000	31.12.2013 RM'000
Liabiliti					
Deposit daripada pelanggan perbankan	25	38,368,726	32,410,964	–	–
Deposit dan simpanan oleh bank dan institusi kewangan lain	26	300,000	1,529,975	–	–
Liabiliti derivatif	6	32,407	13,565	–	–
Liabiliti berkaitan aset yang dipegang untuk dijual	9	–	174,085	–	–
Peruntukan zakat dan cukai		129,826	102,195	57,931	54,394
Pemiutang perniagaan dan pelbagai	27	2,329,778	1,742,054	270,162	152,548
Liabiliti takaful	28	6,323,577	6,082,001	–	–
Pajakan kewangan	29	412	632	–	–
Pembiayaan	30	1,932,083	1,416,280	–	–
Pendapatan tertunda	31	32,425	10,597	10,286	10,597
Cukai tertunda	18	144,717	143,067	–	–
Peruntukan manfaat persaraan	32	406,731	391,414	406,615	391,221
Jumlah liabiliti		50,000,682	44,016,829	744,994	608,760
Dana diwakili oleh:					
Kumpulan wang simpanan pendeposit	33	54,357,750	45,719,459	54,357,750	45,719,459
Rizab		1,149,114	2,270,728	(351,463)	2,449,534
Jumlah dana pendeposit TH		55,506,864	47,990,187	54,006,287	48,168,993
Kepentingan minoriti		1,530,521	1,556,840	–	–
Jumlah dana		57,037,385	49,547,027	54,006,287	48,168,993
Jumlah liabiliti dan dana		107,038,067	93,563,856	54,751,281	48,777,753

Nota-nota yang dibentangkan di muka surat 240 hingga 314 merupakan sebahagian daripada penyata kewangan ini.



PENYATA PENDAPATAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014

	Nota	Kumpulan		TH	
		2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pendapatan	34	7,601,242	6,366,076	2,979,041	3,521,552
Kos jualan		(1,018,094)	(899,576)	–	–
Keuntungan kasar	34	6,583,148	5,466,500	2,979,041	3,521,552
Pendapatan lain		591,363	230,648	310,263	208,795
Bahagian pendapatan pendeposit perbankan	35	(776,932)	(656,536)	–	–
Perbelanjaan pentadbiran		(1,627,927)	(1,648,036)	(443,689)	(407,254)
Perbelanjaan lain		(303,724)	(346,282)	(62,548)	(311,491)
Keuntungan operasi	36	4,465,928	3,046,294	2,783,067	3,011,602
Kos pembiayaan		(59,940)	(23,858)	–	–
Rosot nilai dan pelarasan nilai saksama	37	565,537	(289,039)	252,901	(305,563)
Zakat	38	(74,426)	(69,640)	(57,000)	(52,900)
Bahagian (kerugian)/keuntungan selepas cukai dan zakat syarikat bersekutu		(12,340)	13,059	–	–
Bahagian kerugian selepas cukai dan zakat entiti usahasama		(12,153)	(23,429)	–	–
Keuntungan sebelum cukai	39	4,872,606	2,653,387	2,978,968	2,653,139
Cukai		(257,145)	(292,253)	–	(19,346)
Keuntungan tahun semasa dari operasi berterusan	40	4,615,461	2,361,134	2,978,968	2,633,793
Keuntungan dari operasi yang dihentikan		–	149,286	–	–
Keuntungan tahun semasa		4,615,461	2,510,420	2,978,968	2,633,793
Keuntungan tahun semasa diatribut kepada:					
Pendeposit TH		4,305,235	2,153,033	2,978,968	2,633,793
Kepentingan minoriti		310,226	357,387	–	–
		4,615,461	2,510,420	2,978,968	2,633,793

PENYATA PENDAPATAN KOMPREHENSIF

BAGI TAHUN BERAKHIR 31 DISEMBER 2014

	Nota	Kumpulan		TH	
		2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Keuntungan tahun semasa		4,615,461	2,510,420	2,978,968	2,633,793
Pendapatan komprehensif lain:					
Item yang akan atau mungkin dikelaskan semula kepada keuntungan atau kerugian					
Bahagian (kerugian)/pendapatan komprehensif lain syarikat bersekutu		(18,119)	8,503	–	–
Bahagian (kerugian)/pendapatan komprehensif lain entiti usahasama		(2,917)	243	–	–
Perubahan nilai saksama sekuriti tersedia untuk dijual		(2,431,670)	483,890	(2,423,892)	597,057
Pindahan kepada rizab keuntungan		(24,553)	(14,547)	–	–
Perbezaan tukaran asing dari operasi luar negara		(18,111)	(27,843)	–	–
		(2,495,370)	450,246	(2,423,892)	597,057
Item yang tidak akan dikelaskan semula kepada keuntungan atau kerugian					
Pengukuran semula liabiliti manfaat persaraan		(24,459)	(9,625)	(24,459)	(9,625)
Lebihan bersih TKJHM dan TWT	41	6,085	9,983	6,085	9,983
		(18,374)	358	(18,374)	358
Pendapatan komprehensif lain tahun semasa		(2,513,744)	450,604	(2,442,266)	597,415
Jumlah pendapatan komprehensif tahun semasa		2,101,717	2,961,024	536,702	3,231,208
Jumlah pendapatan komprehensif tahun semasa diatribut kepada:					
Pendeposit TH		1,790,466	2,667,657	536,702	3,231,208
Kepentingan minoriti		311,251	293,367	–	–
		2,101,717	2,961,024	536,702	3,231,208

Nota-nota yang dibentangkan di muka surat 240 hingga 314 merupakan sebahagian daripada penyata kewangan ini.



PENYATA PERUBAHAN DANA

BAGI TAHUN BERAKHIR 31 DISEMBER 2014

Kumpulan	Nota	Atribut kepada Pendeposit <i>TH</i>					
		Tidak boleh agih			Boleh agih		Jumlah dana
		Kumpulan wang simpanan pendeposit RM'000	Rizab terkumpul dan TWT RM'000	Rizab-rizab lain (Nota 43) RM'000	Rizab keuntungan terkumpul RM'000	Jumlah dana pendeposit <i>TH</i> RM'000	Kepentingan minoriti RM'000
Pada 1 Januari 2014		45,719,459	317,784	1,750,233	202,711	47,990,187	1,556,840
Pengukuran semula liabiliti manfaat persaraan		-	-	-	(34,312)	(34,312)	-
Perubahan nilai saksama sekuriti tersedia untuk dijual		-	-	(2,453,388)	-	(2,453,388)	(2,835)
Perbezaan tukaran asing dari operasi luar negara		-	-	(33,154)	-	(33,154)	3,860
Lebihan bersih TKJHM dan TWT		-	6,085	-	-	6,085	-
Jumlah pendapatan komprehensif lain tahun semasa		-	6,085	(2,486,542)	(34,312)	(2,514,769)	1,025
Keuntungan tahun semasa		-	-	-	4,305,235	4,305,235	310,226
Jumlah pendapatan komprehensif tahun semasa		-	6,085	(2,486,542)	4,270,923	1,790,466	311,251
Caruman dan pengagihan kepada pendeposit <i>TH</i> :							
- Simpanan bersih tahun semasa		5,401,095	-	-	-	5,401,095	-
- Pengurangan tahun semasa		-	(100,503)	-	-	(100,503)	-
- Bonus pendeposit:	42						
- Bonus tahunan		2,988,053	-	-	(2,988,053)	-	-
- Bonus haji		249,143	-	-	(249,143)	-	-
- Dividen dibayar kepada pemegang saham minoriti		-	-	-	-	-	(224,232)
- Terbitan saham kepada pemegang saham minoriti		-	-	-	-	-	-
- Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari		-	-	2,551	-	2,551	7,872
Jumlah transaksi dengan pendeposit <i>TH</i>		8,638,291	(100,503)	2,551	(3,237,196)	5,303,143	(216,360)
Perubahan dalam pegangan struktur							
Kumpulan		-	-	225,536	91,082	316,618	(5,227)
Pindahan rizab		-	-	286,547	(180,097)	106,450	(115,983)
Pada 31 Disember 2014		54,357,750	223,366	(221,675)	1,147,423	55,506,864	1,530,521

PENYATA PERUBAHAN DANA

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

Kumpulan	Nota	Atribut kepada Pendeposit <i>TH</i>					
		Tidak boleh agih			Boleh agih		Jumlah dana
		Kumpulan wang simpanan pendeposit RM'000	Rizab terkumpul dan TWT RM'000	Rizab-rizab lain (Nota 43) RM'000	Rizab keuntungan terkumpul RM'000	Jumlah dana pendeposit <i>TH</i> RM'000	Kepentingan minoriti RM'000
Pada 1 Januari 2013		38,284,221	298,640	1,219,366	642,048	40,444,275	2,582,403
Pengukuran semula liabiliti manfaat persaraan		-	-	-	(9,625)	(9,625)	-
Perubahan nilai saksama sekuriti tersedia untuk dijual		-	-	542,109	-	542,109	(64,020)
Perbezaan tukaran asing dari operasi luar negara		-	-	(27,843)	-	(27,843)	-
Lebihan bersih TKJHM dan TWT		-	9,983	-	-	9,983	-
Jumlah pendapatan komprehensif lain tahun semasa		-	9,983	514,266	(9,625)	514,624	(64,020)
Keuntungan tahun semasa		-	-	-	2,153,033	2,153,033	357,387
Jumlah pendapatan komprehensif tahun semasa		-	9,983	514,266	2,143,408	2,667,657	293,367
Caruman dan pengagihan kepada pendeposit <i>TH</i> :							
- Simpanan bersih tahun semasa		4,803,330	-	-	-	4,803,330	-
- Tambahan tahun semasa		-	9,161	-	-	9,161	-
- Bonus pendeposit:	42						
- Bonus tahunan		2,409,015	-	-	(2,409,015)	-	-
- Bonus haji		222,893	-	-	(222,893)	-	-
- Dividen dibayar kepada pemegang saham minoriti		-	-	-	6,428	6,428	(105,767)
- Terbitan saham kepada pemegang saham minoriti		-	-	-	-	-	2,036
- Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari		-	-	(1,491)	-	(1,491)	-
Jumlah transaksi dengan pendeposit <i>TH</i>		7,435,238	9,161	(1,491)	(2,625,480)	4,817,428	(103,731)
Perubahan dalam pegangan struktur							
Kumpulan		-	-	122	164,634	164,756	(1,215,199)
Pindahan rizab		-	-	17,970	(121,899)	(103,929)	-
Pada 31 Disember 2013		45,719,459	317,784	1,750,233	202,711	47,990,187	1,556,840



PENYATA PERUBAHAN DANA

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

TH	Nota	Atribut kepada Pendeposit <i>TH</i>				
		Tidak boleh agih		Boleh agih		
		Kumpulan wang simpanan pendeposit RM'000	Rizab nilai saksama RM'000	Rizab terkumpul TKJHM dan TWT RM'000	Keuntungan terkumpul RM'000	Jumlah dana pendeposit <i>TH</i> RM'000
Pada 1 Januari 2014		45,719,459	1,556,359	317,784	575,391	48,168,993
Pengukuran semula liabiliti manfaat persaraan		-	-	-	(24,459)	(24,459)
Lebihan bersih TKJHM dan TWT		-	-	6,085	-	6,085
Perubahan nilai saksama sekuriti tersedia untuk dijual		-	(2,423,892)	-	-	(2,423,892)
Jumlah pendapatan komprehensif lain tahun semasa		-	(2,423,892)	6,085	(24,459)	(2,442,266)
Keuntungan tahun semasa		-	-	-	2,978,968	2,978,968
Jumlah pendapatan komprehensif tahun semasa		-	(2,423,892)	6,085	2,954,509	536,702
Simpanan bersih tahun semasa		5,401,095	-	-	-	5,401,095
Pengurangan tahun semasa		-	-	(100,503)	-	(100,503)
Bonus pendeposit:	42					
- Bonus tahunan		2,988,053	-	-	(2,988,053)	-
- Bonus haji		249,143	-	-	(249,143)	-
		3,237,196	-	-	(3,237,196)	-
Pada 31 Disember 2014		54,357,750	(867,533)	223,366	292,704	54,006,287
Pada 1 Januari 2013		38,284,221	959,302	298,640	583,131	40,125,294
Pengukuran semula liabiliti manfaat persaraan		-	-	-	(9,625)	(9,625)
Lebihan bersih TKJHM dan TWT		-	-	9,983	-	9,983
Perubahan nilai saksama sekuriti tersedia untuk dijual		-	597,057	-	-	597,057
Jumlah pendapatan komprehensif lain tahun semasa		-	597,057	9,983	(9,625)	597,415
Keuntungan tahun semasa		-	-	-	2,633,793	2,633,793
Jumlah pendapatan komprehensif tahun semasa		-	597,057	9,983	2,624,168	3,231,208
Simpanan bersih tahun semasa		4,803,330	-	-	-	4,803,330
Tambahan tahun semasa		-	-	9,161	-	9,161
Bonus pendeposit:	42					
- Bonus tahunan		2,409,015	-	-	(2,409,015)	-
- Bonus haji		222,893	-	-	(222,893)	-
		2,631,908	-	-	(2,631,908)	-
Pada 31 Disember 2013		45,719,459	1,556,359	317,784	575,391	48,168,993

Nota-nota yang dibentangkan di muka surat 240 hingga 314 merupakan sebahagian daripada penyata kewangan ini.

PENYATA ALIRAN TUNAI

BAGI TAHUN BERAKHIR 31 DISEMBER 2014

Nota	Kumpulan		<i>TH</i>	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Keuntungan sebelum cukai dari:	4,872,606	2,653,387	2,978,968	2,653,139
Operasi berterusan	-	171,407	-	-
Operasi yang dihentikan				
	4,872,606	2,824,794	2,978,968	2,653,139
Pelarasan untuk:				
Susut nilai hartanah, loji dan peralatan	172,494	159,256	26,422	26,454
Keuntungan daripada jualan hartanah, loji dan peralatan	(22,663)	(6,977)	(10,042)	(8,271)
Keuntungan daripada penjualan pelaburan hartanah	(13)	-	-	-
Dividen syarikat bersekutu	-	-	(9,760)	(27,323)
Bahagian kerugian/(keuntungan) selepas cukai dan zakat syarikat bersekutu	12,340	(13,059)	-	-
Bahagian kerugian selepas cukai dan zakat entiti usahasama	12,153	23,429	-	-
Keuntungan urus niaga saham	(821,645)	(921,322)	(821,645)	(921,322)
Keuntungan penjualan syarikat subsidiari	(836,210)	-	(83,375)	(752,103)
Kerugian penjualan syarikat bersekutu	4,435	31,675	12,114	31,675
Keuntungan atas penjualan sekuriti hutang	(2,109)	(19,931)	(2,109)	(19,931)
Keuntungan pelaburan nota korporat	-	(209)	-	(209)
Kerugian/(Keuntungan) urus niaga derivatif	1,184	(93,483)	(1,186)	(84,320)
Perubahan nilai saksama derivatif	(5,021)	(127,773)	53,944	(127,773)
Kerugian pembiayaan korporat	-	80	-	80
Keuntungan pembiayaan kepada syarikat subsidiari	-	-	(72,074)	(144,004)
Keuntungan daripada pembayaran balik modal	(790)	(556)	(790)	(556)
Keuntungan sijil hutang boleh niaga	(128,209)	(91,008)	(128,209)	(91,008)
Rosot nilai syarikat subsidiari tercatat	-	-	47,312	-
Rosot nilai syarikat bersekutu tercatat	230,490	-	230,490	-
Rosot nilai saham dan sekuriti hutang	56,219	407,940	55,965	407,940
Rosot nilai muhibah	15,510	-	-	-
Rosot nilai penghutang	-	39	-	39
Rosot nilai pembiayaan perbankan	56,305	(11,368)	-	-
Perubahan nilai saksama pelaburan hartanah	(947,778)	20,118	(669,350)	25,274
Hartanah, loji dan peralatan dilupuskan	1,556	5,528	136	50
Rosot nilai pelaburan saham diambil semula	(254,507)	-	(266,642)	(43,442)
Kos terlunas pembiayaan syarikat subsidiari	-	-	-	(809)
Hutang ragu diambil semula	-	(79)	-	(79)
Instrumen kewangan derivatif dihapuskira	28,738	-	28,738	-
Pelunasan pendapatan tertunda	(311)	(311)	(311)	(311)
Pelunasan aset tak ketara	8,755	8,236	-	-
Pendapatan dividen perbankan	(3,560)	(7,232)	-	-
Nilai saksama opsyen saham kakitangan	(55)	(492)	-	-
Peruntukan pelan manfaat persaraan	38,022	195,851	37,944	195,778
Keuntungan tukaran asing	(29,333)	(146,275)	(29,230)	(146,249)

PENYATA ALIRAN TUNAI

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

	Kumpulan		TH	
	2014	2013	2014	2013
Nota	RM'000	RM'000	RM'000	RM'000
Zakat	74,426	69,640	57,000	52,900
Kos pembiayaan	59,940	23,858	–	–
Keuntungan operasi sebelum pergerakan dalam modal kerja	2,592,969	2,330,369	1,434,310	1,025,619
Pengurangan/(Penambahan) dalam modal kerja:				
Inventori	(1,222)	2,233	–	–
Penghutang perniagaan dan pelbagai	190,398	203,306	429,444	298,601
Pemiutang perniagaan dan pelbagai	758,194	572,700	333,594	57,634
Deposit berkanun di Bank Negara Malaysia	(37,900)	(237,200)	–	–
Bil bayaran	(43,074)	(214,540)	–	–
Pembiayaan pelanggan perbankan	(5,980,556)	(4,453,873)	–	–
Deposit daripada pelanggan perbankan	5,957,762	4,545,367	–	–
Deposit dan simpanan oleh bank dan institusi kewangan lain	(1,229,975)	669,697	–	–
Tunai diperoleh daripada aktiviti operasi	2,206,596	3,418,059	2,197,348	1,381,854
Bayaran bonus kepada pendeposit	(3,237,196)	(2,631,908)	(3,237,196)	(2,631,908)
Bayaran zakat	(68,469)	(58,232)	(53,462)	(47,572)
Bayaran cukai	(283,503)	(266,377)	–	–
Bayaran balik cukai	4,098	11,661	–	–
Bayaran pelan manfaat persaraan	(15,707)	(37,969)	(15,537)	(37,969)
Perbelanjaan pembangunan ladang	(256,568)	(172,960)	–	–
Kos pembangunan hartanah	(618,078)	(55,228)	–	–
Bayaran belanja tertunda	–	(1,413)	–	–
Tunai bersih (digunakan dalam)/diperoleh daripada aktiviti operasi	(2,268,827)	205,633	(1,108,847)	(1,335,595)
Aliran tunai daripada aktiviti pelaburan				
Hasil dari penjualan hartanah, loji dan peralatan	64,470	10,617	15,565	9,483
Hasil dari penjualan pelaburan hartanah	70	–	–	–
Hasil dari penjualan aset dipegang untuk dijual	15,220	38,303	4,220	33,903
Hasil dari penjualan syarikat subsidiari	751,835	–	194,116	1,177,875
Hasil dari penjualan syarikat bersekutu	21	16,726	21	16,726
Hasil dari pengurangan modal saham syarikat bersekutu	–	45,800	–	45,800
Belian saham	(5,205,092)	(82,152)	(5,205,092)	(82,152)
Hasil dari urusanniaga instrumen kewangan derivatif	1,186	86,817	1,186	86,817
Belian bersih sekuriti hutang	(2,306,467)	(1,590,994)	(2,306,467)	(1,590,994)
Belian aset kewangan lain	(1,343,108)	(651,695)	(1,343,108)	(651,695)
Pelaburan derivatif	(24,289)	(15,168)	(24,289)	(15,168)
Belian hartanah, loji dan peralatan	(278,442)	(514,584)	(134,660)	(224,262)
Pengambilalihan syarikat subsidiari	(12,410)	(264,137)	(501,621)	(1,238,533)
Pelaburan bersih dalam syarikat bersekutu	(27,694)	150	(27,694)	–
Pelaburan bersih dalam entiti usahasama	(147,360)	–	(80,000)	–
Kurangan bagi deposit dicagar	–	214	–	–
Hasil bersih sekuriti perbankan	2,873,082	753,825	–	–

Lembaga Tabung Haji (Ditubuhkan di bawah Akta Tabung Haji 1995) dan syarikat-syarikat subsidiari

Lembaga Tabung Haji (Ditubuhkan di bawah Akta Tabung Haji 1995) dan syarikat-syarikat subsidiari

PENYATA ALIRAN TUNAI

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

	Kumpulan		TH	
	2014	2013	2014	2013
Nota	RM'000	RM'000	RM'000	RM'000
Pelaburan hartanah	(775,811)	(2,221,046)	(367,746)	(692,810)
Dividen dari syarikat bersekutu	20,960	22,400	9,760	27,323
Tunai bersih digunakan dalam aktiviti pelaburan	(6,393,829)	(4,364,924)	(9,765,809)	(3,097,687)
Aliran tunai daripada aktiviti kewangan				
Belian saham daripada kepentingan minoriti	–	(2,859,037)	–	–
Terimaan daripada pembiayaan jangka panjang	482,664	1,453,281	–	–
Bayaran balik pembiayaan kepada syarikat subsidiari	715,089	–	657,888	344,340
Terimaan pembiayaan korporat	–	733	–	733
Bayaran dividen kepada pemegang saham minoriti	(224,232)	(105,767)	–	–
Kumpulan wang simpanan pendeposit	8,638,291	7,435,238	8,638,291	7,435,238
Bayaran balik pajakan kewangan	(102)	(106)	–	–
Kos pembiayaan dibayar	(59,940)	(23,858)	–	–
Tunai bersih diperoleh daripada aktiviti kewangan	9,551,770	5,900,484	9,296,179	7,780,311
Penambahan/(Pengurangan) bersih dalam tunai dan bersamaan tunai	889,114	1,741,193	(1,578,477)	3,347,029
Tunai dan bersamaan tunai pada 1 Januari	9,370,545	7,792,504	8,557,140	5,211,930
Penambahan bersih dalam tunai dan bersamaan tunai TKJHM	18,128	19,144	18,128	19,144
Pengkelasan ke aset dipegang untuk dijual	–	(143,092)	–	–
Perbezaan mata wang asing	(35,101)	(39,204)	(14,904)	(20,963)
Tunai dan bersamaan tunai pada 31 Disember	10,242,686	9,370,545	6,981,887	8,557,140
Tunai dan bersamaan tunai terdiri daripada:				
Pelaburan dalam simpanan dengan institusi kewangan berlesen	5,011,185	4,397,224	6,833,475	8,490,025
Tunai dan baki di bank	1,418,721	925,376	148,412	67,115
Wang panggilan dan simpanan antara bank dengan tempoh matang tidak melebihi satu bulan	3,101,584	3,352,927	–	–
	4	8,675,527	6,981,887	8,557,140
Deposit dan simpanan dengan bank dan institusi kewangan lain	5	721,324	–	–
Deposit dicagarkan		(10,128)	–	–
		9,370,545	6,981,887	8,557,140

Nota-nota yang dibentangkan di muka surat 240 hingga 314 merupakan sebahagian daripada penyata kewangan ini.



Lembaga Tabung Haji (Ditubuhkan di bawah Akta Tabung Haji 1995)
dan syarikat-syarikat subsidiari

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014

1. Maklumat korporat

Lembaga Tabung Haji (“**TH**”) ialah sebuah Badan Berkanun yang ditubuhkan di bawah Akta Tabung Haji 1995 (Akta 535).

Lokasi utama perniagaan terletak di Bangunan Tabung Haji, 201 Jalan Tun Razak, 50400 Kuala Lumpur.

Aktiviti utama **TH** adalah menjalankan pengurusan operasi haji, menerima dan mengurus wang simpanan daripada para pendeposit, menjalankan aktiviti-aktiviti pelaburan dan penyewaan bangunan. Aktiviti utama syarikat-syarikat subsidiari, bersekutu dan usahasama adalah seperti yang dinyatakan masing-masing di Nota 21, 20 dan 19 kepada penyata kewangan. Tidak terdapat sebarang perubahan ketara dalam aktiviti utama yang dijalankan pada sepanjang tahun kewangan.

Penyata kewangan yang disatukan bagi tahun berakhir 31 Disember 2014 merangkumi penyata kewangan **TH** dan syarikat-syarikat subsidiari secara bersama dikenali sebagai “Kumpulan”, serta kepentingan Kumpulan dalam syarikat-syarikat bersekutu dan entiti-entiti usahasama.

Penyata kewangan ini diterima dan diluluskan oleh Lembaga Pengarah pada 16 Jun 2015.

2. Asas penyediaan penyata kewangan

(a) Penyataan pematuhan

Penyata kewangan Kumpulan dan **TH** telah disediakan mengikut Piawaian Pelaporan Kewangan (“FRS”) yang diterbitkan oleh Lembaga Piawaian Perakaunan Malaysia (“MASB”) bagi entiti selain entiti persendirian diselaras menurut prinsip-prinsip Syariah.

Piawaian-piawaian perakaunan, pindaan dan interpretasi perakaunan berikut telah diterbitkan oleh MASB tetapi belum diterima pakai oleh Kumpulan dan **TH**:

(i) Piawaian, Interpretasi dan pindaan berkuat kuasa bagi tempoh kewangan bermula pada atau selepas 1 Julai 2014

- *Amendments to FRS 1, First-time Adoption of Malaysian Financial Reporting Standards (Annual Improvements 2011-2013 Cycle)*
- *Amendments to FRS 2, Share-based Payment (Annual Improvements 2010 - 2012 Cycle)*
- *Amendments to FRS 3, Business Combinations (Annual Improvements 2010 - 2012 Cycle and 2011 - 2013 Cycle)*
- *Amendments to FRS 8, Operating Segments (Annual Improvements 2010 - 2012 Cycle)*
- *Amendments to FRS 13, Fair Value Measurement (Annual Improvements 2010 - 2012 Cycle and 2011 - 2013 Cycle)*
- *Amendments to FRS 116, Property, Plant and Equipment (Annual Improvements 2010 - 2012 Cycle)*
- *Amendments to FRS 119, Employee Benefits, Defined Benefits Plans: Employee Contributions*
- *Amendments to FRS 124, Related Party Disclosures (Annual Improvements 2010 - 2012 Cycle)*
- *Amendments to FRS 138, Intangible Assets (Annual Improvements 2010 - 2012 Cycle)*
- *Amendments to FRS 140, Investment Property (Annual Improvements 2011 - 2013 Cycle)*

(ii) Piawaian, Interpretasi dan pindaan berkuat kuasa bagi tempoh kewangan bermula pada atau selepas 1 Januari 2016

- *FRS 14, Regulatory Deferral Accounts*
- *Amendments to FRS 11, Joint Arrangements - Accounting for Acquisitions of Interests in Joint Operations*
- *Amendments to FRS 116, Property, Plant and Equipment and FRS 138, Intangible Assets - Clarification of Acceptable Methods of Depreciation and Amortisation*
- *Amendments to FRS 116, Property, Plant and Equipment and FRS 141, Agriculture - Agriculture: Bearer Plants*

Lembaga Tabung Haji (Ditubuhkan di bawah Akta Tabung Haji 1995)
dan syarikat-syarikat subsidiari

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

2. Asas penyediaan penyata kewangan (samb.)

(a) Penyataan pematuhan (samb.)

(iii) Piawaian, Interpretasi dan pindaan berkuat kuasa bagi tempoh kewangan bermula pada atau selepas 1 Januari 2017

- *FRS 15, Revenue from Contracts with Customers*

(iv) Piawaian, Interpretasi dan pindaan berkuat kuasa bagi tempoh kewangan bermula pada atau selepas 1 Januari 2018

- *FRS 9, Financial Instruments (2014)*
- *Amendments to FRS 7, Financial Instruments: Disclosures - Mandatory Effective Date of FRS 9 and Transition Disclosures*

Kumpulan bercadang untuk menerima pakai piawaian, interpretasi dan pindaan seperti berikut:

- (i) dari tahun kewangan bermula pada 1 Januari 2015 bagi piawaian, pindaan dan interpretasi yang berkuat kuasa untuk tempoh kewangan bermula pada atau selepas 1 Julai 2014, yang mana berkaitan;
- (ii) dari tahun kewangan bermula pada 1 Januari 2016 bagi piawaian, pindahan dan interpretasi yang berkuat kuasa untuk tempoh kewangan bermula pada atau selepas 1 Januari 2016, yang mana berkaitan;
- (iii) dari tahun kewangan bermula pada 1 Januari 2017 bagi piawaian, pindahan dan interpretasi yang berkuat kuasa untuk tempoh kewangan bermula pada atau selepas 1 Januari 2017, yang mana berkaitan; dan
- (iv) dari tahun kewangan bermula pada 1 Januari 2018 bagi piawaian, pindahan dan interpretasi yang berkuat kuasa untuk tempoh kewangan bermula pada atau selepas 1 Januari 2018, yang mana berkaitan.

(b) Asas pengukuran

Penyata kewangan Kumpulan dan **TH** telah disediakan mengikut konvensyen kos sejarah, kecuali pelaburan hartanah, aset-aset dan liabiliti-liabiliti kewangan yang dinyatakan pada nilai saksama atau kos terlunas seperti yang dinyatakan dalam Nota 3 kepada penyata kewangan.

(c) Mata wang fungsian

Penyata kewangan dinyatakan dalam Ringgit Malaysia (RM), iaitu mata wang fungsian **TH**. Kesemua jumlah kewangan dinyatakan dalam RM dan telah dibundarkan kepada jumlah ribu terdekat, melainkan jika dinyatakan sebaliknya.

(d) Penggunaan anggaran dan pertimbangan

Penyediaan penyata kewangan memerlukan pihak pengurusan untuk membuat beberapa pertimbangan, anggaran dan andaian yang memberi kesan terhadap dasar perakaunan yang digunakan dan jumlah aset, liabiliti, pendapatan dan perbelanjaan yang dilaporkan. Jumlah sebenar berkemungkinan berbeza daripada anggaran yang dibuat.

Anggaran dan andaian asas dikaji secara berterusan. Pindaan kepada anggaran perakaunan diiktiraf dalam tempoh anggaran tersebut dipinda dan dalam mana-mana tempoh ke hadapan.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting

Dasar perakaunan yang dinyatakan di bawah telah diguna pakai secara konsisten dalam tempoh yang dibentangkan dalam penyata kewangan ini dan telah digunakan secara konsisten oleh entiti kumpulan.

(a) Asas penyatuan

(i) Subsidiari

Subsidiari adalah entiti yang berada di bawah kawalan **TH**. Penyata kewangan syarikat subsidiari diambil kira dalam penyata kewangan yang disatukan bermula dari tarikh kawalan berkuat kuasa sehingga ke tarikh kawalan tamat.

Kumpulan menerima pakai FRS 10, Penyata Kewangan yang disatukan pada tahun kewangan semasa. Ini mendorong kepada perubahan dalam polisi seperti berikut:

- Kawalan berlaku apabila Kumpulan terdedah atau mempunyai hak ke atas pelbagai pulangan daripada penglibatan dengan entiti dan mempunyai kemampuan dalam memberi kesan kepada pulangan tersebut melalui kuasa terhadap entiti. Pada tahun kewangan sebelum ini, kawalan berlaku apabila Kumpulan mempunyai kemampuan untuk melaksanakan kuasa untuk mengawal polisi kewangan dan operasi entiti supaya mendapat faedah daripada aktiviti entiti.
- Potensi hak mengundi dipertimbang semasa kawalan dinilai hanya apabila hak tersebut adalah substantif. Pada tahun kewangan sebelum ini, potensi hak mengundi dipertimbang semasa kawalan dinilai hanya apabila hak tersebut boleh digunakan pada masa itu.
- Kumpulan mempertimbangkan kuasa *de facto* terhadap entiti walaupun jika Kumpulan tidak mempunyai kuasa mengundi majoriti. Kumpulan masih mempunyai kemampuan untuk mengawal aktiviti-aktiviti entiti yang memberi kesan terhadap pulangan entiti. Pada tahun kewangan sebelum ini, Kumpulan tidak mempertimbangkan kuasa *de facto* dalam menilai kawalannya.

Pelaburan dalam subsidiari dinyatakan **TH** pada kos bersih setelah ditolak sebarang kerugian rosot nilai.

(ii) Penggabungan perniagaan

Penggabungan perniagaan, diperakaunkan menggunakan kaedah pengambilalihan bermula dari tarikh pengambilalihan berlaku iaitu tarikh kawalan terhadap syarikat subsidiari dipindahkan kepada Kumpulan.

Kumpulan mengukur muhibah pada tarikh pengambilalihan seperti berikut:

- nilai saksama ganjaran yang dipindahkan; campur
- jumlah kepentingan minoriti dalam entiti yang diambil alih; campur
- jika penggabungan perniagaan dibuat secara berperingkat, nilai saksama kepentingan ekuiti dalam entiti berkenaan; tolak
- jumlah nilai saksama bersih yang dikenalpasti bagi aset yang diambil alih dan liabiliti yang ditanggung.

Jika jumlah bersih adalah negatif, penjimatan pembelian diiktiraf serta merta dalam penyata pendapatan.

Untuk setiap penggabungan perniagaan, Kumpulan boleh memilih sama ada untuk mengukur kepentingan minoriti dalam entiti yang diambil alih pada nilai saksama atau mengikut bahagian aset bersih entiti tersebut pada tarikh pengambilalihan.

Kos berkaitan dengan pengambilalihan, kecuali kos-kos yang berkait dengan terbitan instrumen hutang atau ekuiti, yang ditanggung oleh Kumpulan diambil kira sebagai perbelanjaan.

(iii) Pengambilalihan kepentingan minoriti

Kumpulan memperakaunkan kesemua perubahan dalam pemilikan ekuiti syarikat subsidiari yang tidak mengakibatkan kehilangan kawalan sebagai transaksi ekuiti antara Kumpulan dengan pemegang saham minoriti. Sebarang perbezaan antara bahagian Kumpulan dalam aset bersih sebelum dan selepas perubahan pemilikan, dan sebarang ganjaran yang diterima atau dibayar, diselaraskan kepada atau daripada rizab Kumpulan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(a) Asas penyatuan *(samb.)*

(iv) Syarikat bersekutu

Syarikat bersekutu ialah entiti dalam mana Kumpulan mempunyai pengaruh penting, tetapi bukan kawalan, terhadap dasar-dasar kewangan dan operasi syarikat. Pelaburan dalam syarikat bersekutu diperakaunkan dalam penyata kedudukan kewangan Kumpulan menggunakan kaedah perakaunan ekuiti ditolak sebarang kerugian rosot nilai.

Pelaburan dalam syarikat bersekutu dinyatakan pada kos tolak sebarang kerugian rosot nilai. Kos pelaburan termasuk kos transaksi yang berkaitan. Penyata kewangan yang disatukan merangkumi bahagian Kumpulan dalam jumlah keuntungan atau kerugian dan pendapatan komprehensif lain syarikat bersekutu tersebut bermula dari tarikh pengaruh penting wujud sehingga tarikh pengaruh penting tersebut berakhir.

Apabila bahagian kerugian Kumpulan dalam syarikat bersekutu melebihi kepentingan Kumpulan dalam syarikat bersekutu, termasuk sebarang pelaburan jangka panjang lain, jumlah dibawa diturunkan kepada sifar dan pengiktirafan kerugian dihentikan kecuali jika Kumpulan mempunyai obligasi atau telah membuat bayaran bagi pihak syarikat bersekutu.

Apabila Kumpulan tidak lagi mempunyai pengaruh penting terhadap syarikat bersekutu, sebarang kepentingan dalam syarikat bersekutu diukur pada nilai saksama dan jumlah ini dianggap sebagai nilai dibawa bagi aset kewangan. Perbezaan diantara nilai saksama dan hasil pelupusan berbanding nilai dibawa pelaburan pada tarikh pengaruh penting tidak lagi wujud diktiraf dalam untung atau rugi.

Apabila kepentingan Kumpulan dalam syarikat bersekutu berkurangan tetapi tidak mengakibatkan kehilangan pengaruh penting, sebarang baki kepentingan tidak diukur semula. Sebarang keuntungan atau kerugian yang timbul daripada pengurangan kepentingan diiktiraf dalam untung atau rugi. Sebarang keuntungan dan kerugian yang sebelumnya diiktiraf dalam pendapatan komprehensif lain juga dikelaskan semula ke untung atau rugi apabila aset dan liabiliti berkaitan dijual.

(v) Aturan usahasama

Aturan usahasama adalah aturan di mana Kumpulan mempunyai kawalan bersama, ditubuhkan melalui kontrak yang dipersetujui sepenuhnya antara semua pihak untuk membuat keputusan terhadap aktiviti yang memberi kesan penting kepada pulangan yang diperoleh daripada usahasama tersebut.

Kumpulan menerima pakai FRS 11, *Joint Arrangement* dalam tahun kewangan semasa. Dengan itu, aturan usahama diklasifikasikan seperti berikut:

- Aturan usahasama diklasifikasikan sebagai “operasi bersama” apabila Kumpulan atau **TH** mempunyai hak ke atas aset dan obligasi ke atas liabiliti berkaitan usahasama tersebut. Kumpulan dan **TH** mengambilkira bahagian masing-masing dalam aset, liabiliti dan transaksi berkaitan dengan operasi bersama.
- Aturan usahama diklasifikasikan sebagai “entiti usahasama” apabila Kumpulan mempunyai hak hanya pada aset bersih dari pengaturan tersebut. Kumpulan mengambilkira kepentingan dalam entiti usahasama menggunakan kaedah ekuiti perakaunan. Pelaburan dalam entiti usahasama dalam penyata kedudukan kewangan diukur pada kos tolak sebarang kerugian rosot nilai, kecuali pelaburan tersebut dikelaskan sebagai pegangan untuk dijual. Kos pelaburan adalah termasuk kos transaksi yang berkaitan.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(a) Asas penyatuan *(samb.)*

(vi) Kepentingan minoriti

Kepentingan minoriti pada akhir tempoh pelaporan merupakan bahagian ekuiti dalam syarikat subsidiari yang tidak dimiliki secara langsung atau tidak langsung oleh pendeposit **TH**. Kepentingan minoriti ditunjukkan dalam penyata kedudukan kewangan yang disatukan dan penyata perubahan dana tetapi diasingkan daripada dana yang diatribut kepada pendeposit **TH**. Kepentingan minoriti dalam untung rugi Kumpulan ditunjukkan dalam penyata pendapatan dan pendapatan komprehensif lain sebagai agihan untung atau rugi untuk tahun tersebut secara berasingan antara kepentingan minoriti dengan pendeposit **TH**.

Kerugian yang dicatat oleh syarikat subsidiari adalah diagihkan kepada bahagian kepentingan minoriti walaupun agihan tersebut akan mengakibatkan jumlah bahagian kepentingan minoriti berbaki negatif.

(vii) Urus niaga yang dihapuskan atas penyatuan

Urus niaga dan baki antara syarikat subsidiari dalam Kumpulan dan sebarang pendapatan dan perbelanjaan belum realis yang terbit daripada urus niaga antara syarikat subsidiari dalam Kumpulan dihapuskan semasa penyediaan penyata kewangan yang disatukan.

Keuntungan belum realis yang timbul daripada transaksi dengan syarikat bersekutu dan entiti usahasama dihapuskan terhadap jumlah pelaburan setakat kepentingan Kumpulan dalam syarikat bersekutu tersebut. Kerugian belum realis dihapuskan sebagaimana keuntungan belum realis hanya jika tidak terdapat tanda-tanda kerugian rosot nilai.

(b) Tunai dan bersamaan tunai

Tunai dan bersamaan tunai terdiri daripada wang tunai di tangan, deposit dan simpanan di bank dan institusi kewangan, wang panggilan dan simpanan antara bank, dan pelaburan berkecairan tinggi yang mempunyai risiko rendah untuk berubah nilai. Untuk tujuan penyediaan penyata aliran tunai, tunai dan bersamaan tunai dinyatakan bersih selepas ditolak overdraf bank dan deposit dicagarkan.

(c) Instrumen kewangan

Instrumen kewangan dikelaskan dan diukur mengikut dasar perakaunan seperti berikut:

Pengiktirafan dan nyah iktiraf

Pembelian dan penjualan instrumen kewangan diiktiraf pada tarikh Kumpulan komited untuk membeli atau menjual sesuatu instrumen kewangan. Aset kewangan dinyah iktiraf apabila hak untuk menerima aliran tunai daripada aset kewangan telah luput atau sebahagian besar risiko dan ganjaran dari pemilikan aset kewangan telah dipindahkan. Liabiliti kewangan dinyah iktiraf dari penyata kedudukan kewangan apabila obligasi yang ditetapkan dalam kontrak telah luput.

Pengukuran awal

Instrumen kewangan pada mulanya dinyatakan pada nilai saksama, dan bagi instrumen kewangan yang bukan dikategorikan pada nilai saksama melalui untung atau rugi, ditambah kos transaksi yang berkait secara langsung dengan pembelian atau penerbitan aset kewangan.

Kategori instrumen kewangan dan pengukuran selanjutnya

Kumpulan dan **TH** mengkategorikan instrumen kewangan seperti berikut:

(i) Pembiayaan dan penerimaan

Pembiayaan dan penerimaan adalah aset kewangan bukan derivatif yang mempunyai bayaran dalam jumlah yang tetap atau yang boleh dipastikan dan tidak tercatat dalam pasaran aktif.

Aset kewangan ini diukur selanjutnya pada kos terlunas menggunakan kaedah kadar keuntungan efektif, tolak kerugian rosot nilai.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(c) Instrumen kewangan *(samb.)*

Kategori instrumen kewangan dan pengukuran selanjutnya *(samb.)*

(ii) Aset kewangan pada nilai saksama melalui untung atau rugi

Aset kewangan pada nilai saksama melalui untung atau rugi dikategorikan sama ada:

(a) Dipegang untuk dagangan

Aset kewangan dikelaskan sebagai dipegang untuk dagangan jika ia dimiliki atau diperoleh terutamanya untuk tujuan penjualan atau pembelian semula dalam jangka masa terdekat atau ia merupakan sebahagian daripada portfolio yang diurus bersama dan di mana terdapat bukti akan adanya aktiviti pengambilan untung jangka pendek; atau

(b) Dipilih untuk diiktiraf pada nilai saksama

Aset kewangan memenuhi sekurang-kurangnya salah satu kriteria berikut semasa dipilih:

- ianya menghapuskan atau mengurangkan sebahagian besar ketidaksejajaran pengukuran atau pengiktirafan yang mungkin timbul daripada pengukuran aset kewangan, atau mengiktiraf keuntungan atau kerugian menggunakan asas yang berbeza; atau
- aset kewangan mengandungi derivatif terselindung yang perlu dinyatakan secara berasingan.

Aset kewangan bagi kategori ini diukur selanjutnya pada nilai saksama dan sebarang keuntungan atau kerugian yang timbul daripada perubahan nilai saksama diiktiraf terus kepada penyata pendapatan.

(iii) Aset kewangan dipegang sehingga matang

Aset kewangan yang dipegang sehingga matang adalah aset kewangan bukan derivatif yang mempunyai bayaran dalam jumlah yang tetap atau boleh dipastikan dengan tempoh matang yang telah ditentukan dan Kumpulan mempunyai hasrat dan kemampuan untuk memegang aset kewangan tersebut sehingga matang. Aset kewangan ini diukur selanjutnya pada kos terlunas, menggunakan kaedah kadar keuntungan efektif, tolak kerugian rosot nilai.

Sebarang penjualan atau pengkelasan semula sebahagian aset kewangan yang dipegang sehingga matang dalam jumlah yang melebihi jumlah yang kecil yang masih agak jauh dari tempoh matang akan mengakibatkan pengkelasan semula kesemua aset kewangan yang dipegang sehingga matang kepada aset kewangan tersedia untuk dijual. Kumpulan tidak dibenarkan untuk mengelaskan sebarang aset kewangan di bawah kategori aset kewangan yang dipegang sehingga matang pada tahun penjualan atau pengkelasan semula berlaku dan dua tahun kewangan berikutnya.

(iv) Aset kewangan tersedia untuk dijual

Aset kewangan tersedia untuk dijual adalah aset kewangan yang dipilih untuk dikelaskan di bawah kategori ini atau aset kewangan yang tidak dikelaskan dalam kategori lain dan diukur pada nilai saksama.

Pelaburan dalam instrumen ekuiti yang tidak mempunyai harga pasaran tercatat dalam pasaran aktif dan nilai saksamanya tidak boleh diukur dengan pasti dinyatakan pada kos, tolak kerugian rosot nilai.

Sebarang keuntungan atau kerugian yang timbul daripada perubahan nilai saksama diiktiraf dalam rizab nilai saksama menerusi pendapatan komprehensif lain sehingga sekuriti tersebut dijual, dilupus atau dirosot nilai yang mana, pada waktu itu keuntungan atau kerugian terkumpul yang telah diiktiraf dalam ekuiti dipindahkan kepada penyata pendapatan. Keuntungan atau kerugian daripada penjualan sekuriti tersedia untuk dijual diiktiraf dalam penyata pendapatan.

Kesemua aset kewangan, kecuali aset kewangan pada nilai saksama melalui untung atau rugi, adalah tertakluk kepada semakan rosot nilai seperti yang dinyatakan dalam Nota 3(n) kepada penyata kewangan.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(c) Instrumen kewangan *(samb.)*

Instrumen kewangan derivatif

Kumpulan memegang instrumen kewangan derivatif untuk melindungi nilai pendedahan kepada mata wang asing dan kadar keuntungan. Kedudukan urus niaga mata wang asing termasuk kontrak spot dan hadapan dinilai semula pada kadar pasaran pada tarikh penyata kedudukan kewangan dan keuntungan atau kerugian yang terhasil bagi tahun kewangan diiktiraf dalam penyata pendapatan.

Derivatif terselindung diiktiraf berasingan daripada kontrak utama dan diperakaunkan sebagai derivatif hanya jika ia tidak berkait rapat dengan ciri-ciri ekonomi dan risiko kontrak utama dan kontrak utama tidak dikategorikan pada nilai saksama melalui untung atau rugi. Jika derivatif terselindung diiktiraf secara berasingan, kontrak utama diperakaunkan mengikut dasar yang berkaitan dengan ciri-ciri kontrak utama tersebut.

Liabiliti kewangan

Liabiliti kewangan pada mulanya diiktiraf pada nilai saksama, selepas ditolak kos transaksi yang dikenakan, dan diukur selanjutnya pada kos terlunas menggunakan kaedah kadar keuntungan efektif, kecuali liabiliti derivatif yang diukur pada nilai saksama.

Liabiliti kewangan dikeluarkan atau dinyah iktiraf daripada penyata kedudukan kewangan apabila obligasi yang ditetapkan di dalam kontrak dilucutkan, dibatalkan atau telah luput.

Kontrak jaminan kewangan

Kontrak jaminan kewangan adalah kontrak yang menghendaki pemberi jaminan untuk membuat bayaran ganti rugi yang telah ditetapkan kepada penerima jaminan bagi kerugian yang ditanggung disebabkan penghutang gagal membuat bayaran mengikut tempoh dan syarat-syarat asal atau pindaan bagi sesuatu instrumen hutang.

Jaminan kewangan diiktiraf dalam penyata kewangan pada awalnya pada nilai saksama pada tarikh jaminan diberi. Selepas pengiktirafan awal, setiap jaminan diukur pada jumlah yang lebih tinggi antara jumlah awal setelah ditolak pelunasan pada sepanjang tempoh jaminan kewangan tersebut berbanding anggaran terbaik jumlah yang diperlukan bagi menyelesaikan jaminan tersebut.

Apabila penyelesaian kontrak jaminan kewangan menjadi hampir pasti, satu anggaran bagi jumlah obligasi dibuat. Jika jumlah dibawa bagi kontrak jaminan kewangan adalah lebih rendah daripada jumlah obligasi, nilai dibawa diselaraskan kepada jumlah obligasi dan diperakaunkan sebagai peruntukan.

Penetapan nilai saksama

Nilai saksama aset kewangan yang didagangkan dalam pasaran aktif adalah berdasarkan harga pasaran tercatat pada tarikh penyata kedudukan kewangan. Nilai saksama bagi aset kewangan tak tercatat ditentukan dengan menggunakan teknik penilaian seperti transaksi urus niaga telus, rujukan terhadap instrumen lain yang mempunyai ciri-ciri yang serupa, analisis aliran tunai didiskaunkan, model-model penentuan harga dan nilai aset ketara bersih.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(c) Instrumen kewangan *(samb.)*

Pengkelasan semula aset kewangan

Aset kewangan bukan derivatif yang dipegang untuk dagangan boleh dikelaskan semula jika aset kewangan tersebut tidak lagi dipegang untuk dagangan dalam tempoh terdekat. Aset kewangan yang memenuhi definisi pembiayaan dan penerimaan boleh dikelaskan keluar daripada kategori dipegang untuk dagangan atau tersedia untuk dijual jika Kumpulan mempunyai hasrat dan kemampuan untuk memegang aset kewangan untuk jangkamasa panjang atau sehingga matang pada tarikh pengkelasan semula.

Instrumen kewangan yang dikelaskan semula dinyatakan pada nilai saksama pada tarikh pengkelasan semula. Nilai saksama ini dianggap sebagai kos baru atau kos terlunas, yang mana sesuai, dan keuntungan atau kerugian nilai saksama yang direkodkan sebelum tarikh pengkelasan semula tidak dibalikkan. Kadar keuntungan efektif bagi aset kewangan yang dikelaskan kepada kategori pembiayaan dan penerimaan serta dipegang sehingga matang ditetapkan pada tarikh pengkelasan semula. Perubahan dalam anggaran aliran tunai diselaraskan mengikut kadar keuntungan efektif secara prospektif.

(d) Kerja dalam pelaksanaan bagi kontrak pembinaan

Kerja dalam pelaksanaan bagi kontrak pembinaan merupakan jumlah kasar yang masih belum diinvoiskan yang dijangka akan diterima daripada pelanggan untuk kerja-kerja kontrak yang telah dilaksanakan sehingga ke tarikh penyata kewangan. Ia dinyatakan pada kos ditambah keuntungan diiktiraf yang terkini ditolak bil kemajuan dan kerugian diiktiraf. Kos yang diambil kira termasuk semua kos pembinaan langsung yang spesifik untuk kontrak pembinaan yang dilaksanakan dan sebahagian daripada overhead tetap dan berubah-ubah yang ditanggung di bawah kontrak pembinaan berdasarkan kemampuan operasi yang normal.

Kerja dalam pelaksanaan bagi kontrak pembinaan ditunjukkan sebagai sebahagian daripada penghutang perniagaan di dalam penyata kedudukan kewangan. Jika bayaran yang diterima daripada pelanggan melebihi pendapatan, perbezaan ditunjukkan sebagai jumlah terhutang kepada pelanggan kontrak sebagai sebahagian daripada jumlah pemiutang perniagaan dalam penyata kedudukan kewangan.

(e) Inventori

(i) Hartanah pembangunan

Hartanah yang telah siap untuk dijual dinyatakan pada nilai yang lebih rendah antara kos dengan nilai boleh realis bersih. Kos merangkumi kos berkaitan dengan pemilikan tanah, kos-kos langsung daripada pembahagian kos-kos umum yang berkaitan dengan hartanah pembangunan sehingga siap.

(ii) Barangan berasaskan sawit

Inventori dinyatakan pada nilai yang lebih rendah antara kos dengan nilai boleh realis bersih.

Kos bagi stok barangan berasaskan sawit ditentukan dengan menggunakan formula kos purata timbangan dan termasuk perbelanjaan bagi pembelian stok, kos pengeluaran atau pertukaran dan kos-kos lain untuk menghasilkan stok tersebut kepada lokasi dan keadaan terkini.

Barangan keperluan perladangan dinyatakan pada kos.

Tapak semaian dinyatakan pada kos yang berkaitan dengan kos penyelenggaraan tapak semaian.

(iii) Peralatan komputer

Inventori dinilai pada jumlah yang lebih rendah antara kos dan nilai boleh realis bersih selepas peruntukan yang cukup dibuat untuk inventori yang telah rosak, luput atau kurang atau tiada pergerakan. Kos ditentukan berdasarkan kos purata wajaran dan termasuk duti import, kos pengangkutan dan pengendalian dan kos-kos lain yang berkaitan.

Nilai boleh realis bersih adalah anggaran harga jualan dalam urus niaga lazim, tolak anggaran kos penyediaan dan kos jualan.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(f) Belanja tertunda

Belanja tertunda merupakan kos yang ditanggung oleh syarikat subsidiari di Indonesia yang boleh mendatangkan manfaat jangka panjang dan dilunaskan mengikut kaedah garis lurus sepanjang tempoh anggaran manfaat tersebut.

Kos yang ditanggung termasuk pembaikan dan pemeliharaan terusan air di sekitar ladang yang menjadi laluan pengangkutan utama di kawasan perladangan tersebut dan dilunaskan selama 3 tahun.

Belanja tertunda juga merangkumi kos pengurusan untuk memperoleh Sertifikat Hak Milik bagi tanah-tanah yang digunakan oleh syarikat subsidiari di Indonesia untuk perladangan kelapa sawit. Kos ini dilunaskan sepanjang tempoh Sertifikat Hak Milik berkuat kuasa.

(g) Kos pembangunan hartanah

(i) Tanah untuk pembangunan

Tanah untuk pembangunan terdiri daripada tanah atau sebahagian daripada tanah yang mana tiada aktiviti pembangunan telah dijalankan atau yang mana aktiviti pembangunan dijangka tidak akan disiapkan dalam tempoh pusingan operasi yang normal. Tanah ini dikelaskan sebagai aset jangka panjang dan dinyatakan pada kos tolak rosot nilai terkumpul.

Tanah untuk pembangunan hartanah dikelaskan sebagai kos pembangunan hartanah apabila aktiviti pembangunan telah bermula dan apabila dapat ditunjukkan bahawa aktiviti pembangunan tersebut dapat disiapkan dalam tempoh pusingan operasi yang normal.

Kos berkaitan dengan pemilikan tanah adalah termasuk harga pembelian tanah, yuran profesional, duti setem, komisyen, yuran penukaran dan levi yang berkaitan.

(ii) Kos pembangunan hartanah

Kos pembangunan hartanah terdiri daripada kos yang berkaitan dengan pemilikan tanah dan kesemua kos yang berkait secara langsung dengan aktiviti pembangunan atau yang dapat diuntukkan kepada aktiviti-aktiviti terbabit menggunakan kaedah yang munasabah.

Kos yang dibelanjakan ke atas projek pembangunan yang mana aktiviti pembangunan tersebut dijangka akan siap dalam tempoh pusingan operasi yang normal selama 2 hingga 3 tahun dikelaskan sebagai aset semasa. Kos umum yang diuntukkan ke projek pembangunan masa hadapan yang berada dalam lokasi geografi yang sama dengan projek pembangunan sedia ada dikelaskan sebagai aset jangka panjang.

Kos pembangunan hartanah yang tidak diiktiraf sebagai perbelanjaan diambil kira sebagai aset dan dinyatakan pada nilai yang lebih rendah antara kos dengan nilai boleh realis bersih.

(h) Perbelanjaan pembangunan ladang

Kesemua perbelanjaan berkaitan dengan pembangunan ladang kelapa sawit yang belum matang dipermodalkan sebagai perbelanjaan pembangunan ladang. Perbelanjaan ini akan dilunaskan setelah ia dipindahkan kepada hartanah, loji dan peralatan apabila ladang telah matang.

Kesemua perbelanjaan berkaitan dengan penanaman dan penyelenggaraan pokok sentang dipermodalkan sebagai perbelanjaan pembangunan ladang. Perbelanjaan ini dikenakan kepada penyata pendapatan apabila kerja-kerja pembalakan dan penebangan pokok dilaksanakan.

Kesemua perbelanjaan berkaitan dengan penanaman dan penyelenggaraan pokok getah dipermodalkan sebagai perbelanjaan pembangunan ladang. Perbelanjaan ini dikenakan kepada penyata pendapatan apabila pokok-pokok getah sedia untuk ditoreh.

Perbelanjaan overhed ladang dibahagikan kepada pendapatan dan perbelanjaan pembangunan ladang mengikut nisbah kawasan matang dan belum matang.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(i) Pelaburan hartanah

Pelaburan hartanah adalah tanah dan bangunan yang dimiliki untuk mendapatkan pulangan sewa atau untuk mendapatkan peningkatan nilai hartanah tersebut atau kedua-duanya dan tidak digunakan secara ketara oleh Kumpulan. Ini adalah termasuk tanah yang belum ditentukan kegunaannya pada masa hadapan dan hartanah dalam pembinaan yang akan digunakan pada masa hadapan sebagai pelaburan hartanah.

Pelaburan hartanah dicatat pada mulanya, pada kos termasuk kos yang ditanggung untuk memiliki hartanah tersebut. Pengukuran seterusnya dinyatakan pada nilai saksama. Nilai saksama diambil kira dengan merujuk kepada nilai pasaran yang dinilai oleh jurunilai berdaftar bebas. Peningkatan atau penurunan dalam nilai saksama diambil kira dalam penyata pendapatan pada tahun penilaian dibuat.

Apabila sesuatu pelaburan hartanah dijual, perbezaan antara harga jualan bersih dengan nilai saksama terkini direkodkan sebagai keuntungan atau kerugian penjualan hartanah pelaburan dalam penyata pendapatan.

(j) Hartanah, loji dan peralatan

Hartanah, loji dan peralatan kecuali tanah milik bebas dan kerja dalam perlaksanaan dinyatakan pada kos atau penilaian, ditolak susut nilai dan rosot nilai terkumpul.

Kos termasuk perbelanjaan yang berkait secara langsung dengan pemilikan aset dan kos-kos langsung lain untuk menghasilkan aset tersebut kepada keadaan ia berfungsi seperti mana yang dirancang. Kos juga termasuk kos untuk meleraikan dan mengalihkan aset dan memulihara kawasan di mana aset ditempatkan. Kos bagi aset yang dihasilkan sendiri termasuk termasuk kos bahan mentah dan buruh langsung. Bagi aset-aset yang memenuhi syarat, kos pembiayaan dipermodalkan menurut dasar perakaunan bagi kos pembiayaan.

Kos hartanah, loji dan peralatan yang diambil kira semasa penggabungan perniagaan adalah berdasarkan nilai saksama pada tarikh pengambilalihan. Nilai saksama adalah anggaran jumlah yang mana aset boleh dipindah milik antara pihak-pihak yang bersedia dan berpengetahuan di dalam urus niaga yang telus.

Kos menggantikan bahagian tertentu aset diambil kira dalam jumlah dibawa jika manfaat ekonomi pada masa hadapan berkemungkinan besar akan dialirkan kepada Kumpulan dan kos ini dapat diukur dengan pasti. Jumlah dibawa bagi aset atau bahagian yang diganti dinyah iktiraf daripada penyata kewangan. Kos-kos harian dalam menyelenggara aset diambil kira dalam penyata pendapatan apabila ia dilaksanakan.

Hartanah, loji dan peralatan yang tidak lagi digunakan secara aktif dan dipegang untuk dijual dipindahkan ke aset dipegang untuk dijual pada nilai yang lebih rendah antara nilai dibawa dengan nilai boleh realis bersih.

Keuntungan atau kerugian daripada penjualan sesuatu aset merupakan perbezaan antara hasil jualan dengan jumlah dibawa bagi aset yang dijual dan diambil kira sebagai pendapatan lain atau perbelanjaan lain dalam penyata pendapatan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(j) Hartanah, loji dan peralatan <i>(samb.)</i>	
Susut nilai	
Susut nilai diiktiraf dalam penyata pendapatan atas asas garis lurus sepanjang tempoh usia guna aset dari tarikh ia sedia untuk digunakan. Tanah milik bebas tidak disusut nilai. Kerja dalam pelaksanaan tidak disusut nilai sehingga aset siap untuk digunakan.	
(i) Hartanah, loji dan peralatan lain disusut nilai mengikut tempoh jangkaan usia guna berikut:	
Bangunan	5 - 99 tahun
Pembaikan dan pengubahsuaian bangunan	5 - 10 tahun
Jentera, loji dan kelengkapan	2 - 10 tahun
Peralatan dan perisian komputer	2 - 7 tahun
Kenderaan	4 - 10 tahun
(ii) Kos ladang merangkumi perbelanjaan pembangunan ladang yang telah matang dan disusut nilai dalam tempoh 30 tahun berdasarkan jadual anggaran hasil keluaran tahunan. Sesuatu ladang diisytiharkan matang apabila usia pohon kelapa sawit mencapai 36 bulan atau lebih pada permulaan tahun kewangan.	
Pelunasan	
Hak guna tanah dan hartanah milik pajak dilunaskan mengikut tempoh pajakan seperti berikut:	
Hak guna tanah	30 - 97 tahun
Tanah milik pajak	20 - 999 tahun
Bangunan milik pajak	50 tahun
(k) Aset pajakan	
(i) Pajakan kewangan	
Pajakan yang mana Kumpulan menanggung sebahagian besar risiko dan menerima ganjaran daripada pemilikan pajakan adalah pajakan kewangan. Pada permulaan pajakan, aset pajakan dinyatakan pada nilai yang lebih rendah antara nilai saksama dengan nilai semasa bayaran minimum pajakan. Selepas penilaian awal, aset tersebut diambil kira mengikut dasar perakaunan yang bersesuaian dengan aset tersebut.	
Bayaran minimum pajakan yang dibuat di bawah pajakan kewangan, dibahagikan antara kos kewangan dengan pengurangan liabiliti tertunggak. Kos kewangan diagihkan sepanjang tempoh pajakan supaya menghasilkan kadar pulangan yang konstan sepanjang tempoh pajakan ke atas baki liabiliti yang masih tertunggak. Bayaran pajakan luar jangka diambil kira dengan meminda bayaran minimum pajakan sepanjang tempoh pajakan yang masih ada apabila pelarasan pajakan disahkan.	
Tanah milik pajak yang pada dasarnya adalah pajakan kewangan dikelaskan sebagai hartanah, loji dan peralatan.	
(ii) Pajakan operasi	
Pajakan yang mana Kumpulan tidak menanggung sebahagian besar risiko dan manfaat dari pemilikan dikelaskan sebagai pajakan operasi dan aset pajakan tidak diambil kira dalam penyata kedudukan kewangan.	
Bayaran yang dibuat di bawah pajakan operasi diiktiraf dalam penyata pendapatan atas asas garis lurus sepanjang tempoh pajakan. Insentif pajakan yang diterima diiktiraf dalam penyata pendapatan sebagai sebahagian daripada perbelanjaan keseluruhan sepanjang tempoh pajakan. Sewa luar jangka diambil kira dalam penyata pendapatan dalam tempoh ia ditanggung.	

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(l) Dana Takaful	
(i) Dana Takaful Keluarga	
Dana Takaful Keluarga adalah dana yang disumbang oleh:	
(i) Takaful Keluarga;	
(ii) Takaful Keluarga Berkelompok; dan	
(iii) Takaful Semula Keluarga.	
Dana Takaful Keluarga diselenggarakan bersesuaian dengan kehendak Akta Takaful (Pindaan), 1984 dan termasuk jumlah milik peserta-peserta yang merupakan bahagian peserta-peserta daripada lebih menaja jamin dan pulangan pelaburan, yang mana sesuai dan boleh diagihkan mengikut terma dan syarat-syarat yang ditentukan oleh Kumpulan.	
Pindahan lebih daripada Dana Takaful Keluarga kepada penyata pendapatan dikira berdasarkan nisbah perkongsian keuntungan yang telah ditetapkan daripada lebih menaja jamin dan pulangan pelaburan.	
Pendapatan sumbangan	
Sumbangan daripada peserta-peserta diambil kira apabila jumlahnya dapat dikira dengan jelas. Sumbangan awal diambil kira dari tarikh tanggungan risiko dan sumbangan seterusnya diambil kira apabila tanggungan risiko seterusnya bermula. Bagi sumbangan takaful keluarga Individu, jumlah sumbangan yang diambil kira adalah sehingga satu jumlah terhutang.	
Pada akhir tahun kewangan, kesemua sumbangan yang perlu diiktiraf, akan diiktiraf ke tahap ianya dapat dikira dengan pasti.	
Rizab aktuari	
Rizab aktuari merangkumi rizab sumbangan tidak diperoleh dan rizab yang dikira mengikut penilaian sumbangan bersih seperti yang dijelaskan di bawah:	
(i) Rizab sumbangan yang belum diperolehi	
Rizab sumbangan yang belum diperolehi untuk dana takaful keluarga berkelompok (kecuali produk <i>Mortgage Reducing Term Takaful</i> (“MRTT”)) dan dana takaful semula keluarga mewakili bahagian sumbangan bersih daripada sijil-sijil takaful yang belum tamat tempoh pada akhir tahun kewangan.	
Untuk menentukan rizab sumbangan tidak terperoleh pada tarikh penyata kedudukan kewangan, kaedah paling tepat untuk menggambarkan sumbangan sebenar yang belum diperolehi digunakan, ialah seperti berikut:	
(a) Kaedah 1/365 untuk kesemua Dana Takaful Keluarga Berkelompok di Malaysia	
(b) Asas pro-rata berdasarkan kaedah pembahagian masa untuk Dana Takaful Semula Keluarga	
(ii) Penilaian sumbangan bersih	
Tanggungan aktuari bagi produk MRTT yang diuruskan di bawah dana keluarga berkelompok dan Akaun Khas Peserta-peserta Biasa (“PSA”) adalah dikira mengikut penilaian kaedah sumbangan bersih (“NCV”). Tanggungan ditentukan dengan menolak nilai semasa sumbangan bersih masa hadapan daripada nilai semasa jumlah berisiko masa hadapan. Seperti semua unjuran, terdapat elemen ketidaktentuan dan unjuran tanggungan mungkin berbeza daripada yang sebenar.	
Ketidaktentuan timbul daripada perubahan dalam risiko-risiko berkaitan, perubahan dalam tebaran risiko, pola penyelesaian tuntutan serta ketidaktentuan dalam model unjuran dan andaian-andaian yang digunakan.	



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(l) Dana Takaful *(samb.)*

(i) Dana Takaful Keluarga *(samb.)*

Peruntukan bagi tuntutan tertunggak

Tuntutan dan peruntukan bagi tuntutan yang timbul daripada sijil-sijil keluarga dan keluarga berkelompok, termasuk kos-kos penyelesaian diambil kira berdasarkan kaedah asas kes dan bagi tujuan ini, manfaat-manfaat belum bayar diiktiraf seperti berikut:

- Sijil-sijil yang matang atau bayaran manfaat yang perlu dibayar pada suatu tarikh khusus dianggap sebagai tuntutan belum bayar pada tarikh tersebut.
- Kematian, serahan dan manfaat-manfaat lain tanpa tarikh khusus dianggap sebagai tuntutan belum bayar pada tarikh penerimaan makluman kematian peserta atau berlakunya kejadian yang dilindungi.
- Bagi perniagaan kesihatan berkelompok, peruntukan dibuat mengikut kos tuntutan, bersama-sama dengan perbelanjaan yang berkaitan, yang berlaku tetapi tidak dilaporkan (“IBNR”) pada tarikh penyata kedudukan kewangan, dengan menggunakan kaedah anggaran matematik oleh aktuari bertauliah di mana data tuntutan masa terdahulu digunakan untuk mengunjurkan tuntutan masa hadapan. Seperti semua unjuran, terdapat elemen ketidaktentuan dan unjuran tuntutan mungkin berbeza daripada yang sebenar.

Ketidaktentuan timbul daripada perubahan dalam risiko-risiko berkaitan, perubahan dalam tebaran risiko, pola penyelesaian tuntutan serta ketidaktentuan dalam model unjuran dan andaian-andaian yang digunakan.

(ii) Dana Takaful Am

Dana Takaful Am diselenggara bersesuaian dengan kehendak Akta Takaful (Pindaan), 1984 dan ianya terdiri daripada:

- Takaful Am; dan
- Takaful Semula Am.

Hasil menaja jamin takaful am ditentukan berdasarkan kelas perniagaan takaful selepas mengambil kira takaful semula, sumbangan belum terima, tuntutan-tuntutan dan perbelanjaan pengurusan.

Pendapatan sumbangan

Sumbangan daripada peserta-peserta diambil kira pada tahun kewangan bagi risiko-risiko yang ditanggung pada satu-satu tahun kewangan berdasarkan tarikh permulaan tanggungan risiko. Sumbangan untuk Takaful Semula “*Inward Treaty*” diambil kira berdasarkan makluman yang diterima dari semasa ke semasa daripada syarikat-syarikat pengendali takaful yang telah diberikan hak.

Rizab sumbangan yang belum diperolehi

Rizab sumbangan yang belum diperolehi mewakili bahagian sumbangan bersih daripada sijil-sijil takaful yang belum tamat tempoh pada akhir tahun kewangan.

Untuk menentukan rizab sumbangan yang belum diperolehi pada tarikh penyata kedudukan kewangan, kaedah paling tepat yang digunakan untuk menggambarkan sumbangan sebenar yang belum diperolehi adalah seperti berikut:

- Kaedah 1/365 untuk kesemua Dana Takaful Am di Malaysia
- Kaedah 1/8 untuk kesemua kelas Dana Takaful Semula Am “Inward Treaty”.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(l) Dana Takaful *(samb.)*

(ii) Dana Takaful Am *(samb.)*

Peruntukan bagi tuntutan tertunggak

Tanggungan untuk tuntutan belum bayar diiktiraf bagi perniagaan takaful langsung. Jumlah tuntutan belum bayar adalah anggaran terbaik perbelanjaan diperlukan termasuk belanja-belanja berkaitan ditolak pemulihan, jika ada, untuk menyelesaikan tanggungan semasa pada tarikh penyata kedudukan kewangan. Sebarang perbezaan antara kos yang dianggarkan dengan penyelesaian berikutnya diambil kira dalam akaun pendapatan takaful Kumpulan pada tahun penyelesaian dibuat.

Peruntukan juga dibuat bagi kos tuntutan, bersama-sama dengan perbelanjaan berkaitan, yang berlaku tetapi tidak dilaporkan (“IBNR”) pada tarikh penyata kedudukan kewangan, dengan menggunakan kaedah anggaran matematik oleh aktuari bertauliah di mana sejarah tuntutan terdahulu digunakan untuk mengunjurkan tuntutan masa hadapan. Seperti semua unjuran, terdapat elemen ketidaktentuan dan unjuran tuntutan mungkin berbeza daripada yang sebenar. Ketidaktentuan timbul daripada perubahan dalam risiko-risiko berkaitan, perubahan dalam tebaran risiko, pola penyelesaian tuntutan serta ketidaktentuan dalam model unjuran dan andaian-andaian yang digunakan.

(m) Aset tak ketara

(i) Muhibah

Muhibah merupakan lebihan kos pengambilalihan perniagaan berbanding kepentingan Kumpulan dalam nilai saksama bersih aset, liabiliti dan liabiliti luar jangka yang dikenal pasti pada tarikh pengambilalihan. Muhibah tidak dilunaskan tetapi disemak setiap tahun untuk menentukan sama ada terdapat sebarang kerugian rosot nilai atau disemak dengan lebih kerap sekiranya terdapat perubahan atau peristiwa tertentu yang boleh menjejaskan nilainya. Sebarang kerugian rosot nilai jika ada, dikenakan kepada penyata pendapatan. Sebarang kerugian rosot nilai yang telah dikenakan kepada penyata pendapatan tidak boleh dibalikkan.

(ii) Aset tak ketara lain

Aset tak ketara lain merangkumi deposit teras tak ketara, perhubungan pelanggan dan jenama yang timbul daripada pengambilalihan perniagaan perbankan dan takaful. Ia dinyatakan pada nilai saksama pada tarikh pengambilalihan dan dilunaskan mengikut kaedah garis lurus antara 10 hingga 12 tahun.

(n) Rosot nilai

(i) Aset kewangan

Pada setiap tarikh penyata kedudukan kewangan Kumpulan menyemak sama ada terdapatnya bukti-bukti objektif akan adanya rosot nilai terhadap aset-aset pembiayaan dan penerimaan, sekuriti dipegang sehingga matang atau sekuriti tersedia untuk dijual. Aset kewangan dirosot nilai dan kerugian rosot nilai dikenakan hanya jika bukti-bukti objektif akan adanya rosot nilai telah wujud disebabkan peristiwa-peristiwa yang berlaku selepas pengiktirafan awal aset kewangan dan sebelum tarikh penyata kedudukan kewangan yang mempunyai kesan terhadap anggaran aliran tunai hadapan dari aset kewangan tersebut yang boleh dianggarkan dengan pasti.

Sesuatu pembiayaan dari aktiviti perbankan dikelaskan sebagai dirosot nilai apabila jumlah pokok atau keuntungan atau kedua-duanya telah melebihi tempoh tiga (3) bulan atau lebih atau jika jumlah tunggakan adalah kurang daripada tiga (3) bulan, pembiayaan tersebut menunjukkan tanda-tanda kelemahan kredit.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(n) Rosot nilai *(samb.)*

(i) Aset kewangan *(samb.)*

Bagi aset pembiayaan dan penerimaan, Kumpulan menyemak sama ada terdapatnya bukti-bukti objektif akan adanya rosot nilai secara individu bagi pembiayaan dan penerimaan dalam jumlah yang signifikan secara individu, dan secara kolektif bagi pembiayaan dan penerimaan dalam jumlah yang tidak signifikan secara individu. Jika Kumpulan mendapati bahawa tidak terdapat bukti-bukti objektif akan adanya rosot nilai bagi pembiayaan dan penerimaan yang dibuat secara individu sama ada signifikan atau tidak, aset-aset ini disatukan pula mengikut risiko kredit yang serupa dan secara kolektif menyemak sama ada terdapatnya rosot nilai. Pembiayaan dan penerimaan yang disemak secara individu dan yang mana kerugian rosot nilai telah atau masih dirosot nilai tidak disatukan di dalam semakan secara kolektif.

Jumlah kerugian rosot nilai diukur sebagai perbezaan antara jumlah dibawa berbanding nilai semasa anggaran aliran tunai hadapan didiskaunkan pada kadar keuntungan efektif yang asal. Jumlah kerugian diiktiraf dalam penyata pendapatan.

Apabila pembiayaan tidak dapat dikutip, ianya dihapus kira terhadap elaun rosot nilai. Pembiayaan ini dihapus kira selepas kesemua prosedur yang perlu diambil telah diselesaikan dan jumlah kerugian dapat dipastikan. Jika jumlah yang telah dihapus kira dapat diperoleh semula, jumlah tersebut dikreditkan ke penyata pendapatan. Jika pada tahun berikutnya, jumlah kerugian rosot nilai berkurangan dan pengurangan dapat dihubungkait secara objektif dengan peristiwa yang berlaku selepas rosot nilai diiktiraf, kerugian rosot nilai yang telah diiktiraf dibalikkan kepada penyata pendapatan.

Bagi sekuriti ekuiti tersedia untuk dijual, penurunan dalam jumlah yang signifikan dan berpanjangan dalam nilai saksama yang lebih rendah dari kos juga diambil kira dalam menentukan sama ada wujudnya rosot nilai. Jika wujudnya bukti-bukti akan adanya rosot nilai, kerugian yang telah diiktiraf dalam ekuiti dikeluarkan dan diiktiraf dalam penyata pendapatan. Bagi sekuriti hutang yang dikelaskan sebagai tersedia untuk dijual, rosot nilai disemak berdasarkan kriteria yang sama dengan aset kewangan lain. Rosot nilai sekuriti hutang yang dibalikkan diiktiraf dalam pendapatan komprehensif lain. Rosot nilai sekuriti ekuiti yang dibalikkan tidak diiktiraf dalam penyata pendapatan. Peningkatan dalam nilai saksama sekuriti ekuiti selepas dirosot nilai diiktiraf dalam ekuiti.

Kriteria yang digunakan oleh Kumpulan untuk menentukan sama ada terdapatnya bukti-bukti objektif akan adanya rosot nilai bagi aset-aset kewangan termasuk yang berikut:

- (i) Masalah kewangan yang signifikan yang dihadapi oleh penerbit instrumen kewangan;
- (ii) Pelanggaran kontrak, seperti kegagalan membayar jumlah keuntungan atau pokok dalam jangka masa panjang;
- (iii) Peminjam mengalami kebangkrapan, atau penggulangan operasi perniagaan/muflis atau penyusunan semula kedudukan kewangan; atau
- (iv) Penurunan taraf berturut-turut sehingga dua tahap oleh agensi penarafan luar.

(ii) Aset-aset lain

Jumlah dibawa bagi aset-aset lain disemak pada setiap tarikh penyata kedudukan kewangan untuk menentukan sama ada terdapat sebarang petunjuk akan adanya rosot nilai. Jika petunjuk tersebut wujud, jumlah boleh diperoleh akan dianggarkan.

Jumlah boleh diperoleh adalah jumlah yang lebih tinggi antara nilai penggunaan berbanding nilai saksama tolak kos jual. Dalam menentukan nilai penggunaan, jangkaan aliran tunai hadapan didiskaunkan kepada nilai semasa menggunakan kadar diskaun sebelum cukai yang mencerminkan penilaian pasaran semasa terhadap nilai masa kini dan risiko-risiko khusus aset tersebut.

Rosot nilai aset akan diiktiraf apabila jumlah dibawa bagi aset atau unit yang menghasilkan aliran tunai melebihi jumlah boleh diperoleh. Kerugian rosot nilai diiktiraf dalam penyata pendapatan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(n) Rosot nilai *(samb.)*

(ii) Aset-aset lain *(samb.)*

Kerugian rosot nilai yang diiktiraf pada tahun-tahun terdahulu disemak semula pada tarikh kedudukan kewangan untuk menentukan sama ada kerugian rosot nilai telah berkurangan atau tidak lagi wujud. Kerugian rosot nilai hanya akan dibalikkan jika terdapat perubahan dalam anggaran yang digunakan untuk menentukan jumlah boleh diperoleh. Kerugian rosot nilai dibalikkan setakat jumlah dibawa bagi aset berkaitan, selepas ditolak susut nilai atau pelunasan, seolah-olah tiada kerugian rosot nilai pernah diiktiraf terhadap aset tersebut.

(o) Peruntukan

Peruntukan dibuat jika Kumpulan mempunyai obligasi secara sah dan konstruktif dan yang boleh dianggarkan dengan pasti disebabkan peristiwa yang telah berlaku dan ia berkemungkinan akan mengakibatkan aliran keluar sumber-sumber ekonomi untuk menyelesaikan obligasi.

(p) Pajakan kewangan

Hartanah, loji dan peralatan yang dimiliki melalui pajakan kewangan dipermodalkan dan disusut nilai seperti mana aset-aset lain milik Kumpulan seperti dinyatakan dalam Nota 3(j) dan obligasi sepadan berkaitan dengan baki bayaran pokok diperakaunkan sebagai liabiliti. Kos pembiayaan dikenakan kepada penyata pendapatan sepanjang tempoh pajakan supaya menghasilkan kadar caj yang konstan terhadap baki obligasi bagi setiap tempoh perakaunan.

(q) Pendapatan tertunda

Pendapatan tertunda adalah pemberian langsung oleh Kerajaan untuk pembinaan Kompleks Jemaah Haji di Bayan Lepas, Pulau Pinang dan Kota Kinabalu, Sabah dan dinyatakan pada kos ditolak pelunasan terkumpul. Kos dilunaskan selama 50 tahun berdasarkan anggaran usia guna Kompleks Jemaah Haji berkenaan.

Menurut Piawaian Perakaunan FRS 120, Perakaunan bagi Geran Kerajaan dan Pendedahan bagi Bantuan Kerajaan, manfaat yang diperoleh dari pembiayaan yang diterima daripada Kerajaan atau agensi-agensi Kerajaan pada kadar pembiayaan yang lebih rendah berbanding kadar pasaran diiktiraf sebagai geran Kerajaan. Geran Kerajaan berkaitan dengan aset ditunjukkan di dalam penyata kedudukan kewangan sebagai pendapatan tertunda. Geran Kerajaan diiktiraf dalam penyata pendapatan secara sistematik sepanjang tempoh yang sama untuk menampung perbelanjaan yang berkaitan dengan aset tersebut.

(r) Manfaat kakitangan

(i) Manfaat jangka pendek

Upah, gaji dan bonus diiktiraf sebagai perbelanjaan dalam tahun di mana perkhidmatan dilaksanakan oleh kakitangan Kumpulan dan **TH**. Cuti jangka pendek berbayar terkumpul seperti cuti tahunan berbayar diiktiraf apabila perkhidmatan dilaksanakan oleh kakitangan yang akan meningkatkan kelayakan kakitangan ke atas cuti berbayar hadapan, dan cuti berbayar jangka pendek tidak terkumpul seperti cuti sakit hanya diiktiraf apabila cuti berlaku.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(r) Manfaat kakitangan *(samb.)*

(ii) Pelan caruman tetap

Kumpulan dan **TH** membuat caruman kepada Kumpulan Wang Simpanan Pekerja dan skim pencen yang diiktiraf untuk kakitangan. Caruman ini merupakan pelan caruman tetap yang mana caruman ini diiktiraf sebagai perbelanjaan semasa dalam penyata pendapatan. Apabila pelan caruman tetap telah dibayar, Kumpulan dan **TH** tidak lagi menanggung liabiliti tambahan.

Kumpulan dan **TH** menerima pakai FRS 119 - Manfaat Pekerja, iaitu bayaran manfaat kakitangan jangka panjang serta dibayar selepas persaraan perlu diiktiraf secara akruan dalam penyata pendapatan tahun semasa sebagai bayaran manfaat kakitangan dan dalam penyata kedudukan kewangan sebagai liabiliti yang dikenali sebagai Peruntukan Manfaat Persaraan.

Liabiliti berkaitan peruntukan manfaat persaraan adalah nilai semasa peruntukan manfaat persaraan pada tarikh penyata kedudukan kewangan. Peruntukan ini merangkumi semua anggota bertaraf tetap yang masih dalam perkhidmatan. Bayaran manfaat persaraan kepada anggota adalah berdasarkan gaji terakhir dan tempoh perkhidmatan. Kos manfaat persaraan ini dikenakan kepada penyata pendapatan untuk menalarkan kos sepanjang tempoh perkhidmatan anggota berdasarkan penilaian aktuari.

(iii) Manfaat jangka panjang

Pengiraan kos manfaat persaraan dilaksanakan berdasarkan pengiraan aktuari bertauliah dengan menggunakan kaedah “*Projected Unit Credit Method*”. Faktor yang diambil kira adalah anggaran aliran tunai hadapan, kadar hasil pasaran sekuriti kerajaan yang mempunyai tempoh matang yang hampir sama dengan tempoh liabiliti berkaitan pada tarikh penyata kedudukan kewangan.

Jenis-jenis manfaat persaraan jangka panjang yang diiktiraf secara akruan ini adalah seperti berikut:

- (i) Manfaat perubatan;
- (ii) Ganjaran cuti rehat tahunan;
- (iii) Anugerah menunaikan haji; dan
- (iv) Gratuiti dan perkhidmatan.

Polisi Kumpulan adalah melaksanakan penilaian aktuari setiap 3 tahun.

(s) Mata wang asing

(i) Transaksi dan baki dalam mata wang asing

Dalam penyediaan penyata kewangan setiap entiti, transaksi dalam mata wang asing diterjemahkan kepada mata wang fungsian setiap entiti masing-masing menggunakan kadar tukaran pada tarikh urusan niaga dilaksanakan.

Aset dan liabiliti kewangan dalam nilai mata wang asing diterjemahkan kepada mata wang fungsian pada kadar penutup tukaran asing pada tarikh penyata kedudukan kewangan.

Perbezaan tukaran yang timbul daripada penyelesaian atau penterjemahan aset dan liabiliti kewangan pada tarikh kedudukan kewangan diiktiraf dalam penyata pendapatan. Aset dan liabiliti bukan kewangan pada nilai mata wang asing tidak diterjemahkan semula pada tarikh pelaporan kecuali aset dan liabiliti bukan kewangan yang diukur pada nilai saksama yang diterjemahkan semula kepada mata wang fungsian menggunakan kadar tukaran pada tarikh nilai saksama ditentukan.

Perbezaan tukaran asing yang timbul daripada penterjemahan semula diiktiraf dalam penyata pendapatan, kecuali perbezaan yang timbul daripada penterjemahan semula instrumen ekuiti tersedia untuk dijual yang diiktiraf dalam pendapatan komprehensif lain.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(s) Mata wang asing *(samb.)*

(ii) Operasi luar negara

Aset dan liabiliti bagi operasi dalam nilai mata wang selain Ringgit Malaysia, termasuk pelarasan nilai saksama yang timbul dari penyatuan, diterjemahkan kepada Ringgit Malaysia pada kadar tukaran yang disiarkan pada tarikh penyata kedudukan kewangan. Pendapatan dan perbelanjaan operasi luar negara diterjemah kepada Ringgit Malaysia pada kadar tukaran purata sepanjang tempoh pelaporan. Perbezaan tukaran asing yang timbul dari terjemahan operasi luar negara diiktiraf dalam pendapatan komprehensif lain di bawah rizab tukaran asing.

(t) Pengiktirafan pendapatan

(i) Pendapatan pelaburan

Keuntungan dari pelaburan yang menurut hukum-hukum syarak diiktiraf di dalam penyata pendapatan secara akru.

Dividen dari pelaburan diiktiraf secara akru apabila hak untuk menerima dividen adalah pasti dan disahkan oleh pendaftar syarikat.

Keuntungan atas urusan niaga saham, sekuriti hutang, instrumen kewangan, simpanan di pasaran wang dan pendapatan sewa diambil kira atas dasar terakru.

Pendapatan daripada sumber bukan mengikut Syariah tidak diiktiraf di dalam penyata pendapatan, sejajar dengan garis panduan oleh Majlis Penasihat Syariah Suruhanjaya Sekuriti. Pendapatan ini diambil kira dalam penyata kedudukan kewangan.

(ii) Pendapatan pembiayaan

Pendapatan pembiayaan diiktiraf dalam penyata pendapatan menggunakan kaedah kadar keuntungan efektif. Kadar keuntungan efektif adalah kadar yang digunakan untuk mendiskaunkan anggaran bayaran atau terimaan tunai hadapan untuk sepanjang jangkaan tempoh instrumen kewangan atau, jika sesuai, tempoh yang lebih pendek kepada nilai dibawa bersih bagi instrumen kewangan. Untuk mengira kadar keuntungan efektif, Kumpulan mengambil kira kesemua syarat-syarat kontrak instrumen kewangan tetapi tidak mengambil kira kerugian kredit masa hadapan. Pengiraan ini adalah termasuk kesemua fi dan kos transaksi yang penting kepada pengiraan kadar keuntungan efektif, termasuk sebarang premium atau diskaun.

Apabila aset kewangan atau sekumpulan aset kewangan diturun nilai disebabkan kerugian rosot nilai, pendapatan diiktiraf menggunakan kadar keuntungan yang digunakan untuk mendiskaunkan aliran tunai hadapan bagi tujuan pengiraan kerugian rosot nilai.

(iii) Barangan dan perkhidmatan

Pendapatan daripada penjualan barangan melalui urusan perniagaan yang lazim, dikira pada nilai saksama harga jualan yang diterima, bersih setelah ditolak pulangan, diskaun perniagaan dan rebat bagi jumlah yang dijual. Pendapatan diiktiraf apabila sebahagian besar risiko dan ganjaran pemilikan barangan telah dipindahkan kepada pembeli.

Pendapatan daripada perkhidmatan diiktiraf di dalam penyata pendapatan apabila perkhidmatan telah dilaksanakan. Apabila hasil dari urusan niaga itu tidak dapat dianggarkan secara tepat, pendapatan diiktiraf hanya setakat perbelanjaan yang diiktiraf yang dapat diperoleh semula.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(t) Pengiktirafan pendapatan *(samb.)*

(iv) Kontrak pembinaan

Pendapatan kontrak pembinaan adalah termasuk jumlah awal yang dipersetujui mengikut kontrak ditambah sebarang pertambahan dalam kerja-kerja kontrak, tuntutan dan bayaran insentif setakat ia berkemungkinan akan mendatangkan hasil dan dapat dikira dengan pasti. Apabila hasil kontrak pembinaan dapat dianggarkan dengan pasti, pendapatan dan perbelanjaan pembinaan diiktiraf dalam penyata pendapatan mengikut nisbah peringkat siap kontrak tersebut.

Peringkat siap dinilai dengan merujuk kepada bahagian kos kontrak yang ditanggung untuk kerja-kerja kontrak sehingga kini yang menunjukkan kerja-kerja yang telah dilakukan berbanding jumlah anggaran keseluruhan kos kontrak.

Apabila hasil daripada kontrak pembinaan tidak dapat dianggarkan dengan pasti, pendapatan pembinaan diiktiraf setakat kos kontrak yang ditanggung yang berkemungkinan akan dapat diperoleh. Jangkaan kerugian bagi sesuatu kontrak diiktiraf dalam penyata pendapatan.

(v) Pembangunan hartanah

Pendapatan daripada aktiviti pembangunan hartanah diiktiraf menggunakan kaedah peratusan siap yang diukur dengan merujuk kepada bahagian kos pembangunan hartanah yang terlibat dalam kerja-kerja yang dijalankan berbanding anggaran keseluruhan kos pembangunan hartanah. Apabila hasil daripada aktiviti pembangunan hartanah tidak dapat dianggarkan dengan pasti, pendapatan pembangunan hartanah diiktiraf hanya setakat kos pembangunan hartanah yang ditanggung yang berkemungkinan akan diperoleh semula, dan kos pembangunan hartanah bagi unit pembangunan yang dijual diiktiraf sebagai perbelanjaan dalam tempoh ia ditanggung.

Sebarang jangkaan kerugian bagi projek pembangunan, termasuk kos yang ditanggung semasa tempoh kecacatan, diambil kira serta merta kepada penyata pendapatan.

Pendapatan daripada penjualan tanah diiktiraf apabila sebahagian besar risiko dan ganjaran pemilikan tanah telah berpindah kepada pembeli.

(vi) Fi dan pendapatan perbankan lain

Fi daripada perkhidmatan kemudahan pembiayaan, pengurusan dan penyertaan, komisen menaja jamin dan fi pembrokeran diiktiraf sebagai pendapatan berdasarkan kontrak perjanjian. Fi daripada aktiviti khidmat nasihat dan kewangan korporat diiktiraf bersih selepas cukai perkhidmatan dan diskaun apabila setiap peringkat tugas selesai.

(u) Kos pembiayaan

Kesemua kos pembiayaan diiktiraf dalam penyata pendapatan menggunakan kaedah pulangan efektif, sepanjang tempoh kos pembiayaan dikenakan kecuali kos yang dipermodalkan yang berkait langsung dengan pemilikan, pembinaan atau penghasilan aset yang mengambil masa yang panjang untuk disiapkan bagi tujuan yang dirancangkan.

Pemodalan kos pembiayaan sebagai sebahagian daripada kos aset yang memenuhi syarat bermula apabila perbelanjaan bagi aset tersebut ditanggung. Kos pembiayaan ditanggung bagi aktiviti-aktiviti yang sedang dilaksanakan untuk menyiapkan aset bagi tujuan yang dirancang atau untuk dijual. Pemodalan kos pembiayaan dihentikan sementara atau ditamatkan apabila sebahagian besar aktiviti-aktiviti yang perlu untuk menyiapkan aset tersebut tergendala atau telah selesai.

Pendapatan pelaburan yang diterima semasa pelaburan sementara dibuat ditolak daripada kos pembiayaan yang dipermodalkan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

3. Dasar perakaunan penting *(samb.)*

(v) Cukai

Mulai tahun taksiran 2012 hingga 2016, **TH** telah diberi pengecualian cukai pendapatan ke atas semua pendapatan kecuali dividen di peringkat statutori menurut seksyen 127(3A) Akta Cukai Pendapatan 1967.

Cukai pendapatan syarikat subsidiari atas keuntungan yang boleh dicukai terdiri daripada cukai semasa dan cukai tertunda. Cukai semasa adalah jangkaan cukai pendapatan berbayar berdasarkan keuntungan boleh dicukai tahun semasa dikira menggunakan kadar cukai yang telah digubal pada tarikh penyata kedudukan kewangan.

Cukai tertunda diperuntukkan menggunakan kaedah liabiliti. Liabiliti cukai tertunda diiktiraf untuk kesemua perbezaan sementara yang boleh dicukai. Aset cukai tertunda diiktiraf untuk kesemua perbezaan sementara yang boleh ditolak, kerugian cukai dan kredit cukai yang belum digunakan setakat terdapatnya kemungkinan akan adanya keuntungan yang boleh dicukai pada masa hadapan. Cukai tertunda tidak diiktiraf sekiranya perbezaan sementara timbul daripada muhibah atau daripada pengiktirafan awal aset atau liabiliti dalam urus niaga yang bukan merupakan kombinasi perniagaan dan pada masa urus niaga, tidak memberikan kesan kepada keuntungan perakaunan ataupun keuntungan boleh dicukai.

Cukai tertunda dikira pada kadar cukai yang dijangka akan terpakai dalam tempoh di mana aset direalis atau liabiliti diselesaikan, berdasarkan kadar cukai yang telah termaktub pada tarikh penyata kedudukan kewangan.

(w) Aset bukan semasa yang dipegang untuk dijual

Aset bukan semasa (atau sekumpulan aset) dikelaskan sebagai aset yang dipegang untuk dijual jika jumlah dibawa akan diperoleh semula terutamanya melalui urus niaga penjualan berbanding penggunaan berterusan.

Pengkelasan ini hanya boleh dilakukan jika urusan penjualan berkemungkinan tinggi akan dilaksanakan dan aset tersebut (atau sekumpulan aset) dapat dijual dengan serta-merta dalam keadaan sedia ada tertakluk kepada terma-terma dan penggunaan lazim.

Sejurus sebelum pengkelasan kepada aset dipegang untuk dijual, aset ini (atau sekumpulan aset) dinilai semula mengikut dasar perakaunan yang bersesuaian. Aset ini (atau sekumpulan aset) kemudiannya dinyatakan pada jumlah yang lebih rendah antara jumlah dibawa dengan nilai saksama tolak kos untuk dijual. Perbezaan diiktiraf dalam penyata pendapatan.

Satu komponen di dalam Kumpulan dikelaskan sebagai operasi dihentikan apabila kriteria untuk dikelaskan sebagai aset dipegang untuk dijual telah dipenuhi atau aset tersebut telahpun dijual dan komponen tersebut merupakan satu aliran perniagaan yang utama atau beroperasi di kawasan geografi yang berasingan atau subsidiari yang diambil alih dengan tujuan untuk dijual semula.

(x) Ukuran nilai saksama

Nilai saksama bagi aset dan liabiliti, kecuali bayaran berasaskan syer dan transaksi pajakan, adalah ditentukan pada jumlah yang diterima dari penjualan aset atau bayaran pemindahan liabiliti pada tarikh pengukuran. Pengukuran bagi transaksi jualan aset atau pemindahan liabiliti disifatkan berlaku samada dalam pasaran utama atau dengan ketiadaan pasaran utama, mengikut pasaran yang paling menguntungkan.

Kumpulan mengukur nilai saksama sesuatu aset liabiliti menggunakan data pasaran yang dapat diperoleh sebaik mungkin. Nilai saksama dikategorikan kepada peringkat yang berbeza dalam hierarki nilai saksama berdasarkan input yang digunakan dalam teknik berikut:

- Tahap 1 - Harga tercatat (tidak terlaras) dalam pasaran aktif bagi aset atau liabiliti yang serupa.
- Tahap 2 - Input selain harga tercatat di Tahap 1 yang dapat diperoleh untuk aset atau liabiliti, sama ada secara langsung atau tidak langsung.
- Tahap 3 - Input bagi aset dan liabiliti yang tidak dapat diperoleh.

Kumpulan mengiktiraf pindahan antara hierarki nilai saksama pada tarikh peristiwa atau perubahan keadaan yang menyebabkan pindahan.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

4. Tunai dan bersamaan tunai

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pelaburan dalam simpanan dengan institusi kewangan berlesen	5,011,185	4,397,224	6,833,475	8,490,025
Tunai dan baki di bank	1,418,721	925,376	148,412	67,115
Wang panggilan dan simpanan antara bank dengan tempoh matang tidak melebihi satu bulan	3,101,584	3,352,927	–	–
	9,531,490	8,675,527	6,981,887	8,557,140

Tunai dan bersamaan tunai adalah di dalam mata wang berikut:

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Ringgit Malaysia	9,314,499	8,543,151	6,923,011	8,545,243
Rial Saudi	15,017	12,312	13,549	9,887
Pound Sterling	153,976	113,927	1,885	2,002
Dolar Amerika	6,081	326	6,081	8
Dolar Australia	41,917	5,811	37,361	–
	9,531,490	8,675,527	6,981,887	8,557,140

Pelaburan dalam simpanan dengan institusi kewangan berlesen dan tunai dan baki di bank milik Kumpulan dan TH adalah termasuk pelaburan dalam simpanan jangka pendek dan tunai dan baki di bank milik TKJHM dan TWT sebanyak RM315,228,000 (2013: RM297,100,000).

Tunai dan baki di bank milik Kumpulan termasuk RM12,464,000 (2013: RM26,668,000) yang dipegang menurut Akta Pemaju Perumahan (Kawalan dan Pelesenan) (Pindaan) 2002.

Pelaburan dalam simpanan dengan institusi kewangan berlesen bagi Kumpulan dan TH mendapat margin keuntungan di antara 2.90% hingga 4.80% (2013: 1.00% hingga 3.50%).

Tunai dan baki di bank milik Kumpulan termasuk RM10,128,000 (2013: RM6,284,000) yang dicagarkan kepada bank untuk kemudahan jaminan bank.

5. Deposit dan simpanan di bank dan institusi kewangan lain

	Kumpulan	
	2014 RM'000	2013 RM'000
Bank-bank berlesen	721,324	701,302

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

6. Aset/(Liabiliti) derivatif

Kumpulan 2014	Nilai saksama		
	Prinsipal RM'000	Aset RM'000	Liabiliti RM'000
Kontrak hadapan	1,840,778	45,508	(28,798)
Waran tercatat	84,498	8,947	–
Tukaran kadar keuntungan	1,187,694	17,018	(3,594)
Deposit berstruktur	106,680	15	(15)
	3,219,650	71,488	(32,407)

2013			
Kontrak hadapan	1,381,894	8,681	(6,594)
Waran tercatat	52,491	23,923	–
Tukaran kadar keuntungan	1,311,481	19,855	(6,389)
Deposit berstruktur	110,495	582	(582)
	2,856,361	53,041	(13,565)

TH 2014			
Waran tercatat	807,390	75,569	–
2013			
Waran tercatat	775,383	149,510	–

7. Sekuriti dipegang untuk dagangan

	Kumpulan	
	2014 RM'000	2013 RM'000
Pada nilai saksama		
Sekuriti tercatat		
Saham	110,319	80,822
Unit amanah	22,943	18,451
	133,262	99,273
Sekuriti tak tercatat		
Terbitan Pelaburan Kerajaan Malaysia	50,767	726,353
Nota Boleh Runding Bank Negara	394,808	178,058
Sekuriti Hutang Islam	307,125	401,514
Sijil Hutang Boleh Niaga Islam	279,628	–
	1,032,328	1,305,925
	1,165,590	1,405,198

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

8. Sekuriti tersedia untuk dijual

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pada nilai saksama				
Saham				
Saham tercatat	13,250,335	10,418,160	12,807,052	9,486,607
<i>Tolak</i> : Rosot nilai tahun semasa	(39,129)	(394,494)	(39,129)	(394,494)
	13,211,206	10,023,666	12,767,923	9,092,113
Pengurus tabungan	1,177,567	1,240,850	1,177,567	1,240,849
Saham tak tercatat	704,382	482,859	654,701	433,313
<i>Tolak</i> : Rosot nilai tahun semasa	(32,665)	(16,061)	(16,836)	–
	671,717	466,798	637,865	433,313
	15,060,490	11,731,314	14,583,355	10,766,275
Sekuriti Hutang				
Sekuriti hutang kerajaan	12,834,901	13,789,772	1,379,753	914,357
Sekuriti hutang korporat	6,486,368	5,673,509	6,486,368	5,673,508
<i>Tolak</i> : Rosot nilai tahun semasa	–	(13,446)	–	(13,446)
	6,486,368	5,660,063	6,486,368	5,660,062
	19,321,269	19,449,835	7,866,121	6,574,419
Aset Kewangan Lain				
Unit amanah	1,053,057	981,443	611,034	458,673
Sijil hutang boleh niaga Islam	5,561,025	4,975,026	4,332,634	2,861,527
	6,614,082	5,956,469	4,943,668	3,320,200
	40,995,841	37,137,618	27,393,144	20,660,894



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

9. Aset/Liabiliti berkaitan aset yang dipegang untuk dijual

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Aset dikelaskan sebagai dipegang untuk dijual:				
Tunai dan bersamaan tunai	–	95,249	–	–
Penghutang perniagaan dan pelbagai	–	215,380	–	–
Inventori	–	45,902	–	–
Belanja tertunda	–	12,597	–	–
Cukai tertunda	–	8,073	–	–
Perbelanjaan pembangunan ladang	–	200,682	–	–
Pelaburan dalam syarikat subsidiari	–	–	2,406,330	2,406,330
Pelaburan dalam syarikat bersekutu	–	28,064	–	–
Hartanah, loji dan peralatan	34,943	1,212,731	33,247	548,318
Pelarasan nilai saksama pelaburan	1,761,838	1,760,978	–	–
	1,796,781	3,579,656	2,439,577	2,954,648
Liabiliti dikelaskan sebagai dipegang untuk dijual:				
Pemiutang perniagaan dan pelbagai	–	65,170	–	–
Peruntukan zakat dan cukai	–	46,431	–	–
Pembiayaan	–	29,000	–	–
Peruntukan manfaat persaraan	–	30,614	–	–
Liabiliti cukai tertunda	–	2,870	–	–
	–	174,085	–	–

Syarikat subsidiari dipegang untuk dijual

Sebuah syarikat subsidiari di Indonesia, PT TH Indo Plantations, telah dikelaskan sebagai syarikat yang dipegang untuk dijual selaras dengan perjanjian yang telah ditandatangani antara dua buah syarikat subsidiari pemegangan pelaburan Malaysia dengan pihak ketiga di Indonesia. Pada bulan Mac 2014, saham-saham syarikat PT TH Indo Plantations secara rasmi telah dipindah milik kepada pihak ketiga tersebut. Syarikat-syarikat subsidiari pemegangan pelaburan telah mengiktiraf penjualan ini di dalam penyata kewangan bagi tahun berakhir 31 Disember 2014.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

10. Penghutang perniagaan dan pelbagai

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Penghutang perniagaan	451,740	530,893	292,399	376,868
Penghutang pelbagai				
Baki debit akaun pelanggan dan peniaga	179,229	47,879	-	-
Pelbagai penghutang, deposit dan prabayaran	1,550,331	445,682	84,100	121,205
Pembiayaan kakitangan	100,127	24,704	21,658	24,051
Jumlah penghutang:				
- Syarikat subsidiari	-	-	120,037	183,271
- Entiti usahasama	151,001	61,449	-	-
	1,980,688	579,714	225,795	328,527
	2,432,428	1,110,607	518,194	705,395

11. Inventori

	Kumpulan	
	2014 RM'000	2013 RM'000
Tapak semaian	19,656	13,761
Barangan ladang	18,256	23,047
Barangan siap	20,828	20,318
Hartanah yang telah siap	1,858	2,251
	60,598	59,377

Lembaga Tabung Haji (Ditubuhkan di bawah Akta Tabung Haji 1995) dan syarikat-syarikat subsidiari

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

12. Pembiayaan

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Kemudahan tunai	844,720	749,246	-	-
Kad kredit	435,638	445,242	-	-
Bil perdagangan didiskaunkan	1,013,823	819,488	-	-
Resit amanah	33,398	35,957	-	-
Pembiayaan bertempoh	27,693,845	22,112,726	-	15,760
Pajak gadai	90,288	95,621	-	-
Pembiayaan kepada syarikat subsidiari	-	-	1,448,290	2,186,960
	30,111,712	24,258,280	1,448,290	2,202,720
	(444,388)	(365,375)	-	-
	(142,753)	(151,957)	-	(15,760)
	(587,141)	(517,332)	-	(15,760)
	29,524,571	23,740,948	1,448,290	2,186,960

Pembiayaan kepada syarikat subsidiari dalam negara dikenakan margin keuntungan sebanyak 5% hingga 6% (2013: 5.5%).

Pembiayaan kepada syarikat subsidiari luar negara dikenakan margin keuntungan sebanyak 5% hingga 6% (2013: 5% hingga 6%).

13. Aset Takaful

	Kumpulan	
	2014 RM'000	2013 RM'000
Aset Takaful semula:		
Liabiliti tuntutan	405,867	407,393
Liabiliti caruman	69,949	80,200
Liabiliti aktuari	206,644	148,340
	682,460	635,933
Penghutang Takaful:		
Caruman terhutang	95,074	88,353
Terhutang dari re-Takaful/co-Takaful	38,004	37,325
	133,078	125,678
	(4,487)	(8,522)
	128,591	117,156
	811,051	753,089

Tolak : Rosot nilai penghutang



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

14. Sekuriti dipegang sehingga matang

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
<i>Pada kos terlunas</i>				
Sekuriti Hutang				
Kertas Pelaburan Islam Kerajaan Malaysia	145,276	145,391	–	–
Sekuriti hutang tak tercatat	3,873,273	2,829,669	5,596,231	4,498,837
<i>Tolak</i> : Rosot nilai terkumpul	(7,019)	(7,125)	–	–
	4,011,530	2,967,935	5,596,231	4,498,837
	4,011,530	2,967,935	5,596,231	4,498,837

15. Deposit berkanun di Bank Negara Malaysia

Deposit berkanun tanpa faedah disimpan di Bank Negara Malaysia sebagai mematuhi Seksyen 37 (1) (c) Akta Bank Pusat Malaysia 1958 (disemak semula 1994), dan jumlahnya dikira mengikut peratusan yang ditetapkan ke atas jumlah liabiliti tertentu.

16. Kos pembangunan hartanah

	Kumpulan	
	2014 RM'000	2013 RM'000
Kos pembangunan hartanah merangkumi:		
Tanah	24,597	24,597
Kos pembangunan	1,023,632	842,158
	1,048,229	866,755
<i>Tambah</i> : Kos pembangunan tahun semasa		
Tanah	593,608	–
Kos pembangunan	177,012	181,474
	1,818,849	1,048,229
<i>Tolak</i> : Pindahan ke inventori	–	(393)
<i>Tolak</i> : Kos diiktiraf sebagai perbelanjaan dalam penyata pendapatan		
- Tahun terdahulu	(696,297)	(563,092)
- Tahun semasa	(150,065)	(130,335)
	972,487	354,409

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

17. Perbelanjaan pembangunan ladang

	Kumpulan	
	2014 RM'000	2013 RM'000
Pada 1 Januari	703,001	455,920
Pengambilalihan syarikat subsidiari	–	74,121
Tambahan	256,568	172,960
Pindahan ke hartanah, loji dan peralatan (Nota 23)	(297,963)	–
	661,606	703,001
	7,118	7,957

Termasuk dalam tambahan tahun semasa adalah seperti berikut:

Susut nilai (Nota 23(a))

18. Cukai tertunda

Jumlah aset dan liabiliti cukai tertunda setelah diselaraskan adalah seperti berikut:

	Kumpulan	
	2014 RM'000	2013 RM'000
Aset cukai tertunda	75,317	76,047
Liabiliti cukai tertunda	(144,717)	(143,067)
	(69,400)	(67,020)

Aset dan liabiliti cukai tertunda diselaraskan apabila terdapat hak yang sah untuk menyelaraskan aset cukai semasa ke atas liabiliti cukai semasa dan di mana cukai tertunda adalah berkait dengan badan percukaian yang sama.

Aset dan liabiliti cukai tertunda selepas diselaraskan adalah seperti berikut:

	Kumpulan	
	2014 RM'000	2013 RM'000
Hartanah, loji dan peralatan		
- elaun modal	(362,416)	(386,230)
Rosot nilai	65,544	71,476
Elaun modal belum diserap	191,701	216,286
Kerugian cukai belum digunakan	39,521	40,474
Lain-lain	(3,750)	(9,026)
	(69,400)	(67,020)

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

19. Pelaburan dalam entiti usahasama

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pada kos				
Saham tak tercatat	390,896	218,961	295,961	215,961
Tambah:				
Bahagian dalam entiti usahasama:				
- Kerugian terkumpul	(44,537)	(29,783)	-	-
- Rizab-rizab lain	(5,116)	242	-	-
- Perbezaan tukaran asing	(7,288)	(4,613)	-	-
	(56,941)	(34,154)	-	-
	333,955	184,807	295,961	215,961

Butiran mengenai entiti usahasama adalah seperti berikut:

Nama syarikat	Aktiviti utama	2014 %	2013 %
Dipegang secara langsung			
Tak tercatat dan diperbadankan di Malaysia			
Trurich Resources Sdn. Bhd.	Pemegangan pelaburan	50	50
TH Alam Management Sdn. Bhd.	Perkhidmatan operasi perkapalan dan sewaan	50	50
Abraj Sdn. Bhd.	Pelaburan hartanah	50	50
Abraj Management Sdn. Bhd.	Penyediaan perkhidmatan pengurusan kepada pelbagai portfolio hartanah dan pelaburan hartanah	50	50
Dipegang secara tidak langsung			
Theta Edge Berhad dan entiti usahasamanya:			
Taha Alam Sdn. Bhd.	Menyediakan khidmat nasihat berkaitan haji dan umrah	50	50
Tak tercatat dan diperbadankan di Indonesia			
TH Indo Industries Sdn. Bhd. dan entiti usahasamanya:			
PT Synergy Oil Nusantara	Pemprosesan minyak sawit mentah dan pemasaran produk minyak sawit bertapis	50	50
Tak tercatat dan diperbadankan di Australia			
TH Properties Sdn. Bhd. dan entiti usahasamanya:			
Piety Capital Pty Ltd	Pembangunan hartanah	50	50

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

19. Pelaburan dalam entiti usahasama (samb.)

	Kumpulan	
	2014 RM'000	2013 RM'000
Ringkasan maklumat kewangan pada 31 Disember		
Aset	2,052,656	1,272,133
Liabiliti	(1,309,182)	(901,739)
Aset bersih	743,474	370,394
Tahun berakhir 31 Disember		
Kerugian dari operasi berterusan	(24,306)	(46,865)
Kerugian komprehensif lain	(5,835)	485
Jumlah pendapatan komprehensif	(30,141)	(46,380)
Penyesuaian aset bersih kepada nilai dibawa pada 31 Disember		
Bahagian Kumpulan dalam aset bersih	365,763	178,664
	333,955	184,807
Nilai dibawa seperti di penyata kedudukan kewangan		
Bahagian Kumpulan bagi tahun berakhir 31 Disember		
Bahagian kerugian dari operasi berterusan	(12,153)	(23,429)
Bahagian pendapatan komprehensif lain	(2,917)	(243)
	(15,070)	(23,672)
	2,512	2,865
Terimaan dividen oleh Kumpulan		

20. Pelaburan dalam syarikat bersekutu

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pada kos				
Saham tercatat	617,252	583,790	617,252	583,790
Tolak : Rosot nilai terkumpul	(230,490)	-	(230,490)	-
	386,762	583,790	386,762	583,790
Saham tak tercatat	258,270	270,940	250,450	262,970
Tolak : Rosot nilai terkumpul	(71,730)	(94,030)	(66,712)	(89,012)
	186,540	176,910	183,738	173,958
Tambah :				
Bahagian dalam syarikat bersekutu:				
- Keuntungan terkumpul	125,622	180,993	-	-
- Rizab	23,109	8,503	-	-
	148,731	189,496	-	-
	722,033	950,196	570,500	757,748
Harga pasaran saham tercatat	255,076	360,533	255,076	360,533



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

20. Pelaburan dalam syarikat bersekutu (samb.)

Butiran mengenai syarikat bersekutu yang kesemuanya ditubuhkan di Malaysia adalah seperti berikut:			
Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014	2013
		%	%
<i>Dipegang secara langsung</i>			
Tercatat dan diperbadankan di Malaysia			
TH Heavy Engineering Berhad	Pembinaan dan pembuatan struktur-struktur pelantar minyak dan gas	30	29
Pelikan International Corporation Berhad	Pengeluaran dan pengedaran alat tulis	28	31
Tak tercatat dan diperbadankan di Malaysia			
CCM Fertilizers Sdn. Bhd.	Pengeluaran dan pemasaran baja	50	50
Maju-TH Sdn. Bhd.	Pengurusan hartanah	49	49
Express Rail Link Sdn. Bhd.	Merekabentuk, membina, mengendalikan dan menyelenggara sistem keretapi laju	40	40
Nihon Canpack (Malaysia) Sdn. Bhd.	Pengeluaran dan penjualan minuman dalam tin	40	40
Perumahan Kinrara Bhd.	Pemaju hartanah	25	25
I&P Kota BayuEmas Sdn. Bhd.	Pengurusan hartanah	23	23
Bata (Malaysia) Sdn. Bhd.	Pembuatan dan pemasaran kasut dan barangan berkaitan	20	20
Consolidated Fertiliser Corporation Sdn. Bhd.	Pengeluaran dan pemasaran baja	20	20
Gallant Precision Tool & Engineering Enterprise (M) Sdn. Bhd.	Pembuatan dan pembaikan alat mengukur ketepatan, acuan dan pewarna	–	25
Top Priority Sdn. Bhd. *	Pengurusan hartanah	30	30
Prizevest Sdn. Bhd. *	Pengurusan hartanah	30	30
Victec Enterprise Sdn. Bhd. *	Pengurusan hartanah	30	30
ASMTH Sdn. Bhd. **	Pengurusan hartanah	–	49

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

20. Pelaburan dalam syarikat bersekutu (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014	2013
		%	%
<i>Dipegang secara tidak langsung</i>			
Tak tercatat dan diperbadankan di Malaysia			
THP Bina Sdn. Bhd. <i>dan syarikat bersekutunya:</i>			
HCM-TH Technologies JV	Pembinaan	40	40
HCM-TH Technologies Sdn. Bhd.	Pembinaan	30	30
Roadcare (M) Sdn. Bhd.	Pelaburan	28	28
BIMB Holdings Berhad <i>dan syarikat bersekutunya:</i>			
Islamic Banking and Finance Institute Malaysia Sdn. Bhd.	Perkhidmatan latihan dan perundingan	26	26
TH Hotel & Residence Sdn. Bhd. <i>dan syarikat bersekutunya:</i>			
THV Management Services Sdn. Bhd. #	Pengurusan hotel	–	30
* TH tidak lagi mempunyai pengaruh penting ke atas dasar-dasar kewangan dan operasi syarikat-syarikat ini kerana ia telah diletakkan di bawah penyeliaan Penerima dan Pengurus ('Receivers & Managers'), walaupun TH masih memegang sebahagian daripada sahamnya. Oleh itu, syarikat-syarikat ini tidak disatukan dan telah dihapuskira sepenuhnya.			
** Telah dibubarkan sepenuhnya pada tahun kewangan semasa.			
# Syarikat telah diambilalih sepenuhnya sebagai syarikat subsidiari pada tahun kewangan semasa.			

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

20. Pelaburan dalam syarikat bersekutu (samb.)

Ringkasan maklumat berkenaan dengan syarikat bersekutu adalah seperti berikut:

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Syarikat bersekutu lain RM'000	Jumlah RM'000
Pada 31 Disember 2014				
Aset	1,440,833	1,113,590	4,103,481	6,657,904
Liabiliti	(944,900)	(709,848)	(3,427,206)	(5,081,954)
Jumlah aset bersih	495,933	403,742	676,275	1,575,950
Bagi tahun berakhir 31 Disember 2014				
Pendapatan	1,382,120	344,124	1,252,115	2,978,359
(Kerugian)/Pendapatan tahun semasa	(33,516)	(76,450)	47,476	(62,490)
(Kerugian)/Pendapatan komprehensif lain	(71,318)	4,579	–	(66,739)
Jumlah (kerugian)/pendapatan komprehensif	(104,834)	(71,871)	47,476	(129,229)

Perbandingan bahagian Kumpulan dalam jumlah aset bersih dengan jumlah pelaburan dalam syarikat bersekutu adalah seperti berikut:

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Syarikat bersekutu lain RM'000	Jumlah RM'000
Pada 31 Disember 2014				
Bahagian Kumpulan dalam jumlah aset bersih syarikat bersekutu	140,895	121,446	103,841	366,182
Jumlah pelaburan dalam syarikat bersekutu	268,294	121,799	331,940	722,033
Jumlah keuntungan diatribut kepada Kumpulan				
Bagi tahun berakhir 31 Disember 2014				
(Kerugian)/Pendapatan tahun semasa	(9,554)	(21,067)	18,281	(12,340)
(Kerugian)/Pendapatan komprehensif lain	(19,268)	1,149	–	(18,119)
Jumlah (kerugian)/pendapatan komprehensif	(28,822)	(19,918)	18,281	(30,459)
Dividen	–	–	9,760	9,760

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

20. Pelaburan dalam syarikat bersekutu (samb.)

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Syarikat bersekutu lain RM'000	Jumlah RM'000
2013				
Pada 31 Disember 2013				
Aset	1,506,206	896,650	4,511,807	6,914,663
Liabiliti	(947,370)	(455,078)	(3,883,441)	(5,285,889)
Jumlah aset bersih	558,836	441,572	628,366	1,628,774
Bagi tahun berakhir 31 Disember 2013				
Pendapatan	1,442,904	259,932	1,800,047	3,502,883
(Kerugian)/Keuntungan tahun semasa	(5,498)	1,603	68,941	65,046
Pendapatan komprehensif lain	23,211	–	6,262	29,473
Jumlah pendapatan komprehensif	17,713	1,603	75,203	94,519

Perbandingan bahagian Kumpulan dalam jumlah aset bersih dengan jumlah pelaburan dalam syarikat bersekutu adalah seperti berikut:

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Syarikat bersekutu lain RM'000	Jumlah RM'000
Pada 31 Disember 2013				
Bahagian Kumpulan dalam jumlah aset bersih syarikat bersekutu	171,283	129,336	97,995	398,614
Jumlah pelaburan dalam syarikat bersekutu	298,173	335,684	316,339	950,196
Jumlah keuntungan diatribut kepada Kumpulan				
Bagi tahun berakhir 31 Disember 2013				
(Kerugian)/Keuntungan tahun semasa	(2,224)	469	14,814	13,059
Pendapatan komprehensif lain	7,114	–	1,389	8,503
Jumlah pendapatan komprehensif	4,890	469	16,203	21,562
Dividen	–	–	49,723	49,723



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

21. Pelaburan dalam syarikat subsidiari

	TH	
	2014 RM'000	2013 RM'000
Pada kos		
Saham tercatat	2,831,826	2,748,331
<i>Tolak</i> : Rosot nilai terkumpul	(47,312)	–
	2,784,514	2,748,331
Saham tak tercatat	969,541	662,156
<i>Tolak</i> : Rosot nilai terkumpul	(1,500)	(1,500)
	968,041	660,656
	3,752,555	3,408,987
	4,402,521	4,899,272

Butiran mengenai syarikat subsidiari adalah seperti berikut:

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014 %	2013 %
Tercatat dan diperbadankan di Malaysia			
BIMB Holdings Berhad <i>dan syarikat subsidiarinya:</i>	Pemegangan pelaburan	54	54
Bank Islam Malaysia Berhad <i>dan syarikat subsidiarinya:</i>	Perbankan Islam	54	54
BIMB Investment Management Berhad	Pengurusan dana unit amanah	54	54
AI-Wakalah Nominees (Tempatan) Sdn. Bhd.	Perkhidmatan nomini	54	54
Farihan Corporation Sdn. Bhd.	Penyediaan tenaga kerja bagi perkhidmatan peruntukan pajak gadai Islam	54	54
Bank Islam Trust Company (Labuan) Ltd. <i>dan syarikat subsidiarinya:</i>	Perkhidmatan sebagai syarikat amanah berdaftar Labuan	54	54
BIMB Offshore Company Management Services Sdn. Bhd.	Residen setiausaha syarikat dan pengarah bagi syarikat luar pesisir	54	54
BIMB Foreign Currency Clearing Agency Sdn. Bhd. #	Dorman	54	54

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

21. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014 %	2013 %
Tercatat dan diperbadankan di Malaysia (samb.)			
BIMB Securities (Holdings) Sdn. Bhd. <i>dan syarikat subsidiarinya:</i>	Pemegangan pelaburan	54	54
BIMB Securities Sdn. Bhd. <i>dan syarikat subsidiarinya:</i>	Broker saham	54	54
BIMSEC Nominees (Tempatan) Sdn. Bhd.	Perkhidmatan nomini	54	54
BIMSEC Nominees (Asing) Sdn. Bhd.	Perkhidmatan nomini	54	54
BIMSEC Asset Management Sdn. Bhd. ##	Perkhidmatan pengurusan pelaburan	–	54
Syarikat Al-Ijarah Sdn. Bhd.	Pajakan aset	54	54
Syarikat Takaful Malaysia Berhad <i>dan syarikat subsidiarinya:</i>	Perkhidmatan takaful keluarga dan takaful am	33	33
ASEAN Retakaful International (L) Ltd	Perkhidmatan takaful semula takaful keluarga dan takaful am	34	34
TH Plantations Berhad <i>dan syarikat subsidiarinya:</i>	Pemegangan pelaburan, perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	71	71
THP Gemas Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	71	71
THP Bukit Belian Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	71	71
THP Ibok Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	71	71
THP Kota Bahagia Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	71	71
THP Agro Management Sdn. Bhd.	Perkhidmatan pengurusan	71	71
Bumi Suria Ventures Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	71	71
Maju Warisanmas Sdn. Bhd.	Penyewaan hartanah pelaburan	71	71



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

21. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014 %	2013 %
Tercatat dan diperbadankan di Malaysia (samb.)			
TH Ladang (Sabah & Sarawak) Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	71	71
Cempaka Teratai Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	71	71
TH PELITA Gedong Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	50	50
Kee Wee Plantations Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	71	71
TH PELITA Sadong Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	50	50
TH-Bonggaya Sdn. Bhd.	Perladangan getah	71	71
Ladang Jati Keningau Sdn. Bhd.	Perladangan jati	59	59
TH-USIA Jatimas Sdn. Bhd.	Perladangan getah	50	50
TH PELITA Meludam Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	43	43
TH PELITA Simunjan Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	43	43
TH PELITA Beladin Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	39	39
Derujaya Sdn. Bhd.	Dorman	71	71
Halus Riang Sdn. Bhd.	Dorman	71	71
Kuni Riang Sdn. Bhd.	Dorman	71	71
Manisraya Sdn. Bhd.	Dorman	71	71
Pinekey Enterprise Sdn. Bhd.	Dorman	71	71
THP Saribas Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	57	57
THP-YT Plantation Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	50	50
TH Bakti Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	50	50
Hydroflow Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	50	50

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

21. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014 %	2013 %
Tercatat dan diperbadankan di Malaysia (samb.)			
THP Sabaco Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	36	36
Theta Edge Berhad dan syarikat subsidiarinya:	Pemegangan pelaburan	69	69
Advanced Business Solutions (M) Sdn. Bhd. dan syarikat subsidiarinya:	Penyediaan khidmat tenaga kerja bagi industri teknologi maklumat	69	69
Hi Pro Edar (M) Sdn. Bhd.	Perkhidmatan berkaitan industri teknologi maklumat	69	69
Impianas Sdn. Bhd.	Mengendali rangkaian data telefon awam	69	69
Konsortium Jaya Sdn. Bhd.	Penjualan dan penyelenggaraan komputer dan peralatan telekomunikasi	69	69
Lityan Applications Sdn. Bhd.	Pemasaran produk komputer dan perkhidmatan pembangunan aplikasi	69	69
Sistem Komunikasi Gelombang Sdn. Bhd.	Pembekalan peralatan telekomunikasi dan perkhidmatan sistem bersepadu	69	69
THT Integrated Solutions Sdn. Bhd.	Pembekal penyelesaian teknologi maklumat	69	69
TH Computers Sdn. Bhd.	Pengedar peralatan komputer	69	69
TH2.0 Sdn. Bhd.	Pemegangan pelaburan	69	69
Tak tercatat dan diperbadankan di Malaysia			
TH Properties Sdn. Bhd. dan syarikat subsidiarinya:	Pembangunan hartanah	100	100
THP Bina Sdn. Bhd. dan syarikat subsidiarinya:	Pembinaan konsesi infrastruktur	100	100
THT-HCM JV Sdn. Bhd.	Pembinaan jalan raya	60	60
Ultimate Building Machine (Malaysia) Sdn. Bhd.	Dorman	60	60
TH Universal Builders Sdn. Bhd.	Pembinaan dan pengurusan projek pembinaan	100	100
THP Development Consultancy Sdn. Bhd.	Perunding pembangunan hartanah dan pengurusan projek pembinaan	100	100
THP Hartanah Sdn. Bhd.	Pembangunan hartanah	100	100
THP Pelindung Sdn. Bhd.	Pembangunan hartanah	100	100

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

21. Pelaburan dalam syarikat subsidiari *(samb.)*

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014 %	2013 %
Tak tercatat dan diperbadankan di Malaysia (samb.)			
THP Enstek Development Sdn. Bhd. dan syarikat subsidiarinya:	Pembangunan hartanah	100	100
TH Connectivity Sdn. Bhd.	Dorman	100	100
THP-SBB JV Sdn. Bhd.	Pembangunan taman perumahan	100	100
THP Timur Sdn. Bhd.	Pembangunan hartanah	100	–
THP Mutiara Sdn. Bhd.	Pembangunan hartanah	100	–
THP Sinar Sdn. Bhd. dan syarikat subsidiarinya:	Perkhidmatan pengurusan bangunan	60	60
THPS Capital Sdn. Bhd.	Pemegangan pelaburan	60	–
THP Australia Capital Sdn. Bhd.	Pemegangan pelaburan	100	–
THP Australia Developments Corporation	Pemegangan pelaburan	100	–
THP Bay Pavilions Corporation	Pemegangan pelaburan	100	–
TH Hotel & Residence Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	100	100
TH Travel & Services Sdn. Bhd.	Perkhidmatan pakej haji dan umrah, serta agensi tiket penerbangan dan pelancongan	100	100
TH Global Services Sdn. Bhd.	Pembekal produk makanan halal	100	100
TH Hotel Alor Setar Sdn. Bhd.	Perkhidmatan perhotelan	100	100
TH Hotel Terengganu Sdn. Bhd.	Perkhidmatan perhotelan	100	100
THV Management Sdn. Bhd.	Pengurusan hotel	100	30
TH Alam Holding (L) Inc. dan syarikat subsidiarinya:	Pemegangan pelaburan	51	51
Alam JVDP 1 (L) Inc.	Perkhidmatan perkapalan	51	51
Alam JVDP 2 (L) Inc.	Dorman	51	51
TH Marine Sdn. Bhd.	Perkhidmatan perkapalan	100	100
TH Estates (Holdings) Sdn. Bhd.	Pemegangan pelaburan	100	100
TH Indo Industries Sdn. Bhd.	Pemegangan pelaburan dan penyewaan pengangkutan	100	100

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

21. Pelaburan dalam syarikat subsidiari *(samb.)*

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014 %	2013 %
Tak tercatat dan diperbadankan di Malaysia <i>(samb.)</i>			
TH Indopalms Sdn. Bhd.	Pemegangan pelaburan	100	100
THC International Sdn. Bhd. #	Dorman	60	60
LTH Property Investment (L) Inc.	Pemegangan pelaburan	100	100
Diperbadankan di United Kingdom			
LTH Property Holdings Limited dan syarikat subsidiarinya:	Pemegangan pelaburan	100	100
10 Queen Street Place London Limited	Penyewaaan pelaburan hartanah	100	100
151 BPR One Limited	Pemegangan pelaburan	100	100
151 BPR Two Limited	Pemegangan pelaburan	100	100
Elizabeth Bridge Unit Trust *	Penyewaaan pelaburan hartanah	100	100
LTH Property Holdings 2 Limited dan syarikat subsidiarinya:	Pemegangan pelaburan	100	–
Leatherhead Properties Limited	Pemegangan pelaburan hartanah	100	–
LTH Leatherhead Limited	Pemegangan pelaburan hartanah	100	–
TH Properties Sdn. Bhd. dan syarikat subsidiarinya:			
THPS OCS Services Ltd.	Perkhidmatan pengurusan hartanah	60	–
Diperbadankan di Australia			
LTH Property Investment (L) Inc. dan dana amanahnya:			
TH Trust * dan syarikat subsidiarinya:	Penyewaaan pelaburan hartanah	100	100
747 CS Melbourne Trust	Penyewaaan pelaburan hartanah	100	100
THP Australia Capital Sdn. Bhd. dan syarikat subsidiarinya:			
THP Amanah Pty. Ltd.	Pemegangan pelaburan	100	–
Diperbadankan di Arab Saudi			
TH Hotel & Residence Sdn. Bhd. dan syarikat subsidiarinya:			
TH Real Estate Company	Pengurusan dan pengendalian pelaburan hartanah	100	100

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

21. Pelaburan dalam syarikat subsidiari *(samb.)*

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2014 %	2013 %
Diperbadankan di Indonesia			
Syarikat Takaful Malaysia Berhad dan syarikat subsidiarinya:			
P.T. Syarikat Takaful Indonesia dan syarikat subsidiarinya:	Pemegangan pelaburan	18	18
P.T. Asuransi Takaful Keluarga	Perkhidmatan takaful keluarga	14	14
P.T. Asuransi Takaful Umum	Perkhidmatan takaful am	12	12
TH Plantations Berhad dan syarikat subsidiarinya:			
P.T. Persada Kencana Prima	Perladangan kelapa sawit	66	–
TH Indopalms Sdn. Bhd. dan TH Indo Industries Sdn. Bhd. dan syarikat subsidiarinya:			
P.T. TH Indo Plantations **	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	–	95

Di bawah proses pembubaran sukarela.

Syarikat dibubarkan di bawah Suruhanjaya Syarikat Malaysia pada 16 Julai 2014.

* Dana amanah.

** Syarikat dijual pada tahun kewangan semasa.

Kesemua syarikat subsidiari, bersekutu dan entiti usahasama **TH** tidak diaudit oleh Jabatan Audit Negara.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

21. Pelaburan dalam syarikat subsidiari *(samb.)*

Kepentingan Minoriti dalam Syarikat Subsidiari

Ringkasan maklumat kepentingan minoriti Kumpulan adalah seperti berikut:

	BIMB Holdings Berhad %	TH Plantations Berhad %	Subsidiari Lain %	Jumlah
Peratusan pemegang saham minoriti	46	29	31 - 49	
	RM'000	RM'000	RM'000	RM'000
Jumlah nilai dibawa bagi kepentingan minoriti	953,318	475,022	102,181	1,530,521
Jumlah pendapatan komprehensif diatribut kepada kepentingan minoriti	298,187	26,056	(12,992)	311,251

Ringkasan maklumat kewangan sebelum penghapusan baki dan transaksi dalam Kumpulan adalah seperti berikut:

	BIMB Holdings Berhad RM'000	TH Plantations Berhad RM'000	Subsidiari Lain RM'000	Jumlah RM'000
Pada 31 Disember 2014				
Aset	53,030,205	3,574,433	575,608	57,180,246
Liabiliti	(49,840,945)	(1,960,728)	(334,828)	(52,136,501)
Aset bersih	3,189,260	1,613,705	240,780	5,043,745
Bagi tahun berakhir 31 Disember 2014				
Pendapatan	2,967,473	488,917	197,193	3,653,583
Keuntungan tahun semasa	586,904	59,511	15,659	662,074
Jumlah pendapatan komprehensif	537,112	59,580	15,659	612,351
Aliran tunai daripada aktiviti operasi	(2,618,521)	431,740	(99,534)	(2,286,315)
Aliran tunai daripada aktiviti pelaburan	2,811,322	(250,953)	(1,594)	2,558,775
Aliran tunai daripada aktiviti kewangan	(210,462)	61,049	152,408	2,995
Penambahan bersih dalam tunai dan bersamaan tunai	(17,661)	241,836	51,280	275,455
Dividen dibayar kepada pemegang saham minoriti	209,098	14,624	510	224,232

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

21. Pelaburan dalam syarikat subsidiari *(samb.)*

Kepentingan Minoriti dalam Syarikat Subsidiari <i>(samb.)</i>				
2013				
	BIMB Holdings Berhad	TH Plantations Berhad	Subsidiari Lain	Jumlah
	%	%	%	
Peratusan pemegang saham minoriti	46	29	5 - 49	
	RM'000	RM'000	RM'000	RM'000
Jumlah nilai dibawa bagi kepentingan minoriti	990,639	450,484	115,717	1,556,840
Jumlah pendapatan komprehensif diatribut kepada kepentingan minoriti	257,175	30,931	5,261	293,367
Ringkasan maklumat kewangan sebelum penghapusan baki dan transaksi dalam Kumpulan adalah seperti berikut:				
	BIMB Holdings Berhad RM'000	TH Plantations Berhad RM'000	Subsidiari Lain RM'000	Jumlah RM'000
Pada 31 Disember 2013				
Aset	49,674,545	3,177,298	1,981,278	54,833,121
Liabiliti	(46,624,605)	(1,591,317)	(1,354,502)	(49,570,424)
Aset bersih	3,049,940	1,585,981	626,776	5,262,697
Bagi tahun berakhir 31 Disember 2013				
Pendapatan	2,809,395	469,952	255,242	3,534,589
Keuntungan tahun semasa	563,154	76,501	31,312	670,967
Jumlah pendapatan komprehensif	407,592	76,501	31,312	515,405
Aliran tunai daripada aktiviti operasi	1,587,764	131,215	241,067	1,960,046
Aliran tunai daripada aktiviti pelaburan	(2,237,421)	(541,734)	(136,502)	(2,915,657)
Aliran tunai daripada aktiviti kewangan	2,749,608	428,063	(27,364)	3,150,307
Penambahan bersih dalam tunai dan bersamaan tunai	2,099,951	17,544	77,201	2,194,696
Dividen dibayar kepada pemegang saham minoriti	89,998	13,879	1,890	105,767

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

22. Pelaburan hartanah

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pada nilai saksama				
Pada 1 Januari	6,333,449	4,146,080	3,921,032	3,253,262
Tambahan	775,811	2,144,117	367,746	692,810
Jualan	(628,155)	–	(623,027)	–
Pindahan dari/(kepada) hartanah, loji dan peralatan (Nota 23)	350,102	(5,032)	350,102	235
Pindahan dari/(kepada) aset dipegang untuk dijual	511,555	(6,733)	511,555	–
Perubahan nilai saksama	947,778	(20,118)	669,350	(25,275)
Perbezaan tukaran asing	954	75,135	–	–
Pada 31 Disember	8,291,494	6,333,449	5,196,758	3,921,032
Nilai saksama pelaburan hartanah bagi Kumpulan dikategorikan seperti berikut:				
Kumpulan				
2014				
Tanah dan bangunan milik bebas	–	5,196,759	733	5,197,492
Tanah dan bangunan milik pajak	–	3,078,477	15,525	3,094,002
	–	8,275,236	16,258	8,291,494
2013				
Tanah dan bangunan milik bebas	–	3,921,032	7,585	3,928,617
Tanah dan bangunan milik pajak	–	2,391,462	13,370	2,404,832
	–	6,312,494	20,955	6,333,449

Polisi pindahan di antara Tahap				
Pindahan nilai saksama di antara aset ditentukan pada tarikh berlakunya pindahan atau perubahan faktor yang menyebabkan pindahan berlaku.				
Tahap 1				
Harga tercatat (tidak terlaras) dalam pasaran aktif untuk pelaburan hartanah yang sama pada tarikh penilaian.				
Tahap 2				
Penilaian nilai saksama menggunakan kaedah selain daripada harga tercatat sepertimana Tahap 1 yang boleh dinilai untuk pelaburan hartanah, secara langsung atau tidak langsung.				
Penilaian nilai saksama Tahap 2 kebiasaannya adalah melalui perbandingan harga jualan. Harga jualan untuk pelaburan hartanah yang seumpamanya akan dibandingkan selepas mengambil kira faktor-faktor utama lain seperti saiz keluasan. Contoh faktor-faktor utama lain yang akan diambilkira untuk kaedah penilaian ini adalah harga setiap kaki persegi untuk pelaburan hartanah yang serupa.				
Tahap 3				
Penilaian nilai saksama Tahap 3 dianggarkan dengan menggunakan input dalaman yang dibuat oleh Kumpulan bagi pelaburan hartanah.				



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

23. Hartanah, loji dan peralatan

Kumpulan	Tanah milik bebas RM'000	Tanah milik pajak RM'000	Ladang RM'000	Bangunan milik bebas RM'000	Bangunan milik pajak RM'000	Pembaikan dan ubahsuai bangunan RM'000	Jentera, loji, kelengkapan dan kenderaan RM'000	Kerja dalam pelaksanaan RM'000	Jumlah RM'000
Kos									
Pada 1 Januari 2014	87,669	540,226	687,809	464,155	284,169	198,192	1,880,382	313,248	4,455,850
Pengambilalihan syarikat subsidiari	-	20,678	-	-	-	-	141	-	20,819
Tambahan	-	6,093	14,418	5,644	-	18,522	96,624	137,141	278,442
Jualan	(5,640)	(10,861)	(21,552)	(4,528)	-	(3,080)	(38,681)	-	(84,342)
Pelupusan	-	-	(12,394)	(276)	-	(18,185)	(3,757)	(667)	(35,279)
Pindahan daripada perbelanjaan pembangunan ladang (Nota 17)	-	-	297,963	-	-	-	-	-	297,963
Pindahan daripada/(kepada) pelaburan hartanah (Nota 22)	-	-	-	3,326	-	(125)	-	(349,977)	(346,776)
Pindahan daripada/(kepada) aset dipegang untuk dijual	-	11,063	19,841	4,119	(5,076)	-	7,336	137	37,420
Pengkelasan semula	-	-	-	22,919	-	(2,035)	12,066	(32,950)	-
Perbezaan tukaran asing	-	-	-	-	494	1	505	-	1,000
Pada 31 Disember 2014	82,029	567,199	986,085	495,359	279,587	193,290	1,954,616	66,932	4,625,097
Susut nilai terkumpul									
Pada 1 Januari 2014	-	41,462	182,400	100,830	115,266	130,209	892,572	-	1,462,739
Susut nilai tahun semasa (Nota 23(a))	-	8,030	20,362	14,715	5,971	7,196	124,190	-	180,464
Jualan	-	(253)	(828)	(398)	(54)	(2,708)	(35,360)	-	(39,601)
Pelupusan	-	-	(12,388)	(119)	-	(18,052)	(3,164)	-	(33,723)
Pindahan ke aset dipegang untuk dijual	-	255	623	192	-	-	1,952	-	3,022
Pengkelasan semula	-	-	-	142	(142)	-	-	-	-
Perbezaan tukaran asing	-	-	-	-	166	1	492	-	659
Pada 31 Disember 2014	-	49,494	190,169	115,362	121,207	116,646	980,682	-	1,573,560
Nilai bersih dibawa pada 31 Disember 2014									
	82,029	517,705	795,916	379,997	158,380	76,644	973,934	66,932	3,051,537

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

23. Hartanah, loji dan peralatan (samb.)

Kumpulan	Tanah milik bebas RM'000	Tanah milik pajak RM'000	Ladang RM'000	Bangunan milik bebas RM'000	Bangunan milik pajak RM'000	Pembaikan dan ubahsuai bangunan RM'000	Jentera, loji, kelengkapan dan kenderaan RM'000	Kerja dalam pelaksanaan RM'000	Jumlah RM'000
Kos									
Pada 1 Januari 2013	88,261	356,453	625,110	409,064	287,994	174,590	1,576,112	228,393	3,745,977
Pengambilalihan syarikat subsidiari	-	193,888	92,001	7,122	-	-	2,413	836	296,260
Tambahan	-	961	-	12,692	-	28,264	199,205	273,462	514,584
Jualan	(572)	(13)	-	-	(706)	(1,958)	(18,356)	-	(21,605)
Pelupusan	-	-	(9,461)	(538)	-	(2,368)	(31,139)	(135)	(43,641)
Pindahan daripada/(kepada) pelaburan hartanah (Nota 22)	-	-	-	5,267	-	(235)	-	-	5,032
Pengkelasan semula	-	-	-	34,690	-	(109)	154,589	(189,170)	-
Perbezaan tukaran asing	(20)	-	-	(23)	(2,059)	8	(1,409)	-	(3,503)
Pindahan ke aset dipegang untuk dijual	-	(11,063)	(19,841)	(4,119)	(1,060)	-	(1,033)	(138)	(37,254)
Pada 31 Disember 2013	87,669	540,226	687,809	464,155	284,169	198,192	1,880,382	313,248	4,455,850
Susut nilai terkumpul									
Pada 1 Januari 2013	-	34,296	174,444	89,578	109,895	126,301	819,146	-	1,353,660
Susut nilai tahun semasa (Nota 23(a))	-	7,425	18,041	11,820	6,125	7,140	117,565	-	168,116
Jualan	-	(4)	-	-	(214)	(1,604)	(16,122)	-	(17,944)
Pelupusan	-	-	(9,461)	(371)	-	(1,638)	(26,643)	-	(38,113)
Pindahan ke aset dipegang untuk dijual	-	(255)	(624)	(192)	(33)	-	(219)	-	(1,323)
Perbezaan tukaran asing	-	-	-	(5)	(507)	10	(1,155)	-	(1,657)
Pada 31 Disember 2013	-	41,462	182,400	100,830	115,266	130,209	892,572	-	1,462,739
Nilai bersih dibawa pada 31 Disember 2013									
	87,669	498,764	505,409	363,325	168,903	67,983	987,810	313,248	2,993,111



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

23. Hartanah, loji dan peralatan *(samb.)*

<i>TH</i>	Tanah milik bebas RM'000	Tanah milik pajak RM'000	Bangunan milik bebas RM'000	Bangunan milik pajak RM'000	Pembaikan dan ubahsuai bangunan RM'000	Jentera, loji, kelengkapan dan kenderaan RM'000	Kerja dalam pelaksanaan RM'000	Jumlah RM'000
<i>Kos</i>								
Pada 1 Januari 2014	31,965	17,491	113,975	237,854	157,394	191,017	289,902	1,039,598
Tambahan	-	-	626	-	14,244	7,830	111,960	134,660
Jualan	(5,420)	-	-	-	-	(3,199)	-	(8,619)
Pelupusan	-	-	-	-	(18,185)	(6)	-	(18,191)
Pindahan ke pelaburan hartanah (Nota 22)	-	-	-	-	(125)	-	(349,977)	(350,102)
Pengkelasan semula	-	-	11,575	-	-	-	(11,575)	-
Pada 31 Disember 2014	26,545	17,491	126,176	237,854	153,328	195,642	40,310	797,346
<i>Susut nilai terkumpul</i>								
Pada 1 Januari 2014	-	4,832	25,583	110,379	107,368	147,510	-	395,672
Susut nilai tahun semasa (Nota 23(a))	-	247	2,300	4,827	4,785	15,115	-	27,274
Jualan	-	-	-	-	-	(3,097)	-	(3,097)
Pelupusan	-	-	-	-	(18,051)	(4)	-	(18,055)
Pada 31 Disember 2014	-	5,079	27,883	115,206	94,102	159,524	-	401,794
<i>Nilai bersih dibawa pada 31 Disember 2014</i>	26,545	12,412	98,293	122,648	59,226	36,118	40,310	395,552
<i>Kos</i>								
Pada 1 Januari 2013	32,537	17,504	113,975	237,939	134,574	185,765	100,919	823,213
Tambahan	-	-	-	-	23,055	12,224	188,983	224,262
Jualan	(572)	(13)	-	(85)	-	(6,790)	-	(7,460)
Pelupusan	-	-	-	-	-	(182)	-	(182)
Pindahan ke pelaburan hartanah (Nota 22)	-	-	-	-	(235)	-	-	(235)
Pada 31 Disember 2013	31,965	17,491	113,975	237,854	157,394	191,017	289,902	1,039,598
<i>Susut nilai terkumpul</i>								
Pada 1 Januari 2013	-	4,588	23,303	105,601	102,456	138,725	-	374,673
Susut nilai tahun semasa (Nota 23(a))	-	247	2,280	4,828	4,912	15,090	-	27,357
Jualan	-	(3)	-	(50)	-	(6,173)	-	(6,226)
Pelupusan	-	-	-	-	-	(132)	-	(132)
Pada 31 Disember 2013	-	4,832	25,583	110,379	107,368	147,510	-	395,672
<i>Nilai bersih dibawa pada 31 Disember 2013</i>	31,965	12,659	88,392	127,475	50,026	43,507	289,902	643,926

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

23. Hartanah, loji dan peralatan *(samb.)*

- (a) Susut nilai bagi tahun semasa diagihkan seperti berikut:

	Kumpulan		<i>TH</i>	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Penyata pendapatan	172,494	159,256	26,422	26,454
Rizab terkumpul TKJHM dan TWT (Nota 41)	852	903	852	903
Dipermodalkan dalam perbelanjaan pembangunan ladang (Nota 17)	7,118	7,957	-	-
	180,464	168,116	27,274	27,357
(b) Termasuk di bawah jentera, loji, kelengkapan dan kenderaan adalah kenderaan bermotor berjumlah sebanyak RM250,000 (2013: RM585,000) yang dibeli oleh syarikat subsidiari di bawah perjanjian sewa beli.				
(c) Kapal marin milik syarikat subsidiari pada nilai dibawa bersih sebanyak RM373,476,000 (2013: RM388,542,000) telah dicagarkan bagi pinjaman bank berjumlah RM258,898,000 (2013: RM109,381,000).				
(d) Tanah milik pajak syarikat subsidiari pada nilai dibawa bersih sebanyak RM16,217,000 (2013: RM21,820,000) telah dicagarkan bagi pinjaman bank berjumlah RM99,082,000 (2013: RM97,513,000).				

24. Aset tak ketara

Kumpulan	Muhibah RM'000	Aset tak ketara lain RM'000	Jumlah RM'000
<i>Kos</i>			
Pada 1 Januari 2014	282,003	151,417	433,420
Pengukuran semula manfaat persaraan	-	(31,471)	(31,471)
Tambahan	-	1,819	1,819
Pada 31 Disember 2014	282,003	121,765	403,768
<i>Rosot nilai terkumpul</i>			
Pada 1 Januari 2014	-	-	-
Rosot nilai tahun semasa	15,510	-	15,510
Pada 31 Disember 2014	15,510	-	15,510
<i>Pelunasan terkumpul</i>			
Pada 1 Januari 2014	-	37,062	37,062
Pelunasan tahun semasa	-	8,755	8,755
Pada 31 Disember 2014	-	45,817	45,817
<i>Nilai bersih dibawa pada 31 Disember 2014</i>	266,493	75,948	342,441

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DESEMBER 2014 (samb.)

24. Aset tak ketara (samb.)

Kumpulan	Muhibah RM'000	Aset tak ketara lain RM'000	Jumlah RM'000
Kos			
Pada 1 Januari 2013	222,593	146,769	369,362
Tambahan tahun semasa	59,410	4,648	64,058
Pada 31 Disember 2013	282,003	151,417	433,420
Pelunasan terkumpul			
Pada 1 Januari 2013	–	28,826	28,826
Pelunasan tahun semasa	–	8,236	8,236
Pada 31 Disember 2013	–	37,062	37,062
Nilai bersih dibawa pada 31 Disember 2013	282,003	114,355	396,358

TH

	RM'000	RM'000
Pada 1 Januari 2014	52,511	52,511
Pengukuran semula pelan manfaat persaraan	(31,471)	(31,471)
Tambahan	1,819	1,819
Pada 31 Disember 2014	22,859	22,859
Pada 1 Januari 2013	48,340	48,340
Tambahan	4,171	4,171
Pada 31 Disember 2013	52,511	52,511

25. Deposit daripada pelanggan perbankan

	Kumpulan	
	2014	2013
	RM'000	RM'000
Dana Mudharabah	7,714,526	22,743,906
Dana bukan Mudharabah	30,654,200	9,667,058
	38,368,726	32,410,964

26. Deposit dan simpanan oleh bank dan institusi keuangan lain

	Kumpulan	
	2014	2013
	RM'000	RM'000
Dana Mudharabah	300,000	1,483,873
Dana bukan Mudharabah	—	46,102
	300,000	1,529,975

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DESEMBER 2014 (samb.)

27. Pemiutang perniagaan dan pelbagai

	Kumpulan		TH	
	2014	2013	2014	2013
	RM'000	RM'000	RM'000	RM'000
Pemiutang perniagaan				
Pemiutang perniagaan	248,181	124,951	88,258	19,445
Penyesuaian haji	6	3,955	6	3,955
Deposit diterima	34,084	31,604	34,084	31,604
Wang tahanan	516	516	516	516
Pemiutang pelanggan kontrak (Nota 27 (a))	192,933	147,473	–	–
Bil dan penerimaan belum bayar	127,524	170,598	–	–

Pemiutang pelbagai

Pelbagai pemiutang dan akruan	1,515,234	1,201,427	147,298	97,028
Pemiutang entiti usahasama	41,002	13,669	–	–
Baki kredit akaun klien dan peniaga	170,298	47,861	–	–
	1,726,534	1,262,957	147,298	97,028

Nota 27 (a) - Pemiutang pelanggan kontrak

	Kumpulan	
	2014 RM'000	2013 RM'000
Perbelanjaan pembangunan pembinaan	(520,442)	(332,231)
Keuntungan diagihkan	(28,387)	(18,502)
	(548,829)	(350,733)
Bil kemajuan	741,762	498,206
	192,933	147,473
Jumlah penghutang pelanggan kontrak	–	–
Jumlah pemiutang pelanggan kontrak	192,933	147,473
	192,933	147,473

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

28. Liabiliti Takaful

	Kumpulan	
	2014 RM'000	2013 RM'000
Rizab perbelanjaan	142,127	131,522
Pemiutang Takaful		
- Terhutang kepada syarikat re-Takaful	46,409	61,359
- Terhutang kepada ahli dan lain-lain	14,908	14,069
Liabiliti kontrak Takaful		
- Peruntukan tuntutan tertunggak	808,491	861,274
- Peruntukan bagi caruman tidak terperoleh	290,899	296,425
- Dana peserta	5,020,743	4,717,352
	6,323,577	6,082,001

29. Pajakan kewangan

	Kumpulan	
	2014 RM'000	2013 RM'000
Bayaran balik dalam tempoh:		
Kurang dari satu tahun	113	102
Antara satu hingga lima tahun	299	530
	412	632

Jumlah pajakan kewangan yang perlu dibayar:

	Bayaran RM'000	Kos pembiayaan RM'000	Jumlah pokok pajakan kewangan RM'000
2014			
Kurang dari satu tahun	212	99	113
Antara satu hingga lima tahun	302	3	299
	514	102	412
2013			
Kurang dari satu tahun	115	13	102
Antara satu hingga lima tahun	581	51	530
	696	64	632

Lembaga Tabung Haji (Ditubuhkan di bawah Akta Tabung Haji 1995)
dan syarikat-syarikat subsidiari

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

30. Pembiayaan

	Kumpulan	
	2014 RM'000	2013 RM'000
Jangka pendek:		
Tidak bercagar		
Kredit pusingan	4,000	1,000
Bercagar		
Terimaan amanah	-	1,711
Pembiayaan bertempoh	63,498	26,264
	67,498	28,975
Jangka panjang:		
Bercagar		
Pembiayaan bertempoh	407,671	180,630
Pembiayaan Murabahah	1,456,914	1,206,675
	1,864,585	1,387,305
	1,932,083	1,416,280

Pembiayaan bertempoh bercagar atas tanah milik pajak dan kapal marin masing-masing berjumlah RM16,217,000 (2013: RM21,820,000) dan RM373,476,000 (2013: RM388,542,000).

Dua buah syarikat subsidiari luar negara telah memeterai perjanjian pembiayaan Murabahah yang bercagar atas pelaburan hartanah pada nilai saksama sebanyak RM2,724,475,000 (2013: RM2,068,375,000).

Jumlah pembiayaan yang perlu dibayar:

	Kumpulan	
	2014 RM'000	2013 RM'000
Kurang dari satu tahun	67,498	28,975
Antara satu hingga lima tahun	1,759,586	1,318,536
Lebih dari lima tahun	104,999	68,769
	1,932,083	1,416,280



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

31. Pendapatan tertunda

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Geran Kerajaan	22,139	–	–	–
Kumpulan wang pembangunan	10,597	10,908	10,597	10,908
<i>Tolak</i> : Pelunasan tahun semasa ke penyata pendapatan	(311)	(311)	(311)	(311)
	32,425	10,597	10,286	10,597

Sebuah syarikat subsidiari telah menerima geran Kerajaan yang disyaratkan untuk pengurusan, penanaman dan rawatan silvikultur kayu di kawasan ditanam dan seterusnya dikehendaki supaya menoreh (bagi getah), memotong, mengumpul, mengeluarkan dan/atau menjual pokok kayu yang ditanam.

Geran Kerajaan ini timbul daripada pinjaman yang diterima daripada agensi Kerajaan pada kadar pinjaman yang lebih rendah berbanding kadar pasaran. Pinjaman diambil kira dan diukur pada nilai saksama. Manfaat daripada kadar yang lebih rendah dan tempoh bayaran balik yang lebih panjang diiktiraf sebagai geran Kerajaan. Pinjaman bertempoh yang diterima pada tahun semasa dinilai saksama berdasarkan aliran tunai yang didiskaunkan dengan menggunakan kadar pasaran semasa bagi pinjaman tersebut pada tarikh pelaporan. Bayaran balik pinjaman dijangka akan dibuat selepas tempoh 20 tahun.

Pendapatan tertunda bagi kumpulan wang pembangunan adalah pemberian langsung oleh Kerajaan untuk projek pembinaan Kompleks Jemaah Haji di Bayan Lepas, Pulau Pinang dan di Kota Kinabalu, Sabah.

32. Peruntukan manfaat persaraan

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pada 1 Januari	391,414	223,901	391,221	223,787
Pengukuran semula liabiliti manfaat persaraan	(7,013)	9,625	(7,013)	9,625
Peruntukan tahun semasa	38,022	195,851	37,944	195,778
Bayaran dalam tahun semasa	(15,707)	(37,969)	(15,537)	(37,969)
Perbezaan tukaran asing	15	6	–	–
Pada 31 Disember	406,731	391,414	406,615	391,221

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Nilai kini pelan manfaat persaraan tidak berdana	406,731	391,414	406,615	391,221

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

32. Peruntukan manfaat persaraan *(samb.)*

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Kos perkhidmatan semasa	15,244	177,776	15,166	177,703
Kos faedah	22,778	18,075	22,778	18,075
Jumlah	38,022	195,851	37,944	195,778

Andaian utama yang telah digunakan dalam pengiraan kaedah aktuari bagi menentukan jumlah peruntukan dalam penyata pendapatan adalah seperti berikut:

	Kumpulan		TH	
	2014 %	2013 %	2014 %	2013 %
Kadar inflasi	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0
Kadar diskaun	6.0	6.6	6.0	6.6
Kadar kenaikan gaji	6.0	9.0	6.0	9.0

TH memperuntukkan beberapa pelan secara tidak berdana. Pelan-pelan ini diterangkan secara ringkas seperti berikut:	
Jenis manfaat persaraan	
(i) Manfaat perubatan	TH menyediakan peruntukan bagi kos perubatan anggota dan tanggungan anggota selepas anggota bersara yang meliputi kos rawatan perubatan di pusat-pusat perubatan swasta dan/atau kerajaan. Kos rawatan hospital diinsuranskan oleh syarikat subsidiari sehingga anggota berumur 65 tahun.
(ii) Ganjaran cuti rehat tahunan	TH menyediakan peruntukan bagi cuti rehat tahunan terkumpul kepada anggota yang bersara yang boleh ditukarkan kepada tunai mengikut bilangan hari cuti terkumpul terhad kepada maksimum 120 atau 150 hari.
(iii) Anugerah menunaikan haji	TH menyediakan peruntukan bagi anugerah menunaikan haji kepada anggota dan seorang pasangan atau ahli keluarganya apabila anggota mencapai umur dan jumlah tempoh perkhidmatan tertentu yang melayakkannya untuk mendapat manfaat tersebut.
(iv) Gratuiti perkhidmatan	TH menyediakan peruntukan bayaran gratuiti kepada anggota yang bersara dan mencapai tempoh perkhidmatan yang ditetapkan mengikut syarat-syarat tertentu.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

32. Peruntukan manfaat persaraan *(samb.)*

Andaian aktuari

Andaian aktuari yang digunakan dalam menentukan faedah obligasi manfaat persaraan seperti yang dinyatakan dalam penyata kedudukan kewangan adalah seperti berikut:

	31 Disember 2014	31 Disember 2013
Kadar diskaun	6.0%	6.0%
Kadar inflasi bagi manfaat perubatan	5.0%	5.0%
Kadar kenaikan gaji anggota	6.0%	6.0%
Kadar inflasi kos haji	3.0%	3.0%

Maklumat tambahan

(i) Penerangan ciri-ciri pelan dan risiko yang berkaitan

Pelan manfaat persaraan terbesar adalah manfaat perubatan diikuti dengan manfaat bayaran gratuiti. Oleh itu, keputusan penilaian adalah sensitif kepada perubahan kadar diskaun, kadar inflasi kos perubatan dan kadar kenaikan gaji yang digunakan dalam andaian aktuari.

(ii) Penerangan susunan dan polisi pembiayaan

Pelan ini tidak berdana. Manfaat dibayar secara langsung oleh **TH** apabila anggota mencapai umur persaraan atau meninggal dunia ketika masih dalam perkhidmatan.

(iii) Profil kematangan bagi obligasi manfaat persaraan

Tempoh obligasi manfaat persaraan mengikut pelan dan agregat pada 31 Disember adalah seperti berikut:

	Perubatan	Cuti Terkumpul	Anugerah Haji	Gratuiti Anggota	Jumlah
31 Disember 2014					
Obligasi (RM'000)	235,866	11,380	19,562	139,807	406,615
Nisbah (%)	58.0	2.8	4.8	34.4	100.0
Tempoh (Tahun)	21.9	10.1	7.4	10.2	16.8
31 Disember 2013					
Obligasi (RM'000)	229,281	10,481	18,327	133,132	391,221
Nisbah (%)	58.6	2.7	4.7	34.0	100.0
Tempoh (Tahun)	22.9	11.1	8.4	11.2	17.8

(iv) Perbelanjaan pentadbiran

Perbelanjaan pentadbiran ditanggung oleh **TH** dan telah diambil kira dalam penyata pendapatan.

(v) Pengurangan, penyelesaian dan pindaan pelan manfaat

Tiada pindaan kepada pelan manfaat yang boleh mengakibatkan pengurangan atau penyelesaian pada tahun kewangan berakhir 31 Disember 2014.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

32. Peruntukan manfaat persaraan *(samb.)*

Andaian penting aktuari dan analisis sensitiviti				
(i) Andaian penting aktuari				
Analisis dibawah menunjukkan impak terhadap jumlah obligasi manfaat bagi tahun berakhir 2014.				
Andaian	Kadar Asas	Analisis sensitiviti	Kadar Perbandingan	31 Disember 2014 RM'000
Kadar diskaun	6.0%	Peningkatan 1%	(14.2%)	(55,691)
Kadar diskaun	6.0%	Penurunan 1%	18.2%	71,239
Kadar inflasi kos perubatan	5.0%	Peningkatan 1%	13.3%	52,206
Kadar inflasi kos perubatan	5.0%	Penurunan 1%	(10.3%)	(40,253)
Kadar kenaikan gaji	6.0%	Peningkatan 1%	4.1%	15,961
Kadar kenaikan gaji	6.0%	Penurunan 1%	(3.6%)	(13,971)
Kadar diskaun, kadar inflasi kos perubatan dan kadar kenaikan gaji merupakan andaian yang dikenalpasti boleh memberi kesan terhadap keputusan penilaian.				
(ii) Kaedah dan andaian yang digunakan dalam analisis sensitiviti				
Andaian lain adalah tetap dalam mengukur sensitiviti keputusan terhadap sesuatu andaian.				
Keputusan sensitiviti seperti yang tertera pada jadual diatas menentukan kesan andaian individu terhadap pelan. Pada hakikatnya, pelan tertakluk kepada pelbagai faktor luar yang boleh mengubah jumlah obligasi. Sensitiviti pelan boleh berubah dari semasa ke semasa.				

33. Kumpulan wang simpanan pendeposit

	Kumpulan/TH	
	2014 RM'000	2013 RM'000
Baki pada 1 Januari	45,719,459	38,284,221
Simpanan dalam tahun semasa	18,105,075	15,660,747
Bonus pendeposit bagi tahun semasa	3,237,196	2,631,908
<i>Tolak</i> : Pengeluaran dalam tahun semasa	67,061,730 (12,703,980)	56,576,876 (10,857,417)
Baki pada 31 Disember	54,357,750	45,719,459



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

34. Pendapatan dan keuntungan kasar

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Pendapatan				
Urus niaga	2,528,574	1,670,200	2,031,414	2,725,823
Dividen	411,326	366,492	653,187	484,753
Perbankan	2,967,473	2,809,395	-	-
Perladangan	489,158	452,751	-	-
Perkhidmatan	529,884	465,654	3,538	5,686
Hartanah	653,519	537,614	290,902	305,290
Kontrak pembinaan	21,308	63,970	-	-
	7,601,242	6,366,076	2,979,041	3,521,552
<i>Tolak :</i>				
Kos jualan				
Perbelanjaan langsung diatribut kepada pelaburan dana pelanggan dan pemegang saham perbankan	17,966	25,773	-	-
Perladangan	369,068	322,020	-	-
Perkhidmatan	468,375	408,738	-	-
Hartanah	152,934	92,861	-	-
Kontrak pembinaan	9,751	50,184	-	-
	1,018,094	899,576	-	-
Keuntungan kasar	6,583,148	5,466,500	2,979,041	3,521,552

35. Bahagian pendapatan pendeposit perbankan

	Kumpulan	
	2014 RM'000	2013 RM'000
Deposit daripada pelanggan		
- Dana Mudharabah	526,311	477,031
- Dana Bukan Mudharabah	227,159	155,773
Deposit dan simpanan bank dan institusi kewangan lain		
- Dana Mudharabah	23,155	19,237
- Dana Bukan Mudharabah	307	4,495
	776,932	656,536

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

36. Keuntungan operasi

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Keuntungan operasi diperoleh selepas dikreditkan/(dikenakan):				
Hasil dividen				
- syarikat subsidiari tercatat	-	-	211,761	51,629
- syarikat subsidiari tak tercatat	-	-	10,000	40,597
- syarikat bersekutu tak tercatat	-	-	9,760	27,323
- syarikat entiti usahasama	-	-	2,513	2,865
- saham tercatat	334,790	290,447	334,790	290,447
- saham tak tercatat	17,370	18,232	17,187	18,140
- pengurus tabungan	26,012	29,147	26,012	25,087
- unit amanah	29,515	28,667	41,165	28,667
Pulangan daripada pengurus tabungan	3,639	4,061	3,639	4,061
Keuntungan/(Kerugian) penjualan				
- syarikat subsidiari tercatat	-	-	83,375	46,940
- syarikat subsidiari tak tercatat	836,210	-	-	705,163
- syarikat bersekutu tercatat	-	4,145	-	4,145
- syarikat bersekutu tak tercatat	(4,435)	(35,820)	(12,114)	(35,820)
Keuntungan/(Kerugian) urus niaga saham				
- saham tercatat	751,175	868,752	751,175	868,752
- saham tak tercatat	2,339	(1,063)	2,339	(1,063)
- pengurus tabungan	68,131	53,633	68,131	53,633
Keuntungan daripada pembayaran balik modal (Kerugian)/Keuntungan bersih urus niaga derivatif	790	556	790	556
Keuntungan sekuriti hutang	(1,184)	93,483	1,186	84,320
Keuntungan pembiayaan syarikat subsidiari	546,106	470,108	668,760	518,369
Keuntungan pelaburan nota korporat	-	-	72,074	144,004
Keuntungan sijil hutang boleh niaga	-	209	-	209
Pendapatan sewaan	128,209	91,008	128,209	91,008
Keuntungan dari penjualan hartanah, loji dan peralatan	449,544	413,082	294,440	310,976
Keuntungan dari penjualan hartanah pelaburan	22,663	6,955	10,042	8,249
Hartanah, loji dan peralatan dilupuskan	13	-	-	-
Rosot nilai diambil semula	(1,556)	(5,528)	(136)	(50)
- hutang ragu	-	79	-	79
- pelaburan saham	254,507	-	266,642	43,442
Keuntungan bersih tukaran mata wang asing	29,333	146,275	29,230	146,249
Pelunasan aset tak ketara (Nota 24)	(8,755)	(8,236)	-	-
Susut nilai hartanah, loji dan peralatan (Nota 23 (a))	(172,494)	(159,256)	(26,422)	(26,454)
Bayaran audit	(3,836)	(3,687)	(283)	(258)
Bayaran sewa pejabat	(72,678)	(72,346)	(8,123)	(11,514)
Peruntukan manfaat persaraan	(38,022)	(195,851)	(37,944)	(195,778)
Kos pekerja	(1,044,345)	(960,963)	(257,032)	(225,150)



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BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

37. Rosot nilai dan pelarasan nilai saksama

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Rosot nilai				
- syarikat subsidiari tercatat	-	-	47,312	-
- syarikat bersekutu tercatat	230,490	-	230,490	-
- pelaburan saham tercatat	39,129	394,494	39,129	394,494
- pelaburan saham tak tercatat	17,090	-	16,836	-
- sekuriti hutang	-	13,446	-	13,446
- penghutang	-	39	-	39
- muhibah	15,510	-	-	-
Rosot nilai daripada pembiayaan dan aset perbankan	56,305	(11,368)	-	-
Hapus kira				
- derivatif	28,738	-	28,738	-
- penghutang	-	83	-	83
Perubahan nilai saksama pelaburan hartanah	(947,778)	20,118	(669,350)	25,274
Perubahan nilai saksama derivatif	(5,021)	(127,773)	53,944	(127,773)
	(565,537)	289,039	(252,901)	305,563

38. Zakat

Ini merupakan pembayaran zakat yang diwajibkan menurut prinsip Syariah. Kaedah pengiraan zakat adalah berdasarkan kaedah modal kerja terlaras. Tempoh untuk pengiraan zakat dilaksanakan adalah berdasarkan tahun masihi, iaitu berdasarkan tahun kewangan semasa.

39. Cukai

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Cukai tahun semasa				
- Tahun semasa	286,155	321,011	-	19,346
- (Lebihan)/Kurangan peruntukan tahun terdahulu	(23,029)	10,035	-	-
	263,126	331,046	-	19,346
Cukai tertunda				
- Tahun semasa	(19,415)	(32,090)	-	-
- Tahun terdahulu	13,434	(6,703)	-	-
	257,145	292,253	-	19,346

Mulai tahun taksiran 2012 hingga 2016, **TH** telah diberi pengecualian cukai pendapatan ke atas semua pendapatan kecuali dividen di peringkat statutori di bawah seksyen 127(3A) Akta Cukai Pendapatan 1967.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

39. Cukai *(samb.)*

Penyesuaian caj cukai Kumpulan berdasarkan keuntungan sebelum cukai pada kadar cukai yang berkuat kuasa berbanding caj cukai pada kadar cukai efektif adalah seperti berikut:

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Keuntungan sebelum cukai	4,872,606	2,653,387	2,978,968	2,653,139
Cukai mengikut kadar cukai di Malaysia 25% (2013: 25%)	1,218,152	663,347	744,742	663,285
Perbelanjaan tidak dibenarkan	(323,864)	63,129	-	-
Pendapatan tidak dikenakan cukai	(222,237)	(19,441)	(163,297)	(101,842)
Pendapatan dikecualikan cukai	(533,762)	(696,731)	(581,445)	(542,097)
Kesan daripada cukai tertunda tidak diiktiraf	10,148	4,015	-	-
Pengiktirafan aset cukai tertunda tidak diiktiraf sebelumnya	(4,744)	(19,777)	-	-
Bahagian cukai dalam syarikat bersekutu	(3,898)	2,704	-	-
Bahagian cukai dalam entiti usahasama	(3,038)	(5,857)	-	-
Lain-lain	129,983	297,531	-	-
	266,740	288,920	-	19,346
Kurangan/(Lebihan) cukai tahun terdahulu				
- Semasa	(23,029)	10,036	-	-
- Cukai tertunda	13,434	(6,703)	-	-
	257,145	292,253	-	19,346

40. Keuntungan dari operasi yang dihentikan

Pada 20 April 2012, dua buah syarikat subsidiari pemegangan pelaburan, TH Indopalms Sdn. Bhd. dan TH Indo Industries Sdn. Bhd. telah menandatangani perjanjian jual beli bersyarat dengan pihak ketiga berkaitan cadangan penjualan PT TH Indo Plantations, sebuah syarikat subsidiari yang terlibat dalam aktiviti perladangan, pemprosesan dan pemasaran produk sawit yang beroperasi di Riau Sumatera, Indonesia.

Dari tahun kewangan 2012 sehingga 2013, aset dan liabiliti syarikat subsidiari telah ditunjukkan di dalam penyata kedudukan kewangan Kumpulan sebagai aset dan liabiliti untuk dijual dan keuntungan tahun semasa daripada syarikat subsidiari ditunjukkan berasingan dalam penyata pendapatan Kumpulan sebagai operasi yang dihentikan. Jumlah pelaburan dalam syarikat subsidiari juga telah dikelaskan kepada aset dipegang untuk dijual dalam penyata kedudukan kewangan **TH**.

Pada 17 Mac 2014, perpindahan pemegangan saham dalam PT TH Indo Plantations kepada pihak pembeli telah didaftarkan secara rasmi dalam pengkalan maklumat data Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia. Kesan kewangan daripada penjualan ini telah diambil kira dalam penyata kewangan bagi tahun berakhir 31 Disember 2014.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

Lembaga Tabung Haji *(Ditubuhkan di bawah Akta Tabung Haji 1995)*
dan syarikat-syarikat subsidiari

40. Keuntungan dari operasi yang dihentikan *(samb.)*

	Kumpulan	
	RM'000	RM'000
Pendapatan	-	532,856
Perbelanjaan	-	(370,138)
Keuntungan operasi	-	162,718
Bahagian keuntungan entiti usahasama	-	8,689
Keuntungan sebelum cukai	-	171,407
Cukai	-	(22,121)
Keuntungan tahun semasa	-	149,286
Termasuk dalam perbelanjaan:		
Susut nilai hartanah, loji dan peralatan	-	76,886
Peruntukan manfaat persaraan	-	7,931

Keuntungan dari operasi yang dihentikan diatribut sepenuhnya kepada pendeposit **TH**.

	Kumpulan	
	2014 RM'000	2013 RM'000
Aliran tunai diperoleh daripada/(digunakan dalam) operasi yang dihentikan		
Tunai bersih diperoleh daripada aktiviti operasi	-	194,122
Tunai bersih digunakan dalam aktiviti pelaburan	-	(20,615)
Tunai bersih digunakan dalam aktiviti kewangan	-	(140,962)
Aliran tunai bersih	-	32,545

Lembaga Tabung Haji *(Ditubuhkan di bawah Akta Tabung Haji 1995)*
dan syarikat-syarikat subsidiari

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

41. Lebihan bersih Tabung Kebajikan Jemaah Haji Malaysia (“TKJHM”) dan Tabung Warga Tua (“TWT”)

	Kumpulan/TH	
	2014 RM'000	2013 RM'000
Lebihan bagi tahun semasa:		
- TKJHM	6,135	9,881
- TWT	(50)	102
	6,085	9,983

Rizab TKJHM merupakan rizab yang boleh digunakan hanya bagi tujuan kebajikan, perlindungan, pengawalan dan kebajikan am jemaah-jemaah haji menurut Peraturan TKJHM. Rizab TWT merupakan rizab yang hanya boleh digunakan bagi tujuan membantu pembiayaan haji warga tua menurut syarat-syarat yang telah ditetapkan oleh Jawatankuasa TWT.

Ringkasan penyata pendapatan dan perbelanjaan TKJHM adalah seperti berikut:

	Kumpulan/TH	
	2014 RM'000	2013 RM'000
Terimaan dan pendapatan	24,013	22,413
<i>Tolak :</i>		
Perbelanjaan dan pemberian kebajikan	(17,026)	(11,629)
Susut nilai (Nota 23(a))	(852)	(903)
Lebihan bagi tahun semasa	6,135	9,881

42. Bonus pendeposit

Bagi tahun kewangan berakhir 31 Disember 2014, **TH** telah mengumumkan bonus tahunan pada kadar 6.25% (2013: 6%) dan bonus haji pada kadar 2% (2013: 2%). Bonus tahunan ini diberi kepada kesemua pendeposit aktif pada 31 Disember 2014 manakala bonus haji diberi kepada kesemua pendeposit yang belum menunaikan haji dengan purata baki minimum bulanan dihadkan kepada RM9,980 iaitu bersamaan dengan bayaran haji pada tahun 2014.



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

43. Rizab-rizab lain

Kumpulan	Rizab modal RM'000	Rizab penilaian semula RM'000	Rizab statutori RM'000	Rizab opsyen saham kakitangan RM'000	Rizab nilai saksama RM'000	Rizab tukaran asing RM'000	Jumlah RM'000
Pada 1 Januari 2014	5,882	2,767	425,146	4,720	1,586,432	(274,714)	1,750,233
Perubahan nilai saksama sekuriti tersedia untuk dijual	-	-	-	-	(2,453,388)	-	(2,453,388)
Perbezaan tukaran asing dari operasi luar negara	-	-	-	-	-	(33,154)	(33,154)
Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari	-	-	-	2,551	-	-	2,551
Pindahan rizab	51,156	6,915	254,538	-	(3,713)	(22,349)	286,547
Perubahan dalam pegangan struktur Kumpulan	-	-	-	-	(4,365)	229,901	225,536
Pada 31 Disember 2014	57,038	9,682	679,684	7,271	(875,034)	(100,316)	(221,675)
Pada 1 Januari 2013	5,760	3,406	301,913	6,211	1,053,748	(151,672)	1,219,366
Perubahan nilai saksama sekuriti tersedia untuk dijual	-	-	-	-	542,109	-	542,109
Perbezaan tukaran asing dari operasi luar negara	-	-	-	-	-	(27,843)	(27,843)
Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari	-	-	-	(1,491)	-	-	(1,491)
Pindahan rizab	-	(639)	123,233	-	(9,425)	(95,199)	17,970
Perubahan dalam pegangan struktur Kumpulan	122	-	-	-	-	-	122
Pada 31 Disember 2013	5,882	2,767	425,146	4,720	1,586,432	(274,714)	1,750,233

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

44. Maklumat Segmen

2014	Pelaburan RM'000	Perbankan & Takaful RM'000	Perladangan RM'000	Lain-lain RM'000	Pelarasan RM'000	Jumlah Disatukan RM'000
Pendapatan						
Pendapatan daripada pelanggan luar	2,479,052	2,967,473	1,210,269	944,448	-	7,601,242
Pendapatan antara segmen	499,989	-	-	244,709	(744,698)	-
Jumlah	2,979,041	2,967,473	1,210,269	1,189,157	(744,698)	7,601,242
Keuntungan tahun semasa						
Keuntungan operasi	2,783,067	939,911	826,984	304,092	(388,126)	4,465,928
Kos pembiayaan						(59,940)
Rosot nilai dan pelarasan nilai saksama Zakat						565,537
Bahagian keuntungan selepas cukai dan zakat syarikat bersekutu						(74,426)
Bahagian kerugian selepas cukai dan zakat entiti usahasama						(12,340)
Cukai						(12,153)
Jumlah	2,783,067	939,911	826,984	304,092	(388,126)	4,615,461
Segmen Aset						
Aset mengikut segmen	54,255,028	52,964,388	5,555,301	5,818,788	(12,352,788)	106,240,717
Pelaburan dalam syarikat bersekutu	570,500	1	-	23,186	128,346	722,033
Aset cukai tertunda	-	65,816	-	9,501	-	75,317
Jumlah	54,825,528	53,030,205	5,555,301	5,851,475	(12,224,442)	107,038,067
Segmen Liabiliti						
Liabiliti mengikut segmen	771,929	49,840,945	2,220,952	4,404,141	(7,382,002)	49,855,965
Liabiliti cukai tertunda	-	-	286,193	5,585	(147,061)	144,717
Jumlah	771,929	49,840,945	2,507,145	4,409,726	(7,529,063)	50,000,682



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

44. Maklumat Segmen (samb.)

	Pelaburan RM'000	Perbankan & Takaful RM'000	Perladangan RM'000	Lain-lain RM'000	Pelarasan RM'000	Jumlah Disatukan RM'000
2013						
Pendapatan						
Pendapatan daripada pelanggan luar	2,426,212	2,809,395	452,842	677,627	–	6,366,076
Pendapatan antara segmen	1,095,341	–	17,110	111,800	(1,224,251)	–
Jumlah	3,521,553	2,809,395	469,952	789,427	(1,224,251)	6,366,076
Keuntungan tahun semasa						
Keuntungan operasi	3,011,602	811,757	96,669	191,771	(1,065,505)	3,046,294
Kos pembiayaan						(23,858)
Rosot nilai dan pelarasan nilai saksama						(289,039)
Zakat						(69,640)
Bahagian keuntungan selepas cukai dan zakat syarikat bersekutu						13,059
Bahagian kerugian selepas cukai dan zakat entiti usahasama						(23,429)
Cukai						(292,253)
Keuntungan tahun semasa dari operasi berterusan	3,011,602	811,757	96,669	191,771	(1,065,505)	2,361,134
Keuntungan dari operasi dihentikan	–	–	149,286	–	–	149,286
Jumlah	3,011,602	811,757	245,955	191,771	(1,065,505)	2,510,420
Segmen Aset						
Aset mengikut segmen	48,020,006	49,605,353	7,195,885	4,252,128	(16,535,759)	92,537,613
Pelaburan dalam syarikat bersekutu	757,748	1	–	23,584	168,863	950,196
Aset cukai tertunda	–	69,191	–	6,856	–	76,047
Jumlah	48,777,753	49,674,545	7,195,885	4,282,568	(16,366,896)	93,563,856
Segmen Liabiliti						
Liabiliti mengikut segmen	608,761	46,624,605	2,198,357	3,231,219	(8,789,180)	43,873,762
Liabiliti cukai tertunda	–	–	300,017	441	(157,391)	143,067
Jumlah	608,761	46,624,605	2,498,374	3,231,660	(8,946,571)	44,016,829

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

45. Komitmen modal

	Kumpulan		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Dikontrakkan tetapi belum diperakaunkan dalam penyata kewangan:				
Hartanah, loji dan peralatan	569,688	49,521	–	–
Pelaburan hartanah	663,948	752,280	663,948	752,280
Kos pembangunan hartanah	175,155	58,768	–	–
Pelaburan	194,111	252,723	194,111	252,723
	1,602,902	1,113,292	858,059	1,005,003
Diluluskan tetapi belum dikontrakkan:				
Hartanah, loji dan peralatan	114,826	191,414	–	–
Pelaburan hartanah	207,800	934,753	207,800	934,735
Perbelanjaan pembangunan ladang	218,083	257,940	–	–
Pelaburan	258,975	–	258,975	–
	799,684	1,384,107	466,775	934,735

46. Transaksi dengan pihak-pihak berkaitan

Identiti pihak-pihak berkaitan

Bagi tujuan penyata kewangan ini, syarikat-syarikat adalah berkait dengan Kumpulan jika Kumpulan mempunyai kemampuan, secara langsung atau tidak langsung, untuk mengawal dan mempunyai pengaruh penting dalam membuat keputusan kewangan dan operasi, atau sebaliknya.

Kumpulan mempunyai hubungkait dengan syarikat-syarikat subsidiari (Nota 21), syarikat-syarikat bersekutu (Nota 20), entiti usahasama (Nota 19), pengarah-pengarah dan kakitangan pengurusan utama (Nota 46(b)).

(a) Urusniaga penting antara pihak-pihak berkaitan

Sebagai tambahan kepada transaksi-transaksi yang telah dibentangkan dalam penyata kewangan ini, jumlah terkumpul bagi transaksi dan baki tertunggak yang berkaitan dengan pihak-pihak di mana Kumpulan dan **TH** mengawal atau mempunyai pengaruh penting adalah seperti berikut:

	Kumpulan			
	Transaksi bagi tahun berakhir 31 Disember		Baki pada 31 Disember	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Entiti usahasama				
Jumlah penghutang	151,001	61,449	151,001	61,449
Jumlah pemiutang	41,002	13,669	41,002	13,669

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

46. Transaksi dengan pihak-pihak berkaitan (samb.)

	TH			
	Transaksi bagi tahun		Baki pada 31 Disember	
	berakhir 31 Disember		2014	2013
	2014	2013	2014	2013
	RM'000	RM'000	RM'000	RM'000
Syarikat subsidiari				
Dividen	221,761	92,227	191,941	140,270
Jumlah pembiayaan	(553,702)	344,340	1,380,163	2,084,739
Keuntungan dari pembiayaan	72,074	144,004	68,127	102,221
Jumlah penghutang	–	6,834	–	43,001
Sekuriti hutang	90,000	1,598,800	2,086,636	1,998,800
Pendapatan sekuriti hutang	122,655	46,054	–	–
Syarikat bersekutu				
Dividen	9,760	27,323	–	–
Sekuriti hutang	–	50,000	50,000	50,000
Pendapatan sekuriti hutang	3,778	891	–	–
Entiti usahasama				
Dividen	2,513	2,865	–	–
(b) Ganjaran kepada pengarah dan kakitangan pengurusan utama				
	Kumpulan		TH	
	2014	2013	2014	2013
	RM'000	RM'000	RM'000	RM'000
Lembaga Pengarah:				
Fi dan emolumen lain	30,895	11,212	862	804
Lain-lain kakitangan pengurusan utama:				
Manfaat jangka pendek	92,837	71,697	39,490	22,299

Lembaga Pengarah adalah termasuk Pengerusi dan lain-lain pengarah bukan eksekutif bukan bebas. Termasuk dalam lain-lain kakitangan pengurusan utama adalah Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif **TH** serta lain-lain kakitangan yang terdiri daripada anggota yang mempunyai kuasa dan tanggungjawab secara langsung atau tidak langsung dalam perancangan, hala tuju dan kawalan ke atas aktiviti-aktiviti Kumpulan dan **TH**.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

47. Dasar pengurusan risiko kewangan

Kumpulan terdedah kepada risiko-risiko berikut daripada penggunaan instrumen kewangan:	
i)	Risiko kredit
ii)	Risiko pasaran
iii)	Risiko kecairan
Risiko kredit	
Risiko kredit adalah risiko kerugian kewangan kepada Kumpulan jika pelanggan atau rakan niaga kepada instrumen kewangan gagal untuk memenuhi obligasi mereka. Pendedahan Kumpulan kepada risiko kredit timbul terutamanya daripada pelaburan dalam instrumen-instrumen kewangan, aktiviti pembiayaan yang dilaksanakan oleh sektor perbankan dan penghutang perniagaan.	
- Pelaburan dalam instrumen kewangan	
Risiko kredit yang timbul daripada urus niaga dan aktiviti-aktiviti pelaburan dipantau dengan menyediakan garis panduan bagi had-had tertentu termasuk had urus niaga rakan niaga dan had pelaburan yang dibenarkan bagi instrumen yang diterbitkan oleh entiti persendirian, tertakluk kepada had pemarkahan minimum yang telah ditetapkan.	
Pelaburan dibenarkan hanya untuk sekuriti mudah cair dan hanya dengan rakan niaga yang mempunyai pemarkahan kredit yang sama atau lebih baik daripada Kumpulan.	
- Pembiayaan	
Pengurusan risiko kredit bagi aktiviti perbankan dilaksanakan terutamanya dengan menggunakan dasar-dasar dan garis panduan yang diluluskan oleh Ahli Lembaga Pengarah.	
Pengurusan risiko kredit bagi sektor perbankan termasuk menyedia dan menguat kuasa dasar risiko kredit yang komprehensif, garis panduan dan prosedur yang mendokumenkan piawaian pemberian pembiayaan, kuasa-kuasa yang diberikan untuk meluluskan pembiayaan, model dan metodologi pemarkahan risiko kredit, penilaian dan cagaran yang diterima serta semakan, pemuliharaan dan penstrukturan semula pembiayaan yang bermasalah dan melanggar perjanjian.	
Sektor perbankan memantau pendedahan kredit sama ada di dalam satu portfolio atau secara individu setiap tahun. Risiko kredit dipantau secara aktif melalui tanda-tanda awal yang memerlukan semakan serta-merta dibuat. Portfolio atau pembiayaan yang terlibat diletakkan di bawah satu senarai yang akan dibuat pengawasan rapi yang bertujuan untuk mengelakkan pembiayaan tersebut menjadi pembiayaan tidak berbayar dan untuk meningkatkan peluang untuk pembayaran semula sepenuhnya.	
- Takaful	
Sektor takaful terdedah kepada risiko kredit berkaitan dengan urus niaga takaful dan penghutang-penghutang lain. Untuk mengurangkan risiko rakan niaga tidak membayar jumlah hutang, pengurusan takaful menyediakan garis panduan perniagaan dan kewangan untuk kelulusan syarikat broker/takaful semula, memasukkan pemarkahan oleh agensi-agensi utama di mana sesuai dan mempertimbangkan maklumat pasaran semasa yang diperoleh. Sektor takaful juga membuat semakan secara berkala terhadap kestabilan kewangan syarikat-syarikat broker/takaful semula daripada sumber-sumber awam dan trend penyelesaian jumlah terhutang yang diterima daripada rakan-rakan niaga.	

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

47. Dasar pengurusan risiko kewangan *(samb.)*

Risiko kredit *(samb.)*

- *Penghutang perniagaan*

Pengurusan Kumpulan mempunyai dasar pengurusan kredit di mana pendedahan Kumpulan kepada risiko kredit diawasi secara berterusan. Penilaian kredit dilaksanakan terhadap kesemua pelanggan yang memohon kredit untuk jumlah dan jangka masa tertentu.

Pihak pengurusan telah mengambil langkah-langkah sewajarnya untuk memastikan jumlah penghutang yang belum melebihi tempoh kredit atau belum dirosot nilai dicatat pada nilai boleh realis. Sebahagian besar jumlah penghutang adalah pelanggan tetap yang berurus niaga dengan Kumpulan. Kumpulan mengguna pakai analisis pengumuran untuk memantau kualiti kredit penghutang. Sebarang jumlah penghutang yang mempunyai baki tertunggak yang signifikan dan melebihi 60 hari, dan dianggap mempunyai risiko kredit yang lebih tinggi, adalah dipantau secara khusus.

Pengumuran penghutang perniagaan pada akhir tempoh pelaporan adalah seperti berikut:

	Jumlah kasar RM'000	Rosot nilai RM'000	Jumlah bersih RM'000
Kumpulan			
2014			
Antara 1 hingga 30 hari	355,436	–	355,436
Melebihi 31 hingga 60 hari	10,693	–	10,693
Melebihi 61 hingga 90 hari	26,411	(2,952)	23,459
Melebihi 90 hari	66,361	(4,209)	62,152
	458,901	(7,161)	451,740
2013			
Antara 1 hingga 30 hari	390,235	–	390,235
Melebihi 31 hingga 60 hari	9,493	–	9,493
Melebihi 61 hingga 90 hari	36,838	(3,100)	33,738
Melebihi 90 hari	99,304	(1,877)	97,427
	535,870	(4,977)	530,893

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

47. Dasar pengurusan risiko kewangan *(samb.)*

Risiko pasaran

Risiko pasaran adalah risiko yang mana perubahan dalam harga atau kadar pasaran akan mempengaruhi kedudukan kewangan atau aliran tunai Kumpulan. Perubahan yang signifikan atau mendadak juga boleh menjejaskan kedudukan kecairan atau dana Kumpulan. Kumpulan terdedah kepada faktor-faktor utama pasaran seperti berikut:

- *Risiko kadar pulangan atau keuntungan*

Perubahan dalam kadar pulangan atau keuntungan sama ada disebabkan pergerakan pasaran secara umum atau disebabkan punca khusus daripada peminjam atau penerbit instrumen kewangan boleh menjejaskan keuntungan Kumpulan.

- *Risiko tukaran asing*

Perubahan dalam kadar tukaran asing boleh memberi kesan kepada kedudukan mata wang asing Kumpulan. Kumpulan mengawal pendedahan kepada risiko tukaran asing dengan menghadkan pendedahan terbuka kepada mata wang bukan Ringgit berdasarkan jumlah keseluruhan. Had tukaran asing diluluskan oleh komiti yang ditubuhkan dan diawasi setiap hari oleh jabatan pengurusan risiko pasaran sektor perbankan.

- *Risiko pelaburan ekuiti*

Kedudukan ekuiti atau pelaburan Kumpulan adalah terdedah kepada perubahan harga atau nilai ekuiti yang boleh memberi kesan kepada keuntungan Kumpulan.

- *Risiko inventori komoditi*

Risiko kerugian disebabkan perubahan harga komoditi.

- *Risiko komersial tersasar*

Risiko ini timbul daripada pengurusan aset yang diuruskan oleh sektor perbankan bagi pihak pendeposit/pelabur oleh sebab sektor perbankan mematuhi amalan mengasingkan sebahagian atau kesemua bahagian keuntungan Mudarib ke atas aset-aset yang diuruskan.

Objektif Kumpulan terhadap risiko-risiko pasaran ini adalah untuk mengurus dan mengawal pendedahan kepada risiko pasaran untuk mengoptimumkan risiko pulangan dan pada masa yang sama mengekalkan profil risiko pasaran yang konsisten dengan kehendak risiko Kumpulan yang diluluskan.

Risiko kecairan

Risiko kecairan adalah risiko yang mana Kumpulan tidak mempunyai sumber kewangan yang cukup untuk memenuhi obligasi kewangan apabila bayaran atau penyelesaian obligasi perlu dilaksanakan pada masanya. Risiko ini boleh berlaku disebabkan ketidaksepadanan masa antara keperluan memenuhi obligasi dengan ketersediaan aliran tunai. Pendedahan Kumpulan terhadap risiko kecairan timbul terutamanya daripada pemiutang perniagaan, pinjaman, deposit daripada pelanggan perbankan dan deposit dan simpanan oleh bank dan institusi kewangan lain.

Pengurusan kecairan dan dana sektor perbankan dilaksanakan mengikut rangka kerja kecairan yang dikeluarkan oleh Bank Negara Malaysia dan amalan-amalan, had-had dan pencetus-pencetus yang diluluskan. Had-had dan pencetus-pencetus adalah berbeza antara satu sama lain kerana mengambil kira tahap kesukaran dan kecairan keadaan persekitaran di mana bank beroperasi. Sektor perbankan mengekalkan kedudukan kecairan yang kukuh dan mengurus profil kecairan aset, liabiliti dan komitmennya untuk memastikan aliran tunai adalah seimbang dan kesemua obligasi dapat dipenuhi apabila tiba masanya.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

48. Nilai saksama aset dan liabiliti kewangan

Instrumen kewangan merangkumi aset kewangan, liabiliti kewangan dan instrumen yang tidak dicatat dalam penyata kedudukan kewangan. Nilai saksama adalah jumlah yang mana aset kewangan boleh ditukarkan atau liabiliti kewangan diselesaikan antara pihak-pihak yang mempunyai pengetahuan dan hendak melaksanakan urusniaga dengan telus. Maklumat yang dibentangkan di dalam penyata kewangan ini adalah anggaran nilai saksama pada tarikh penyata kedudukan kewangan.

Harga pasaran tercatat dan boleh diperhatikan, jika tersedia, digunakan sebagai asas pengukur nilai saksama instrumen kewangan. Jika harga pasaran dan boleh diperhatikan tidak dapat diperoleh, nilai saksama dianggar berdasarkan kaedah dan andaian yang mempunyai kaitan dengan ciri-ciri risiko instrumen kewangan, kadar diskaun, anggaran aliran tunai hadapan dan faktor-faktor lain.

Nilai saksama instrumen kewangan Kumpulan dan **TH** yang merangkumi tunai dan bersamaan tunai, deposit dan simpanan di bank dan institusi kewangan lain dan pinjaman jangka pendek adalah tidak begitu sensitif dengan perubahan dalam kadar keuntungan pasaran disebabkan tempoh matang yang terhad bagi instrumen kewangan tersebut. Oleh itu, jumlah dibawa bagi aset dan liabiliti kewangan pada tarikh penyata kedudukan kewangan hampir menyamai nilai saksama.

Nilai saksama adalah berdasarkan kaedah dan andaian berikut:

Deposit dan simpanan di bank dan institusi kewangan lain

Bagi deposit dan simpanan dengan institusi kewangan yang matang kurang daripada enam bulan, jumlah dibawa adalah anggaran munasabah bagi nilai saksama. Bagi deposit dan simpanan yang matang selepas enam bulan, anggaran nilai saksama adalah berdasarkan aliran tunai yang didiskaunkan dengan menggunakan kadar keuntungan pasaran wang yang mana deposit dan simpanan yang serupa akan dibuat dengan instrumen kewangan yang mempunyai risiko kredit dan baki tempoh matang yang serupa.

Aset kewangan yang dipegang untuk dagangan dan aset kewangan tersedia untuk dijual

Anggaran nilai saksama secara amnya adalah berdasarkan kepada harga pasaran tercatat dan boleh diperhatikan. Jika tidak terdapat pasaran tersedia bagi sekuriti tertentu, nilai saksama dianggarkan dengan merujuk kepada kadar pulangan indikatif pasaran atau aset ketara bersih bagi syarikat dalam mana pelaburan dibuat.

Pembiayaan

Nilai saksama pembiayaan dianggarkan dengan mendiskaunkan anggaran aliran tunai hadapan menggunakan kadar pasaran semasa bagi pembiayaan yang mempunyai risiko kredit dan tempoh matang yang serupa. Nilai saksama mewakili jumlah dibawa, selepas ditolak kerugian rosot nilai, yang merupakan jumlah yang boleh diperoleh.

Deposit daripada pelanggan perbankan

Nilai saksama bagi deposit ini dianggap hampir menyamai jumlah dibawa kerana kadar pulangan ditetapkan di akhir tempoh pegangan berdasarkan keuntungan yang dijana dari aset yang dilaburkan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

48. Nilai saksama aset dan liabiliti kewangan *(samb.)*

Deposit dan simpanan oleh bank dan institusi kewangan lain

Anggaran nilai saksama bagi deposit dan simpanan oleh bank dan institusi kewangan lain yang mempunyai tempoh matang kurang daripada enam bulan hampir menyamai jumlah dibawa. Bagi deposit dan simpanan yang mempunyai tempoh matang melebihi enam bulan, nilai saksama dianggarkan berdasarkan aliran tunai didiskaunkan menggunakan kadar keuntungan pasaran wang bagi deposit dan simpanan yang mempunyai baki tempoh matang yang serupa.

Bil dan penerimaan belum bayar

Anggaran nilai saksama bagi bil dan penerimaan belum bayar yang mempunyai tempoh matang kurang daripada enam bulan hampir menyamai jumlah dibawa. Bagi bil dan penerimaan belum bayar yang mempunyai tempoh matang lebih daripada enam bulan, nilai saksama dianggarkan berdasarkan aliran tunai didiskaunkan menggunakan kadar pasaran bagi pinjaman yang mempunyai profil risiko yang serupa.

Hierarki nilai saksama.

FRS 7 menetapkan satu hierarki bagi teknik penilaian berdasarkan sama ada sumber maklumat kepada teknik penilaian boleh diperhatikan atau tidak. Sumber maklumat yang boleh diperhatikan adalah data pasaran yang diambil dari sumber-sumber bebas dan sumber maklumat yang tidak boleh diperhatikan menggunakan andaian pasaran yang dibuat oleh Kumpulan. Hierarki nilai saksama terdiri daripada yang berikut:

- Tahap 1 - Harga tercatat (tidak terlaras) dalam pasaran aktif bagi aset atau liabiliti yang serupa. Tahap ini merangkumi sekuriti ekuiti dan instrumen hutang.
- Tahap 2 - Sumber maklumat selain harga tercatat di Tahap 1 yang dapat diperoleh untuk aset atau liabiliti, sama ada secara langsung atau tidak langsung. Tahap ini merangkumi tukaran kadar keuntungan dan sekuriti hutang berstruktur. Punca sumber maklumat termasuk pulangan indikatif Bank Negara Malaysia atau risiko kredit pelanggan atau rakan niaga.
- Tahap 3 - Sumber maklumat bagi aset dan liabiliti kewangan yang berdasarkan kepada data yang tidak dapat diperoleh. Tahap ini merangkumi instrumen ekuiti dan instrumen hutang yang mempunyai sejumlah besar komponen data yang tidak dapat diperoleh.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

48. Nilai saksama aset dan liabiliti kewangan (samb.)

Maklumat nilai saksama

Jadual di bawah menunjukkan analisis instrumen kewangan dibawa pada nilai saksama dan nilai yang tidak dibawa pada nilai saksama dan nilai dibawa seperti mana nilai saksama didedahkan di dalam penyata kedudukan kewangan.

	Instrumen Kewangan Dibawa Pada Nilai Saksama				Instrumen Kewangan Tidak Dibawa Pada Nilai Saksama				Nilai Saksama	Nilai
	Tahap 1 RM'000	Tahap 2 RM'000	Tahap 3 RM'000	Jumlah RM'000	Tahap 1 RM'000	Tahap 2 RM'000	Tahap 3 RM'000	Jumlah RM'000	Jumlah RM'000	Dibawa Jumlah RM'000
2014										
Kumpulan										
Aset Kewangan										
Aset derivatif	8,907	62,541	–	71,448	–	–	–	–	71,448	71,448
Sekuriti dipegang untuk dagangan	229,805	935,785	–	1,165,590	–	–	–	–	1,165,590	1,165,590
Sekuriti tersedia untuk dijual	15,208,436	20,843,799	155,758	36,207,993	–	4,272,634	669,930	4,942,564	40,995,841	40,995,841
Pembiayaan	–	–	–	–	–	–	29,527,807	29,527,807	29,527,807	29,524,571
Sekuriti dipegang sehingga matang	–	–	–	–	21,089	3,926,280	60,752	4,008,121	4,008,121	4,011,530
	15,447,148	21,842,125	155,758	37,445,031	21,089	8,198,914	30,258,489	38,478,492	75,768,807	75,768,980
Liabiliti Kewangan										
Liabiliti derivatif	–	32,407	–	32,407	–	–	–	–	32,407	32,407
Pembiayaan	–	–	–	–	–	–	2,326,515	2,326,515	2,326,515	1,932,083
	–	32,407	–	32,407	–	–	2,326,515	2,326,515	2,358,922	1,964,490
TH										
Aset Kewangan										
Aset derivatif	75,569	–	–	75,569	–	–	–	–	75,569	75,569
Sekuriti tersedia untuk dijual	14,556,525	7,866,121	–	22,422,646	–	4,332,634	637,864	4,970,498	27,393,144	27,393,144
Sekuriti dipegang sehingga matang	–	–	–	–	–	5,596,231	–	5,596,231	5,596,231	5,596,231
	14,632,094	7,866,121	–	22,498,215	–	9,928,865	637,864	10,566,729	33,064,944	33,064,944

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 (samb.)

48. Nilai saksama aset dan liabiliti kewangan (samb.)

Maklumat nilai saksama

Jadual di bawah menunjukkan analisis instrumen kewangan dibawa pada nilai saksama dan nilai yang tidak dibawa pada nilai saksama dan nilai dibawa seperti mana nilai saksama didedahkan di dalam penyata kedudukan kewangan.

	Instrumen Kewangan Dibawa Pada Nilai Saksama				Instrumen Kewangan Tidak Dibawa Pada Nilai Saksama				Nilai Saksama	Nilai
	Tahap 1 RM'000	Tahap 2 RM'000	Tahap 3 RM'000	Jumlah RM'000	Tahap 1 RM'000	Tahap 2 RM'000	Tahap 3 RM'000	Jumlah RM'000	Jumlah RM'000	Dibawa Jumlah RM'000
2013										
Kumpulan										
Aset Kewangan										
Aset derivatif	23,923	29,118	–	53,041	–	–	–	–	53,041	53,041
Sekuriti dipegang untuk dagangan	172,036	1,233,162	–	1,405,198	–	–	–	–	1,405,198	1,405,198
Sekuriti tersedia untuk dijual	11,875,173	21,690,603	304,116	33,869,892	–	2,801,527	467,794	3,269,321	37,139,213	37,137,618
Pembiayaan	–	–	–	–	–	–	24,040,733	24,040,733	24,040,733	23,740,948
Sekuriti dipegang sehingga matang	–	–	–	–	10,451	2,892,470	85,318	2,988,239	2,988,239	2,967,935
	12,071,132	22,952,883	304,116	35,328,131	10,451	5,693,997	24,593,845	30,298,293	65,626,424	65,304,740
Liabiliti Kewangan										
Liabiliti derivatif	–	13,565	–	13,565	–	–	–	–	13,565	13,565
Pembiayaan	–	–	–	–	–	–	1,416,280	1,416,280	1,416,280	1,416,280
	–	13,565	–	13,565	–	–	1,416,280	1,416,280	1,429,845	1,429,845
TH										
Aset Kewangan										
Aset derivatif	149,510	–	–	149,510	–	–	–	–	149,510	149,510
Sekuriti tersedia untuk dijual	10,791,635	6,574,419	–	17,366,054	–	2,861,527	433,313	3,294,840	20,660,894	20,660,894
Sekuriti dipegang sehingga matang	–	–	–	–	–	4,498,837	–	4,498,837	4,498,837	4,498,837
	10,941,145	6,574,419	–	17,515,564	–	7,360,364	433,313	7,793,677	25,309,241	25,309,241



NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2014 *(samb.)*

49. Liabiliti luar jangka

	Kumpulan	
	2014	2013
	RM'000	RM'000
Jaminan		
i) Jaminan bank yang diberi kepada penghutang dagangan	7,818	5,886
ii) Jaminan korporat yang diberi untuk kemudahan perbankan kepada syarikat subsidiari	72,989	57,000
iii) Jaminan korporat yang diberi untuk kemudahan perbankan kepada syarikat bersekutu	2,380	2,380
Litigasi		
Pemegang saham minoriti telah mengambil tindakan undang-undang sivil di Mahkamah Pengadilan Jakarta Negeri Jakarta Selatan (PJNS) terhadap dua syarikat subsidiari Kumpulan, di Indonesia. Berdasarkan keputusan mahkamah pada 16 Januari 2014, memutuskan Mesyuarat Pemegang Saham Luar Biasa pada 26 November 2006 adalah tidak sah. Sehubungan itu, TH memfailkan rayuan di Mahkamah Tinggi pada 24 Januari 2014 dan keputusan mahkamah pada 11 Disember 2014, telah memihak kepada pihak TH . Keputusan Mahkamah Tinggi telah diserahkan kepada pihak plaintif pada 6 Januari 2015.		

50. Pengambilalihan syarikat subsidiari

i) Pengambilalihan syarikat PT Persada Kencana Prima.	
Pada 10 Januari 2014, syarikat subsidiari TH , TH Plantations Berhad telah mengambil alih 93% kepentingan saham dalam PT Persada Kencana Prima (“PKP”) dengan kos pembelian tunai berjumlah RM13,516,000. PKP menjalankan aktiviti perladangan kelapa sawit. Kesan kewangan terhadap penyata kewangan Kumpulan daripada pengambilalihan ini adalah seperti berikut:	
	Kumpulan 2014 RM'000
Jumlah kos pengambilalihan	13,516
Nilai saksama aset bersih:	
Nilai saksama keseluruhan aset bersih PKP	
Hartanah, loji dan peralatan	20,819
Penghutang perniagaan dan pelbagai	217
Tunai dan bersamaan tunai	3
Pemiutang perniagaan dan pelbagai	(733)
Liabiliti cukai tertunda	(5,579)
	14,727
Tunai bersih digunakan dalam pengambilalihan	
Kos pengambilalihan	13,516
Kos pengambilalihan tertunda	(1,103)
Tunai dan bersamaan tunai	(3)
	12,410

51. Peristiwa selepas tempoh pelaporan kewangan

Pada 23 April 2015, **TH** telah menandatangani satu perjanjian jual beli sebidang tanah seluas 1.56 ekar di Tun Razak Exchange, Kuala Lumpur dengan harga sejumlah RM188,500,000 daripada KLIFD Sdn. Bhd. untuk tujuan pembangunan hartanah.

Lembaga Tabung Haji
201 Jalan Tun Razak
50400 Kuala Lumpur
Tel : +603-2054 2000
Faks : +603-2163 2308
Website : www.tabunghaji.gov.my



**MEMBINA
MASA HADAPAN
YANG BERMANFAAT
UNTUK SEMUA**



GROWING A FRUITFUL FUTURE FOR ALL

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226 FINANCIAL STATEMENTS

- Report of The Auditor General on The Financial Statements of Lembaga Tabung Haji
- Statement by Chairman and A Member of the Board of Directors
- Statutory Declaration by the Principal Officer Primarily Responsible for the Financial Management of Lembaga Tabung Haji
- Statements of Financial Position
- Statements of Income
- Statements of Comprehensive Income
- Statements of Changes in Fund
- Statements of Cash Flows
- Notes to the Financial Statements



**REPORT OF THE AUDITOR GENERAL
ON THE FINANCIAL STATEMENTS OF
LEMBAGA TABUNG HAJI
FOR THE YEAR ENDED 31 DECEMBER 2014**

Report on the Financial Statements

I have audited the accompanying financial statements of the Lembaga Tabung Haji and the Group, which comprise the Statements of Financial Position as at 31 December 2014 and Statements of Income And Statements of Comprehensive Income, Statements of Changes in Fund and Statements of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Board's Responsibility for the Financial Statements

The Board is responsible for the preparation and fair presentation of these financial statements in accordance with the approved financial reporting standards in Malaysia and Tabung Haji Act 1995 (Act 535). The Board is also responsible for such internal control as the management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on the audit. The audit has been carried out in accordance with the Audit Act 1957 and in conformity with the approved standards on auditing in Malaysia. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance, whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements that give a true and fair view in order to design audit procedures that are

appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. The audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence that I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements give a true and fair view of the financial position of the Lembaga Tabung Haji and the Group as at 31 December 2014 and of their financial performance and cash flows for the year then ended in accordance with the approved financial reporting standards in Malaysia.

I have considered the financial statements and the auditors' reports of the subsidiary companies of which I have not acted as auditor as indicated in the notes to the financial statements. I am satisfied that these financial statements have been consolidated with the Lembaga Tabung Haji financial statements in appropriate form and content, proper for the purposes of the preparation of the financial statements. I have received satisfactory information and explanations required by me for those purposes. The auditors' reports on the financial statements of the subsidiary companies were not subjected to any observations that could affect these financial statements.

(TAN SRI DATO' SETIA HAJI AMBRIN BIN BUANG)
AUDITOR GENERAL
MALAYSIA

PUTRAJAYA
25 JUNE 2015



STATEMENT BY CHAIRMAN AND A MEMBER OF THE BOARD OF DIRECTORS

We, DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM and TAN SRI DATO' SETIA ISMEE ISMAIL being respectively, the Chairman and a member of the Board of Directors of LEMBAGA TABUNG HAJI, do hereby state that in the opinion of the Board of Directors, the accompanying Financial Statements which consist of Statements of Financial Position, Statements of Income, Statements of Comprehensive Income, Statements of Changes in Fund and Statements of Cash Flows together with the Notes to the Financial Statements, are properly drawn up so as to give a true and fair view of the state of affairs as at 31 December 2014 and of the results and cash flows for the year ended on that date.

On behalf of the Board,

DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM
CHAIRMAN

Tabung Haji Building
201, Jalan Tun Razak
50400 Kuala Lumpur

On behalf of the Board,

TAN SRI DATO' SETIA ISMEE ISMAIL
GROUP MANAGING DIRECTOR
AND CHIEF EXECUTIVE OFFICER

Tabung Haji Building
201, Jalan Tun Razak
50400 Kuala Lumpur

STATUTORY DECLARATION BY THE PRINCIPAL OFFICER PRIMARILY RESPONSIBLE FOR THE FINANCIAL MANAGEMENT OF LEMBAGA TABUNG HAJI

I, DATUK ROZAIDA OMAR, being the principal officer primarily responsible for the financial management and accounting records of LEMBAGA TABUNG HAJI, do solemnly and sincerely declare that the Statements of Financial Position, Statements of Income, Statements of Comprehensive Income, Statements of Changes in Fund and Statements of Cash Flows in the following financial position together with the Notes to the Financial Statements, are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declaration Act, 1960.

Subscribed and solemnly declared by the above named, DATUK ROZAIDA OMAR

At : Kuala Lumpur

On : 16 June 2015

DATUK ROZAIDA OMAR
GROUP CHIEF FINANCIAL OFFICER

Before me:



Ke Arah Pencapaian Baharu

Towards New Heights

**Bersedia Memberikan Nilai
yang Lebih Tinggi**
Primed to Serve Greater Value

Mempertingkatkan Komitmen kepada Pihak Berkepentingan
Intensifying Our Commitment to All Stakeholders

**Menambahbaik Portfolio
Perkhidmatan**
Enhancing Our Services Portfolio

STATEMENTS OF INCOME

FOR THE YEAR ENDED 31 DECEMBER 2014

	Note	Group		TH	
		2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Revenue	34	7,601,242	6,366,076	2,979,041	3,521,552
Cost of sales		(1,018,094)	(899,576)	–	–
Gross profit	34	6,583,148	5,466,500	2,979,041	3,521,552
Other income		591,363	230,648	310,263	208,795
Income attributable to banking depositors	35	(776,932)	(656,536)	–	–
Administrative expenses		(1,627,927)	(1,648,036)	(443,689)	(407,254)
Other expenses		(303,724)	(346,282)	(62,548)	(311,491)
Operating profit	36	4,465,928	3,046,294	2,783,067	3,011,602
Financing costs		(59,940)	(23,858)	–	–
Impairment and write off	37	565,537	(289,039)	252,901	(305,563)
Zakat	38	(74,426)	(69,640)	(57,000)	(52,900)
Share of (loss)/profit after tax and zakat of associates		(12,340)	13,059	–	–
Share of loss after tax and zakat of jointly controlled entities		(12,153)	(23,429)	–	–
Profit before tax		4,872,606	2,653,387	2,978,968	2,653,139
Tax expense	39	(257,145)	(292,253)	–	(19,346)
Profit from continuing operations		4,615,461	2,361,134	2,978,968	2,633,793
Profit from discontinued operations	40	–	149,286	–	–
Profit for the year		4,615,461	2,510,420	2,978,968	2,633,793
Profit for the year attributable to:					
Depositors of TH		4,305,235	2,153,033	2,978,968	2,633,793
Non-controlling interests		310,226	357,387	–	–
		4,615,461	2,510,420	2,978,968	2,633,793



STATEMENTS OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2014

	Note	Group		TH	
		2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Profit for the year		4,615,461	2,510,420	2,978,968	2,633,793
Other comprehensive income:					
Items that may be reclassified subsequently to profit or loss					
Share of other comprehensive (loss)/income of associates		(18,119)	8,503	–	–
Share of other comprehensive (loss)/income of jointly controlled entities		(2,917)	243	–	–
Changes in fair value of securities available-for-sale		(2,431,670)	483,890	(2,423,892)	597,057
Transfers to reserves		(24,553)	(14,547)	–	–
Currency translation differences in respect of foreign operations		(18,111)	(27,843)	–	–
		(2,495,370)	450,246	(2,423,892)	597,057
Items that will not be reclassified subsequently to profit or loss					
Remeasurement of retirement benefit liability		(24,459)	(9,625)	(24,459)	(9,625)
Net surplus of TKJHM and TWT	41	6,085	9,983	6,085	9,983
		(18,374)	358	(18,374)	358
Total other comprehensive income		(2,513,744)	450,604	(2,442,266)	597,415
Total comprehensive income for the year		2,101,717	2,961,024	536,702	3,231,208
Total comprehensive income for the year attributable to:					
Depositors of TH		1,790,466	2,667,657	536,702	3,231,208
Non-controlling interests		311,251	293,367	–	–
		2,101,717	2,961,024	536,702	3,231,208

The notes set out on pages 240 to 314 form an integral part of these financial statements.



STATEMENTS OF CHANGES IN FUND

FOR THE YEAR ENDED 31 DECEMBER 2014

Group	Note	Attributable to Depositors of <i>TH</i>						Total RM'000
		Depositors' savings fund RM'000	Accumulated reserve of TKJHM and TWT RM'000	Other reserves (Note 43) RM'000	Non-distributable		Distributable	
					Retained earnings RM'000	Total <i>TH</i> depositors' fund RM'000	Non-controlling interests RM'000	
At 1 January 2014		45,719,459	317,784	1,750,233	202,711	47,990,187	1,556,840	49,547,027
Remeasurement of retirement benefit liability		-	-	-	(34,312)	(34,312)	-	(34,312)
Changes in fair value of securities available-for-sale		-	-	(2,453,388)	-	(2,453,388)	(2,835)	(2,456,223)
Currency translation differences in respect of foreign operations		-	-	(33,154)	-	(33,154)	3,860	(29,294)
Net surplus of TKJHM and TWT		-	6,085	-	-	6,085	-	6,085
Total other comprehensive income for the year		-	6,085	(2,486,542)	(34,312)	(2,514,769)	1,025	(2,513,744)
Profit for the year		-	-	-	4,305,235	4,305,235	310,226	4,615,461
Total comprehensive income for the year		-	6,085	(2,486,542)	4,270,923	1,790,466	311,251	2,101,717
Contributions and distributions to depositors of <i>TH</i> :								
- Net deposits for the year		5,401,095	-	-	-	5,401,095	-	5,401,095
- Reduction for the year		-	(100,503)	-	-	(100,503)	-	(100,503)
- Depositors' bonus:	42							
- Annual bonus		2,988,053	-	-	(2,988,053)	-	-	-
- Hajj bonus		249,143	-	-	(249,143)	-	-	-
- Dividends paid to non-controlling interests		-	-	-	-	-	(224,232)	(224,232)
- Issuance of shares to non-controlling interests		-	-	-	-	-	-	-
- Issuance of shares pursuant to ESOS of subsidiaries		-	-	2,551	-	2,551	7,872	10,423
Total transactions with depositors of <i>TH</i>		8,638,291	(100,503)	2,551	(3,237,196)	5,303,143	(216,360)	5,086,783
Changes in Group structure		-	-	225,536	91,082	316,618	(5,227)	311,391
Transfers between reserves		-	-	286,547	(180,097)	106,450	(115,983)	(9,533)
At 31 December 2014		54,357,750	223,366	(221,675)	1,147,423	55,506,864	1,530,521	57,037,385

STATEMENTS OF CHANGES IN FUND

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

		Attributable to Depositors of <i>TH</i>						
		Non-distributable			Distributable			
Group	Note	Depositors' savings fund RM'000	Accumulated reserve of TKJHM and TWT RM'000	Other reserves (Note 43) RM'000	Retained earnings RM'000	Total <i>TH</i> depositors' fund RM'000	Non-controlling interests RM'000	Total RM'000
At 1 January 2013		38,284,221	298,640	1,219,366	642,048	40,444,275	2,582,403	43,026,678
Remeasurement of retirement benefit liability		—	—	—	(9,625)	(9,625)	—	(9,625)
Changes in fair value of securities available-for-sale		—	—	542,109	—	542,109	(64,020)	478,089
Currency translation differences in respect of foreign operations		—	—	(27,843)	—	(27,843)	—	(27,843)
Net surplus of TKJHM and TWT		—	9,983	—	—	9,983	—	9,983
Total other comprehensive income for the year		—	9,983	514,266	(9,625)	514,624	(64,020)	450,604
Profit for the year		—	—	—	2,153,033	2,153,033	357,387	2,510,420
Total comprehensive income for the year		—	9,983	514,266	2,143,408	2,667,657	293,367	2,961,024
Contributions and distributions to depositors of <i>TH</i> :								
- Net deposits for the year		4,803,330	—	—	—	4,803,330	—	4,803,330
- Additions for the year		—	9,161	—	—	9,161	—	9,161
- Depositors' bonus:	42							
- Annual bonus		2,409,015	—	—	(2,409,015)	—	—	—
- Hajj bonus		222,893	—	—	(222,893)	—	—	—
- Dividends paid to non-controlling interests		—	—	—	6,428	6,428	(105,767)	(99,339)
- Issuance of shares to non-controlling interests		—	—	—	—	—	2,036	2,036
- Issuance of shares pursuant to ESOS of subsidiaries		—	—	(1,491)	—	(1,491)	—	(1,491)
Total transactions with depositors of <i>TH</i>		7,435,238	9,161	(1,491)	(2,625,480)	4,817,428	(103,731)	4,713,697
Changes in Group structure		—	—	122	164,634	164,756	(1,215,199)	(1,050,443)
Transfers between reserves		—	—	17,970	(121,899)	(103,929)	—	(103,929)
At 31 December 2013		45,719,459	317,784	1,750,233	202,711	47,990,187	1,556,840	49,547,027



STATEMENTS OF CHANGES IN FUND

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

TH	Note	Attributable to Depositors of TH				
		Non-distributable			Distributable	
		Depositors' savings fund RM'000	Fair value reserve RM'000	Accumulated reserve of TKJHM and TWT RM'000	Retained earnings RM'000	Total TH depositors' fund RM'000
At 1 January 2014		45,719,459	1,556,359	317,784	575,391	48,168,993
Remeasurement of retirement benefit liability		-	-	-	(24,459)	(24,459)
Net surplus of TKJHM and TWT		-	-	6,085	-	6,085
Changes in fair value of securities available-for-sale		-	(2,423,892)	-	-	(2,423,892)
Total other comprehensive income for the year		-	(2,423,892)	6,085	(24,459)	(2,442,266)
Profit for the year		-	-	-	2,978,968	2,978,968
Total comprehensive income for the year		-	(2,423,892)	6,085	2,954,509	536,702
Net deposits for the year		5,401,095	-	-	-	5,401,095
Reduction for the year		-	-	(100,503)	-	(100,503)
Depositors' bonus:	42					
- Annual bonus		2,988,053	-	-	(2,988,053)	-
- Hajj bonus		249,143	-	-	(249,143)	-
		3,237,196	-	-	(3,237,196)	-
At 31 December 2014		54,357,750	(867,533)	223,366	292,704	54,006,287
At 1 January 2013		38,284,221	959,302	298,640	583,131	40,125,294
Remeasurement of retirement benefit liability		-	-	-	(9,625)	(9,625)
Net surplus of TKJHM and TWT		-	-	9,983	-	9,983
Changes in fair value of securities available-for-sale		-	597,057	-	-	597,057
Total other comprehensive income for the year		-	597,057	9,983	(9,625)	597,415
Profit for the year		-	-	-	2,633,793	2,633,793
Total comprehensive income for the year		-	597,057	9,983	2,624,168	3,231,208
Net deposits for the year		4,803,330	-	-	-	4,803,330
Additions for the year		-	-	9,161	-	9,161
Depositors' bonus:	42					
- Annual bonus		2,409,015	-	-	(2,409,015)	-
- Hajj bonus		222,893	-	-	(222,893)	-
		2,631,908	-	-	(2,631,908)	-
At 31 December 2013		45,719,459	1,556,359	317,784	575,391	48,168,993

The notes set out on pages 240 to 314 form an integral part of these financial statements.

STATEMENTS OF CASH FLOW

FOR THE YEAR ENDED 31 DECEMBER 2014

Note	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Profit before tax from:				
Continuing operations	4,872,606	2,653,387	2,978,968	2,653,139
Discontinued operations	-	171,407	-	-
	4,872,606	2,824,794	2,978,968	2,653,139
Adjustments for:				
Depreciation of property, plant and equipment	172,494	159,256	26,422	26,454
Gain on disposal of property, plant and equipment	(22,663)	(6,977)	(10,042)	(8,271)
Gain on disposal of investment properties	(13)	-	-	-
Dividends from associates	-	-	(9,760)	(27,323)
Share of loss/(profit) after tax and zakat of associates	12,340	(13,059)	-	-
Share of loss after tax and zakat of jointly controlled entities	12,153	23,429	-	-
Gain on trading of equities	(821,645)	(921,322)	(821,645)	(921,322)
Gain on disposal of subsidiaries	(836,210)	-	(83,375)	(752,103)
Loss on disposal of associates	4,435	31,675	12,114	31,675
Gain on sale of securities	(2,109)	(19,931)	(2,109)	(19,931)
Gain on sale of other financial assets	-	(209)	-	(209)
Net derivatives losses/(gain)	1,184	(93,483)	(1,186)	(84,320)
Changes in fair value of derivatives	(5,021)	(127,773)	53,944	(127,773)
Loss from corporate financing	-	80	-	80
Profit from financing to subsidiaries	-	-	(72,074)	(144,004)
Gain from capital repayment	(790)	(556)	(790)	(556)
Gain on negotiable debt certificates	(128,209)	(91,008)	(128,209)	(91,008)
Impairment of quoted subsidiaries	-	-	47,312	-
Impairment of quoted associates	230,490	-	230,490	-
Impairment of equities and debt securities	56,219	407,940	55,965	407,940
Impairment of goodwill	15,510	-	-	-
Impairment of receivables	-	39	-	39
Impairment on financing from banking operations	56,305	(11,368)	-	-
Changes in fair value of investment properties	(947,778)	20,118	(669,350)	25,274
Property, plant and equipment written off	1,556	5,528	136	50
Write back of impairment of investment in equities	(254,507)	-	(266,642)	(43,442)
Amortisation cost on financing to subsidiaries	-	-	-	(809)
Write back of doubtful debts	-	(79)	-	(79)
Derivative financial instruments written off	28,738	-	28,738	-
Amortisation of deferred expenditure	(311)	(311)	(311)	(311)
Amortisation of intangible assets	8,755	8,236	-	-
Dividend income from banking operations	(3,560)	(7,232)	-	-
Fair value of employees share option	(55)	(492)	-	-
Provision for retirement benefits	38,022	195,851	37,944	195,778
Gain on foreign exchange	(29,333)	(146,275)	(29,230)	(146,249)



STATEMENTS OF CASH FLOW

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

	Note	Group		TH	
		2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Zakat		74,426	69,640	57,000	52,900
Financing costs		59,940	23,858	–	–
Operating profit before changes in working capital		2,592,969	2,330,369	1,434,310	1,025,619
Changes in working capital:					
Inventories		(1,222)	2,233	–	–
Trade and other receivables		190,398	203,306	429,444	298,601
Trade and other payables		758,194	572,700	333,594	57,634
Statutory deposits with Bank Negara Malaysia		(37,900)	(237,200)	–	–
Bills payable		(43,074)	(214,540)	–	–
Financing of banking customers		(5,980,556)	(4,453,873)	–	–
Deposits from banking customers		5,957,762	4,545,367	–	–
Deposits and placements of banks and other financial statements		(1,229,975)	669,697	–	–
Cash generated from operations		2,206,596	3,418,059	2,197,348	1,381,854
Bonus paid to depositors		(3,237,196)	(2,631,908)	(3,237,196)	(2,631,908)
Zakat paid		(68,469)	(58,232)	(53,462)	(47,572)
Tax paid		(283,503)	(266,377)	–	–
Tax refund		4,098	11,661	–	–
Retirement benefits paid		(15,707)	(37,969)	(15,537)	(37,969)
Plantation development expenditure		(256,568)	(172,960)	–	–
Property development costs		(618,078)	(55,228)	–	–
Deferred expenditure paid		–	(1,413)	–	–
Net cash (used in)/generated from operating activities		(2,268,827)	205,633	(1,108,847)	(1,335,595)
Cash flows from investing activities					
Proceeds from disposal of property, plant and equipment		64,470	10,617	15,565	9,483
Proceeds from disposal of investment properties		70	–	–	–
Proceeds from disposal of assets held for sale		15,220	38,303	4,220	33,903
Proceeds from disposal of subsidiaries		751,835	–	194,116	1,177,875
Proceeds from disposal of associates		21	16,726	21	16,726
Proceeds from reduction of share capital of an associate		–	45,800	–	45,800
Purchase of equities		(5,205,092)	(82,152)	(5,205,092)	(82,152)
Proceeds from trading of financial derivatives		1,186	86,817	1,186	86,817
Purchase of debt securities		(2,306,467)	(1,590,994)	(2,306,467)	(1,590,994)
Purchase of other financial assets		(1,343,108)	(651,695)	(1,343,108)	(651,695)
Derivative investments		(24,289)	(15,168)	(24,289)	(15,168)
Purchase of property, plant and equipment		(278,442)	(514,584)	(134,660)	(224,262)
Acquisition of subsidiaries		(12,410)	(264,137)	(501,621)	(1,238,533)
Net investment in associates		(27,694)	150	(27,694)	–
Net investment in jointly controlled entities		(147,360)	–	(80,000)	–
Decrease in deposits pledged		–	214	–	–
Net proceeds from banking securities		2,873,082	753,825	–	–

STATEMENTS OF CASH FLOW

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

	Note	Group		TH	
		2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Investment property		(775,811)	(2,221,046)	(367,746)	(692,810)
Dividends from associates		20,960	22,400	9,760	27,323
Net cash used in investing activities		(6,393,829)	(4,364,924)	(9,765,809)	(3,097,687)
Cash flows from financing activities					
Purchase of shares from non-controlling interests		–	(2,859,037)	–	–
Proceeds from long term financing		482,664	1,453,281	–	–
Repayment of financing to subsidiaries		715,089	–	657,888	344,340
Repayment of corporate financing		–	733	–	733
Dividends paid to non-controlling interests		(224,232)	(105,767)	–	–
Depositors' savings fund		8,638,291	7,435,238	8,638,291	7,435,238
Repayment of finance lease		(102)	(106)	–	–
Financing costs paid		(59,940)	(23,858)	–	–
Net cash generated from financing activities		9,551,770	5,900,484	9,296,179	7,780,311
Net increase/(decrease) in cash and cash equivalents		889,114	1,741,193	(1,578,477)	3,347,029
Cash and cash equivalents at 1 January		9,370,545	7,792,504	8,557,140	5,211,930
Net increase in cash and cash equivalents of TKJHM		18,128	19,144	18,128	19,144
Reclassification to assets held for sale		–	(143,092)	–	–
Currency translation differences		(35,101)	(39,204)	(14,904)	(20,963)
Cash and cash equivalents at 31 December		10,242,686	9,370,545	6,981,887	8,557,140
Cash and cash equivalents comprise:					
Deposits and placements with licensed financial institutions		5,011,185	4,397,224	6,833,475	8,490,025
Cash and bank balances		1,418,721	925,376	148,412	67,115
Money at call and interbank placements with remaining maturity not exceeding one month		3,101,584	3,352,927	–	–
	4	9,531,490	8,675,527	6,981,887	8,557,140
Deposits and placements with banks and other financial institutions	5	721,324	701,302	–	–
Deposits pledged		(10,128)	(6,284)	–	–
		10,242,686	9,370,545	6,981,887	8,557,140

The notes set out on pages 240 to 314 form an integral part of these financial statements.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014

1. Corporate information

Lembaga Tabung Haji (“**TH**”) is a statutory body established under the Tabung Haji Act, 1995 (Act 535).

The principal place of business is located at Bangunan Tabung Haji, 201 Jalan Tun Razak, 50400 Kuala Lumpur.

TH is principally engaged in the management of Hajji operations, acceptance and management of deposits from depositors, investment holding and letting of properties. The principal activities of the subsidiaries are stated in Note 21, 20 and 19 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

The consolidated financial statements for the financial year ended 31 December 2014 comprise **TH** and its subsidiaries, associates and jointly controlled entities (together referred to as the Group).

The financial statements were authorised for issue by the Board of Directors on 16 June 2015.

2. Basis of preparation

(a) Statement of compliance

The financial statements of the Group and **TH** have been prepared in accordance with Financial Reporting Standards (“FRSs”) issued by the Malaysian Accounting Standards Board (“MASB”) for entities other than private entities, modified to comply with Syariah principles and requirements.

The following accounting standards, amendments and interpretations have been issued by the Malaysian Accounting Standards Board (MASB) but have not been adopted by the Group and **TH**:

(i) Standards, Interpretations and amendments effective for annual periods beginning on or after 1 July 2014

- Amendments to FRS 1, *First-time Adoption of Malaysian Financial Reporting Standards (Annual Improvements 2011-2013 Cycle)*
- Amendments to FRS 2, *Share-based Payment (Annual Improvements 2010 - 2012 Cycle)*
- Amendments to FRS 3, *Business Combinations (Annual Improvements 2010 - 2012 Cycle and 2011 - 2013 Cycle)*
- Amendments to FRS 8, *Operating Segments (Annual Improvements 2010 - 2012 Cycle)*
- Amendments to FRS 13, *Fair Value Measurement (Annual Improvements 2010 - 2012 Cycle and 2011 - 2013 Cycle)*
- Amendments to FRS 116, *Property, Plant and Equipment (Annual Improvements 2010 - 2012 Cycle)*
- Amendments to FRS 119, *Employee Benefits, Defined Benefits Plans: Employee Contributions*
- Amendments to FRS 124, *Related Party Disclosures (Annual Improvements 2010 - 2012 Cycle)*
- Amendments to FRS 138, *Intangible Assets (Annual Improvements 2010 - 2012 Cycle)*
- Amendments to FRS 140, *Investment Property (Annual Improvements 2011 - 2013 Cycle)*

(ii) Standards, Interpretations and amendments effective for annual periods beginning on or after 1 January 2016

- FRS 14, *Regulatory Deferral Accounts*
- Amendments to FRS 11, *Joint Arrangements - Accounting for Acquisitions of Interests in Joint Operations*
- Amendments to FRS 116, *Property, Plant and Equipment* and FRS 138, *Intangible Assets - Clarification of Acceptable Methods of Depreciation and Amortisation*
- Amendments to FRS 116, *Property, Plant and Equipment* and FRS 141, *Agriculture - Agriculture: Bearer Plants*

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont’d.)

2. Basis of preparation (cont’d.)

(a) Statement of compliance (cont’d.)

(iii) Standards, Interpretations and amendments effective for annual periods beginning on or after 1 January 2017

- FRS 15, *Revenue from Contracts with Customers*

(iv) Standards, Interpretations and amendments effective for annual periods beginning on or after 1 January 2018

- FRS 9, *Financial Instruments (2014)*
- Amendments to FRS 7, *Financial Instruments: Disclosures - Mandatory Effective Date of FRS 9 and Transition Disclosures*

The Group plans to apply the abovementioned standards, amendments and interpretations:

- (i) from annual period beginning on 1 January 2015 for standards, amendments or interpretations that are effective for annual periods beginning on or after 1 July 2014, whichever applicable;
- (ii) from annual period beginning on 1 January 2016 for standards, amendments or interpretations that are effective for annual periods beginning on or after 1 January 2016, whichever applicable;
- (iii) from annual period beginning on 1 January 2017 for standards, amendments or interpretations that are effective for annual periods beginning on or after 1 January 2017, whichever applicable; and
- (iv) from annual period beginning on 1 January 2018 for standards, amendments or interpretations that are effective for annual periods beginning on or after 1 January 2018, whichever applicable.

(b) Basis of measurement

The financial statements of the Group and **TH** have been prepared on the historical cost basis except for investment property and financial assets and liabilities which have been stated at fair value or amortised costs as disclosed in Note 3 to the financial statements.

(c) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia (RM), which is the functional currency of **TH**. All financial information presented in RM has been rounded to the nearest thousands, unless otherwise stated.

(d) Use of estimates and judgements

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

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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies

The accounting policies set out below have been applied consistently to the periods presented in these financial statements and have been applied consistently by Group entities.

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are entities, including structured entities, controlled by **TH**. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The Group adopted FRS 10, *Consolidated Financial Statements* in the current financial year. This resulted in changes to the following policies:

- Control exist when Group is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. In the previous financial years, control exist when the Group has the ability to exercise its power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.
- Potential voting rights are considered when assessing control only when such rights are substantive. In the previous financial years, potential voting rights are considered when assessing control when such rights are presently exercisable.
- The Group considers it has de facto power over an investee when, despite not having the majority of voting rights, it has the current ability to direct the activities of the investee that significantly affect the investee's return. In the previous financial years, the Group did not consider de facto power in its assessment of control.

Investments in subsidiary companies are stated by **TH** at cost less any impairment loss.

(ii) Business combinations

Business combinations are accounted for using the acquisition method from the acquisition date, which is the date on which control is transferred to the Group.

Group measures the cost of goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interest in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

When the excess is negative, a bargain purchase gain is recognised immediately in the profit or loss.

For each business combination, the Group elects whether it measures the non-controlling interests in the acquiree either at fair value or at proportionate share of the acquiree's identifiable net assets at the acquisition date.

Transaction costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

(iii) Acquisition or disposal of non-controlling interest

The Group treats all changes in its ownership interest in subsidiary that do not result in loss of control as equity transactions between Group and its non-controlling interest holders. Any difference between the Group's share of net assets before and after the change, and any consideration received or paid, is adjusted to or against Group reserves.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(a) Basis of consolidation (cont'd.)

(iv) Associates

Associate company is an entity in which the Group has significant influence, but not control. Significant influence is the power to participate in the financial and operating policy decisions of the associate company, but not the power to exercise control over the policies. Investment in an associate company is accounted for in the Group's consolidated financial statements using the equity method less any impairment losses.

Investments in associates are stated in the Group's statement of financial position at cost less any impairment losses. The cost of investment includes transaction costs. The consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of the associates, after adjustments, if any, to align the accounting policies with those of the Group, from the date that significant influence commences until the date that significant influence ceases.

When the Group's share of losses exceeds its interest in the associate company, the carrying amount of that interest, including any long-term investments, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the associate company.

When the Group ceases to have significant influence over an associate, any retained interest in the former associate at the date when significant influence is lost is measured at fair value and this amount is regarded as the initial carrying amount of a financial asset. The difference between the fair value of any retained interest plus proceeds from the interest disposed off and the carrying amount of the investment at the date when equity method is discontinued is recognised in the profit or loss.

When the Group's interest in an associate decreases but does not result in a loss of significant influence, any retained interest is not re-measured. Any gain or loss arising from the decrease in interest is recognised in profit or loss. Any gains or losses previously recognised in other comprehensive income are also reclassified proportionately to profit or loss if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

(v) Joint arrangements

Joint arrangements are arrangements of which the Group has joint control, established by contracts requiring unanimous consent for decisions about the activities that significantly affect the arrangements' returns.

The Group adopted FRS 11, *Joint Arrangement* in the current financial year. As a result, joint arrangements are classified and accounted for as follows:

- A joint arrangement is classified as "joint operation" when the Group or **TH** has rights to the assets and obligations for the liabilities relating to an arrangement. The Group and **TH** account for each of its share of the assets, liabilities and transactions, including its share of those held or incurred jointly with the other investors, in relation to the joint operation.
- A joint arrangement is classified as "joint venture" when the Group has rights only to the net assets of the arrangements. The Group accounts for its interest in the joint venture using the equity method.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(a) Basis of consolidation (cont'd.)

(vi) Non-controlling interests

Non-controlling interests at the end of the reporting period, being the equity in a subsidiary not attributable directly or indirectly to the depositors of **TH**, are presented in the consolidated statement of financial position and statement of changes in fund, separately from fund attributable to the depositors of **TH**. Non-controlling interests in the results of the Group is presented in the consolidated statement of income and other comprehensive income as an allocation of the profit or loss and other comprehensive income for the year between non-controlling interests and the depositors of **TH**.

Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

(vii) Transactions eliminated on consolidation

In preparing the consolidated financial statements, intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated.

Unrealised gains arising from transactions with equity-accounted associates and joint venture are eliminated against the investment to the extent of the Group's interest in the investees. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits and placements with banks and financial institutions, money at call and interbank placements and highly liquid investments which have an insignificant risk of change in value. For the purpose of the statement of cash flow, cash and cash equivalents are presented net of bank overdrafts and pledged deposits.

(c) Financial instruments

Financial instruments are classified and measured using accounting policies as follows:

Recognition and derecognition

Purchases and sales of financial instruments are recognised on the date that the Group commits to purchase or sell the instruments. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Company has transferred substantially all risks and rewards of ownership. A financial liability is derecognised from the statement of financial position when the obligation specified in the contract is expired.

Initial measurement

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

Categories of financial instruments and subsequent measurement

The Group and **TH** categorise financial assets as follows:

(i) Financing and receivables

Financing and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in active market.

These financial assets are subsequently measured at amortised cost using effective profit rate method, less any impairment loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(c) Financial instruments (cont'd.)

Categories of financial instruments and subsequent measurement (cont'd.)

(ii) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are either:

(a) Held-for-trading

Financial assets acquired or incurred principally for the purpose of selling or repurchasing it in the near term or it is part of a portfolio that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or

(b) Designated under fair value option

Financial assets meet at least one of the following criteria upon designation:

- it eliminates or significantly reduces measurement or recognition inconsistencies that would otherwise arise from measuring financial assets, or recognising gains or losses on them, using different bases; or
- the financial asset contains an embedded derivative that would otherwise need to be separately recorded.

These financial assets are subsequently measured at their fair values and any gain or loss arising from a change in the fair value will be recognised in the profit or loss.

(iii) Financial assets held-to-maturity

Financial assets held-to-maturity are non-derivative financial assets with fixed or determinable payments and fixed maturity that the Group has the positive intention and ability to hold to maturity. These financial assets are subsequently measured at amortised cost using effective profit rate method, less any impairment loss.

Any sale or reclassification of more than an insignificant amount of financial assets held-to-maturity not close to their maturity would result in the reclassification of all financial assets held-to-maturity to financial assets available-for-sale and the Group would be prevented from classifying any financial assets as financial assets held-to-maturity for the current and following two financial years.

(iv) Financial assets available-for-sale

Financial assets available-for-sale are financial assets that are either designated in this category or not classified in any other category and are measured at fair value.

Investments in equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured are stated at cost less any impairment loss.

Any gain or loss arising from a change in the fair value is recognised in the fair value reserve through other comprehensive income until the securities are sold, disposed off or impaired, at which time the cumulative gains or losses previously recognised in equity will be transferred to the profit or loss. Profit or loss from sale of the available-for-sale securities is recognised in statement of income.

All financial assets, except for those measured at fair value through profit or loss, are subject to review for impairment as disclosed in Note 3(n) to the financial statements.



3. Significant accounting policies (cont'd.)

(c) Financial instruments (cont'd.)

Derivative financial instruments

The Group holds derivative financial instruments to hedge its foreign currency and profit rate exposures. Foreign exchange trading positions, including spot and forward contracts, are revalued at prevailing market rates at statement of financial position date and the resultant gains and losses for the financial year are recognised in the statements of income.

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

Financial liabilities

Financial liabilities are initially recognised at fair value, net of transaction costs incurred, and are subsequently measured at amortised cost using the effective profit rate method, except for derivatives that are liabilities, which shall be measured at fair value.

A financial liability is removed or derecognised from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired.

Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instruments.

Financial guarantee is initially recognised in the financial statements at fair value on the date the guarantee was given. Subsequent to initial recognition, each guarantee is measured at the higher of the initial amount less amortisation calculated to recognise the initial measurement in the income statement over the year of the financial guarantee and the best estimate of the amount required to settle the guarantee.

When settlement of a financial guarantee contract becomes probable, an estimate of the obligation is made. If the carrying value of the financial guarantee contract is lower than the obligation, the carrying value is adjusted to the obligation amount and accounted for as a provision.

Determination of fair value

The fair values of financial instruments traded in active markets (such as over the-counter securities and derivatives) are based on quoted market prices at the statement of financial position date. For unquoted financial instruments, fair value is determined using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis and option pricing models.

3. Significant accounting policies (cont'd.)

(c) Financial instruments (cont'd.)

Reclassification of financial assets

A non-derivative financial asset held for trading may be reclassified if the financial asset is no longer held for the purpose of selling in the near term. In addition, a financial asset that meets the definition of financing and receivables may be reclassified out of held-for-trading or available-for-sale categories if the Group has the intention and ability to hold the financial asset for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. The fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made. Effective profit rates for financial assets reclassified to financing and receivables and held-to maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective profit rate prospectively.

(d) Constructions contracts work-in-progress

Construction contracts work-in-progress represents the gross unbilled amount expected to be collected from customers for contract work performed to date. It is measured at cost plus profit recognised to date less progress billing and recognised losses. Cost includes all expenditure related directly to specific projects and an allocation of fixed and variable overheads incurred in the contract activities based on normal operating capacity.

Construction contracts work-in-progress is presented as part of receivables, deposits and prepayments in the statements of financial position. If payments received from customers exceed the income recognised, then the difference is presented as amount due to contract customers which is part of trade and other payables deferred income in the statements of financial position.

(e) Inventories

(i) Development properties

Completed properties held for sale are measured at the lower of cost and net realisable value. Cost consists of costs associated with the acquisition of land, direct costs are appropriate proportions of common costs attributable to developing the properties to completion.

(ii) Palm based products

Inventories are measured at the lower of cost and net realisable value.

The cost of palm based products is measured based on weighted average cost formula, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

Stores are stated at cost.

Nurseries are stated at cost. This cost relates to nursery maintenance costs.

(iii) Computer equipments

Inventories are valued at the lower of cost and net realisable value after an adequate allowance has been made for all deteriorated, damaged, obsolete or slow moving inventories. Cost is determined on a weighted average basis and includes import duties, transport and handling costs and any other directly attributable costs.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated cost necessary to make the sale.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(f) Deferred expenditure

Deferred expenditure are costs incurred by a subsidiary company in Indonesia that can bring long-term benefits and is amortised over the estimated useful period using the straight line method.

The expenditure includes costs to repair and maintain canals surrounding the plantation which forms the main transportation channel in the area and is amortised over three years.

Deferred expenditure include arrangement costs for acquisitions of land right certificate for land used by the subsidiary company in Indonesia for oil palm plantations. The cost is amortised over the effective period of the land rights.

(g) Property development costs

(i) Land held for property development

Land held for property development consist of land or such portions thereof on which no development activities have been carried out or where development activities are not expected to be completed within the Group's normal operating cycle. Such land is classified as non-current asset and is stated at cost less accumulated impairment losses.

Land held for property development is reclassified as property development costs at the point when development activities have commenced and where it can be demonstrated that the development activities can be completed within the Group's normal operating cycle.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

(ii) Property development costs

Property development costs comprise costs associated with the acquisition of land and all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities.

Costs incurred on development projects where the development activities are expected to be completed within the Group's normal operating cycle of 2 to 3 years are classified as current assets. Common costs allocated to future development projects within the same geographical location as existing development projects are classified as non-current assets.

Property development costs not recognised as an expense is recognised as an asset and is stated at the lower of cost and net realisable value.

(h) Plantation development expenditure

All expenditure relating to development of oil palm estate (immature estate) will be capitalised under plantation development expenditure. This cost will be amortised when the expenditure is transferred to property, plant and equipment when the estate matures.

All expenditure relating to planting and maintenance of sentang trees will be capitalised under plantation development expenditure. The cost will be expensed off to statements of income once the trees are felled.

All expenditure relating to planting and maintenance of rubber trees will be capitalised under plantation development expenditure. The cost will be expensed off to statements of income once the trees are ready for tapping.

Estate overhead expenditure is apportioned to revenue and plantation development expenditure on the basis of the proportion of mature to immature areas.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(i) Investment property

Investment properties are land and buildings which are held either to earn rental income or for capital appreciation or for both and are not significantly occupied by the Group. It includes land held for a currently undetermined future use and property work-in-progress which is intended for future use as investment property.

Investment properties are measured initially at cost, including acquisition costs, and is subsequently measured at fair value. The fair value is based on market values valued by an independent valuation firm. Increase or decrease in fair value is recognised directly in the statement of income for the period in which they arise.

Upon disposal of an investment property, the difference between the last fair value and net sales proceeds is recorded as gain or loss in the statements of income.

(j) Property, plant and equipment

Items of property, plant and equipment except for freehold land and work-in-progress are measured at cost or valuation less any accumulated depreciation and any accumulated impairment losses.

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

The cost of property, plant and equipment recognised as a result of a business combination is based on fair value at acquisition date. The fair value of property is the estimated amount for which a property could be exchanged between knowledgeable willing parties in an arm's length transaction.

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised from the financial statements. The costs of the day-to-day servicing of property, plant and equipment are recognised in the statement of income as incurred.

Items of property, plant and equipment which have been retired from active used are transferred to assets held for sale at the lower of net carrying amount and net realisable value.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(j) Property, plant and equipment (cont'd.)

Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. Freehold land is not depreciated. Property, plant and equipment under construction are not depreciated until the assets are ready for their intended use.

(i) The estimated useful lives for the current and comparative years are as follows:

Buildings	5 - 99 years
Building improvement and renovations	5 - 10 years
Plant, machinery and equipments	2 - 10 years
Computer equipment and software	2 - 7 years
Motor vehicles	4 - 10 years

(ii) Estates consist of matured plantation development expenditure and are depreciated over 21 to 25 years, based on estimated annual production yield table. An estate is declared mature when the palm age has reached 36 months or more at the beginning of the financial year.

Amortisation

Rights on land, leasehold land and leasehold building are amortised based on the following rates:

Rights on land	30 - 97 years
Leasehold land	20 - 999 years
Leasehold building	50 years

(k) Leased assets

(i) Finance lease

Leases in terms of which the Group assumes substantially all the risks and rewards of ownership are classified as finance leases. Upon initial recognition, the leased asset is measured at an amount equal to the lower of its fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to that asset.

Minimum lease payments made under finance leases are apportioned between the finance expense and the reduction of the outstanding liability. The finance expense is allocated to each period during the lease term so as to produce a constant periodic profit rate on the remaining balance of the liability. Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

Leasehold land which in substance is a finance lease is classified as property, plant and equipment.

(ii) Operating lease

Leases, where the Group does not assume substantially all risks and rewards of ownership are classified as operating leases and, the leased assets are not recognised in the statement of financial position.

Minimum lease payments made under finance leases are apportioned between the finance expense and the reduction of the outstanding liability. The finance expense is allocated to each period during the lease term so as to produce a constant periodic profit rate on the remaining balance of the liability. Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(l) Takaful Fund

(i) Family Takaful Fund

Included in family takaful fund is fund arising from:

- (i) Family takaful;
- (ii) Group family takaful; and
- (iii) Family retakaful funds.

The family takaful fund is maintained in accordance with the requirements of the Takaful (Amendment) Act, 1984 and includes the amounts attributable to participants which represents the participants' share of the underwriting surplus and return on the investments, where applicable and are distributable in accordance with the terms and conditions prescribed by the Group.

The surplus transfer from the family takaful fund to the statements of income is based on the predetermined profit sharing ratio of the underwriting surplus and return on investments.

Contribution income

Contribution is recognised as soon as the amount of the contribution can be reliably measured. Initial contribution is recognised from inception date and subsequent contribution is recognised when it is due. For individual family takaful contribution, recognition is up to the extent of one due amount.

At the end of each financial year, all due contributions are accounted for to the extent that they can be reliably measured.

Actuarial reserves

Actuarial reserves comprise unearned contribution valuation and the reserve computed under the net contribution valuation as explained below:

(i) Unearned contribution reserve

The Unearned Contribution Reserve (“UCR”) of group family fund (except for Mortgage Reducing Term Takaful (“MRTT”)) and family retakaful fund represents the portion of the net contributions of takaful certificates written that relate to the unexpired years of the certificates at the end of the financial year.

In determining the UCR at statement of financial position date, the method that most accurately reflects the actual unearned contributions is used, as follows:

- (a) 1/365th method for all group family takaful business within Malaysia
- (b) A pro-rata basis based on a time apportionment method for family retakaful business

(ii) Net contribution valuation

The actuarial liabilities for MRTT products managed under group family fund and Ordinary Participants' Special Account (“PSA”) are calculated using the net contribution method of valuation (“NCV”). The liability is ascertained by deducting the present value of future net contribution from the present value of the future amount-at-risk. As with all projections, there are elements of uncertainty and the projected liability may be different from actual.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(l) Takaful Fund (cont'd.)

(i) Family Takaful Fund (cont'd.)

Provision for outstanding claims

Claims and provisions for claims arising on family and group family takaful certificates, including settlement costs, are accounted for using the case basis method and for this purpose the benefits payable under a family takaful certificate are recognised as follows:

- (i) Maturity or other policy benefit payments due on specified dates are accounted for as claims payable on the due dates.
- (ii) Death, surrender and other benefits without due dates are treated as claims payable on the date of receipts of intimation of death of the participant or occurrence of contingency covered.
- (iii) For individual family, group health and medical business, provision is made for the cost of claims (together with related expenses) and incurred but not reported (“IBNR”) at the end of the reporting period, using a mathematical method of estimation by a qualified internal actuary where historical claims experience are used to project future claims. The provision includes a risk margin for adverse deviation. As with all projections, there are elements of uncertainty and the projected claims may be different from actual.

These uncertainties arise from changes in underlying risk, changes in spread of risks, claim settlement pattern as well as uncertainties in the projection model and underlying assumptions.

(ii) General Takaful Fund

The general takaful fund is maintained in accordance with the Takaful Act, 1984 (amendment). Included in general takaful fund is fund arising from:

- (i) General takaful; and
- (ii) General retakaful funds.

The general takaful underwriting results are determined for each class of takaful business after taking into account retakaful, unearned contributions, claims incurred and administrative fees.

Contribution income

Contributions are recognised in a financial year in respect of risks assumed during that particular financial year based on the inception date. Inward treaty retakaful contributions are recognised on the basis of periodic advices received from ceding takaful operators.

Unearned contributions reserve

The Unearned Contribution Reserves (“UCR”) represent the portion of the net contributions of takaful certificates written that relate to the unexpired years of the certificates at the end of the financial year/years.

In determining the UCR at balance sheet date, the method that most accurately reflects the actual unearned contributions is used, as follows:

- (i) 1/365th method for all General Takaful business within Malaysia.
- (ii) 1/8th method for all classes of General Treaty Inward Retakaful business.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(l) Takaful Fund (cont'd.)

(ii) General Takaful Fund (cont'd.)

Provision for outstanding claims

A liability for outstanding claims is recognised in respect of direct takaful business. The amount of outstanding claims is the best estimate of the expenditure required together with related expenses less recoveries, if any, to settle the present obligation at the statement of financial position date. Any difference between the current estimated cost and subsequent settlement is dealt with in the takaful revenue accounts for the Group in the year in which the settlement takes place.

Provision is also made for the cost of claims, together with related expenses, incurred but not reported (“IBNR”) at statement of financial position date, using a mathematical method of estimation by a qualified external actuary where historical claims experience are used to project future claims. As with all projections, there are elements of uncertainty and the projected claims may be different from actual. These uncertainties arise from changes in underlying risk, changes in spread of risks, claims settlement pattern as well as uncertainties in the projection model and underlying assumptions.

(m) Intangible assets

(i) Goodwill

Goodwill represents the excess of the acquisition cost over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities at the date of acquisition. Goodwill is not amortised but is reviewed annually to determine whether impairment exists, or is reviewed more frequently if events or changes in circumstances indicates that it might be impaired. An impairment loss is charged directly to the statement of income and is not reversed in the subsequent period.

(ii) Other intangible assets

Other intangible assets comprise intangible core deposits, customers' relationship and brands arising from the acquisition of banking and takaful business. It is stated at its fair value on the date of the acquisition and is amortised over the amortisation period of 10 to 12 years.

(n) Impairment

(i) Financial assets

The Group assesses at each reporting date whether there is objective evidence that financing and receivables, financial assets held-to-maturity or financial assets available-for-sale are impaired. A financial asset or a group of financial assets are impaired and impairment losses are incurred if, and only if, there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the assets and prior to the statement of financial position date (“a loss event”) and that loss event or events has an impact on the estimated future cash flow of the financial asset or the group of financial assets as that can be reliably estimated.

Financing undertaken by banking operation is classified as impaired when the principal or profit or both are past due for three (3) months or more or where a financing is in arrears for less than three (3) months, the financing exhibits indications of credit weakness.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(n) Impairment (cont'd.)

(i) Financial assets (cont'd.)

For financing and receivables, the Group first assesses whether objective evidence of impairment exists individually for financing and receivables that are individually significant, and collectively for financing and receivables that are not individually significant. If the Group determines that no objective evidence of impairment exist for an individually assessed financing and receivables, whether significant or not, it includes the assets in a group of financing and receivables with similar credit risk characteristics and collectively assesses them for impairment. Financing and receivables that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in the collective assessment for impairment.

The amount of impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective profit rate. The amount of loss is recognised in the statements of income.

When a financing is uncollectable, it is written off against the related allowance for impairment. Such financing are written off after all the necessary procedures have been completed and the amount of the loss has been determined. Subsequently recoveries of amounts previously written off are credited to the profit or loss. If, in a subsequent year, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed and the amount of reversal is recognised in the statements of income.

In the case of available-for-sale equity securities, a significant or prolonged decline in their fair value of the security below its cost is also considered in determining whether impairment exists. Where such evidence exists, the cumulative net loss that has been previously recognised directly in equity is removed from equity and recognised in the statements of income. In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as all other financial assets. Reversals of impairment of debt instruments are recognised in other comprehensive income. Reversals of impairment of equity shares are not recognised in the statements of income. Increases in the fair value of equity shares after impairment are recognised directly in equity.

The criteria used by the Group to determine whether there is an objective evidence of impairment to occur for the financial assets include the followings:

- (i)

Significant financial problems faced by issuers of financial instruments;
- (ii)

Breach of contracts such as default in paying principal and interest according to repayment schedule;
- (iii)

Cease business operations, bankruptcy (upon filing of the case), winding up order on business operations or restructuring of financial position;
- (iv)

Decline in investment grade rating in a row up to two levels by external rating agencies.

(ii) Other assets

The carrying amounts of other assets are reviewed at the end of each reporting year to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

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

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment loss is recognised in the statements of income.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(n) Impairment (cont'd.)

(ii) Other assets (cont'd.)

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

(o) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

(p) Finance lease

Property, plant and equipment acquired through a finance lease is capitalised and depreciated on the same basis with other assets of the Group as stated in Note 3(j) and the corresponding obligation relating to the remaining principal payments is accounted for as liability. Financing costs are charged to the statements of income over the lease period so as to produce a constant periodical rate of charges on the remaining balance of the obligations for each accounting period.

(q) Deferred income

Deferred income represents a grant from the Government for the purpose of the constructions of Hajj pilgrims complex. It is stated at cost less accumulated amortisation over a period of 50 years based on the useful life of the Hajj pilgrims complex.

According to FRS 120, Accounting for Government Grants and Disclosure of Government Assistance, the benefit obtained from financing received from the Goverment or government agencies at a financing rate lower than market rate is recognised as Government grant. Government grants related to assets are shown in the statement of financial position as deferred income. Government grants are recognised in the income statement on a systematic basis over the same period to cover the expenses associated with these assets.

(r) Employees benefit

(i) Short term benefits

Wages, salaries and bonuses are recognised as expenses in the year in which the associated services are rendered by employees of the Group and **TH**. Short term accumulated compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, whereas short term non-accumulated compensated absences such as sick leave are recognised when absences occur.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(r) Employees benefit (cont'd.)

(ii) Defined contribution plans

The Group and **TH** contributes to Employment Provident Fund and approved pension scheme for its employees. The contribution constitute a defined contribution plan, whereby it is recognised as an expense in the income statement in the year to which they relate. Once the contribution have been paid, the Group and **TH** have no further payment obligations.

The Group and **TH** adopted FRS 119 - Employee Benefits, which is long term employee benefits payable upon retirement recognised on an accrual basis in the statements of income as employee benefits payable and in the statements of financial position as liabilities, described as Provision for Retirement Benefits Plan.

The liability in respect of defined benefit plan is the present value of the defined obligations at the statement of financial position date. The plan is applicable to all permanent employees of **TH** who has been confirmed in service. The benefits payable on retirement are based on the last drawn salary and length of service. The provision for retirement benefits is charged to the statements of income so as to spread the cost over the service lives of employees in accordance with actuarial valuation.

(iii) Long term benefits

The calculation of the defined benefit obligation or amount of liabilities to retirees was performed by qualified actuaries based on the Projected Unit Credit Method. Factors which have been taken into account are the estimated future cash outflows, using market yields of government securities in which the maturity period approximates the terms of related liabilities at the statement of financial position date.

Types of long term retirement benefits recognised on an accrual basis is as follows:

- (i)

Medical benefits;
- (ii)

Accumulated annual leave reward;
- (iii)

Hajj performance; and
- (iv)

Gratuity payment.

It is the Group's policy to undertake an actuarial valuation once every three years.

(s) Foreign currency

(i) Foreign currency transaction and balances

In preparing the financial statements of the individual entities, transactions in foreign currencies are translated into the respective entity's functional currency at the exchange rates prevailing at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the closing exchange rate ruling at the financial position date.

Foreign currency differences arising from settlement or translation of financial assets or liabilities at the statement of financial position date are recognised in statements of income. Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the end of the reporting date except for those that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in statements of income, except for differences arising on the retranslation of available-for-sale equity instruments which are recognised in other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(s) Foreign currency (cont'd.)

(ii) Foreign operations

The assets and liabilities of operations in functional currencies other than RM, including fair value adjustments arising on acquisition, are translated to RM at exchange rates prevailing at the financial position date. The income and expenses of foreign operations are translated to RM at average exchange rates for the period. All resulting exchange differences are recognised in other comprehensive income in translation reserve.

(t) Recognition of income

(i) Investment income

Profits from Syariah compliance investments are recognised in the income statement on accrual basis.

Dividend income from investments are recognised when the rights to receive the dividend payment is established.

Gain arising from equity trading, debt securities financial instruments, investment in money market and rental income are accounted for on accrual basis.

Income from non-Syariah sources are not recognised in the statement of income, in accordance with the guidelines issued by Syariah Advisory Council of the Securities Commission. These income are accounted for in the statement of financial position.

(ii) Financing income

Financing income is recognised in the profit or loss on an accrual basis using the effective profit rate method. The effective profit rate is the rate that discounts estimated future cash payments or receipts through the expected life of the financial instruments or, when appropriate, a shorter year to the net carrying amount of the financial instruments. When calculating the effective profit rate, the Group has considered all contractual terms of the financial instruments but does not consider future credit losses. The calculation includes all fees and transaction costs integral to the effective profit rate, as well as premium or discounts.

Once a financial assets or a group of financial assets has been written down as a result of an impairment loss, income is recognised using the profit rate used to discount the future cash flows for the purpose of measuring the impairment loss.

(iii) Goods sold and services

Revenue from the sale of goods is measured at fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer.

Revenue from services is recognised when the services have been rendered. Where the outcome of the transaction cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(t) Recognition of income (cont'd.)

(iv) Construction contracts

Contract revenue includes the initial amount agreed in the contract plus any variations in contract work, claims and incentive payments, to the extent that it is probable that they will result in revenue and can be measured reliably. As soon as the outcome of a construction contract can be estimated reliably, contract revenue and contract cost are recognised in the statements of income in proportion to the stage of completion of the contract.

The stage of completion is assessed by reference to the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs.

When the outcome of a construction contract cannot be estimated reliably, contract revenue is recognised only to the extent of contract costs incurred that are likely to be recoverable. An expected loss on a contract is recognised immediately in the statements of income.

(v) Property development

Revenue from property development activities is recognised based on the stage of completion measured by reference to the proportion that property development costs incurred for work performed to date bear to the estimated total property development costs. Where the financial outcome of a property development activity cannot be reliably estimated, property development revenue is recognised only to the extent of property development costs incurred that is probable will be recoverable, and property development costs on the development units sold are recognised as an expense in the period in which they are incurred.

Any expected loss on a development project, including costs to be incurred over the defects liability period, is recognised immediately in the statements of income.

Revenue from the land sales are recognised when the significant risks and rewards of ownership have been transferred to the buyer.

(vi) Fee and other income recognition

Financing arrangement, management and participation fees, underwriting commissions and brokerage fees are recognised as income based on contractual arrangements. Fees from advisory and corporate finance activities are recognised net of service taxes and discounts on completion of each stage of the assignment.

(u) Borrowing cost

Borrowing costs are recognised in the statements of income using the effective interest method except for borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

3. Significant accounting policies (cont'd.)

(v) Income Tax

From year of assesment 2012 to 2016, **TH** is exempted from income tax on all types of income except for the statutory dividend income under Section 127(3A) of the Income Tax Act, 1967.

Taxation charged on subsidiaries for the year comprised current tax expense and deferred tax. Current tax expense refers to the expected tax payable on taxable income for the year, using tax rates enacted or substantially enacted at the statement of financial position date.

Deferred tax is recognised using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and their tax bases. Deferred tax assets are recognised for all deductible temporary differences, tax losses and unutilised tax credits to the extent that it is probable that taxable income will arise in the foreseeable future. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

(w) Non-current assets held for sale

Non-current assets, or disposal group comprising assets and liabilities that are expected to be recovered primarily through sale or distribution rather than through continuing use, are classified as held for sale.

This classification can only be done if the sale is highly probable to occur and the asset (or group of assets) can be sold immediately at the existing conditions, subject to the terms and customary use.

Immediately before classification as held for sale, the assets, or components of a disposal group, are remeasured in accordance with the Group's accounting policies. Thereafter generally the assets, or disposal group are measured at the lower of their carrying amount and fair value less costs to sell and the difference are recognised in the statements of income.

A component of the Group is classified as a discontinued operation when the criteria to be classified as assets held for sale have been met or the asset has been disposed off and that component represents a separate major line of business or geographical area of operations, or is a subsidiary acquired exclusively with a view to resale.

(x) Fair value measurements

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

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

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 - Unobservable inputs for the asset or liability.

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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

4. Cash and cash equivalents

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Placements with licensed financial institutions	5,011,185	4,397,224	6,833,475	8,490,025
Cash and bank balances	1,418,721	925,376	148,412	67,115
Money at call and interbank placements with remaining maturity not exceeding one month	3,101,584	3,352,927	–	–
	9,531,490	8,675,527	6,981,887	8,557,140

Cash and cash equivalents are denominated in the following currencies:

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Ringgit Malaysia	9,314,499	8,543,151	6,923,011	8,545,243
Saudi Riyal	15,017	12,312	13,549	9,887
Pound Sterling	153,976	113,927	1,885	2,002
U.S. Dollar	6,081	326	6,081	8
Australian Dollar	41,917	5,811	37,361	–
	9,531,490	8,675,527	6,981,887	8,557,140

Included in placements with licensed financial institutions and cash and bank balances of the Group and TH were short term placements and cash and bank balances of TKJHM and TWT amounting to RM315,228,000 (2013: RM297,100,000).

Included in cash and bank balances of the Group was RM12,464,000 (2013: RM26,668,000), the utilisation of which is subject to the Housing Developers (Control and Licensing) (Amendment) Act 2002.

Placements with licensed financial institutions of the Group and TH registered profit margins ranging between 2.90% and 4.80% (2013: 1.00% and 3.50%).

Included in cash and bank balances of the Group was RM10,128,000 (2013: RM6,284,000) pledged to banks for bank guarantee facilities.

5. Deposits and placements with banks and other financial institutions

	Group	
	2014 RM'000	2013 RM'000
Licensed banks	721,324	701,302

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

6. Derivative assets/(liabilities)

Group 2014	Fair value		
	Principal RM'000	Assets RM'000	Liabilities RM'000
Forward contracts	1,840,778	45,508	(28,798)
Warrants	84,498	8,947	–
Profit rate swaps	1,187,694	17,018	(3,594)
Structured deposits	106,680	15	(15)
	3,219,650	71,488	(32,407)
2013			
Forward contracts	1,381,894	8,681	(6,594)
Warrants	52,491	23,923	–
Profit rate swaps	1,311,481	19,855	(6,389)
Structured deposits	110,495	582	(582)
	2,856,361	53,041	(13,565)
	807,390	75,569	–
2013			
Warrants	775,383	149,510	–

7. Securities held-for-trading

	Group	
	2014 RM'000	2013 RM'000
At fair value		
Quoted securities		
Shares	110,319	80,822
Unit trusts	22,943	18,451
	133,262	99,273
Unquoted securities		
Malaysian Government Investment Issues	50,767	726,353
Bank Negara Negotiable Notes	394,808	178,058
Islamic debt securities	307,125	401,514
Negotiable Islamic Debt Certificates	279,628	–
	1,032,328	1,305,925
	1,165,590	1,405,198



NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

8. Securities available-for-sale

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
At fair value				
Shares				
Quoted shares	13,250,335	10,418,160	12,807,052	9,486,607
Less : Impairment during the year	(39,129)	(394,494)	(39,129)	(394,494)
	13,211,206	10,023,666	12,767,923	9,092,113
Fund managers	1,177,567	1,240,850	1,177,567	1,240,849
Unquoted shares	704,382	482,859	654,701	433,313
Less : Impairment during the year	(32,665)	(16,061)	(16,836)	–
	671,717	466,798	637,865	433,313
	15,060,490	11,731,314	14,583,355	10,766,275
Debt Securities				
Government debt securities	12,834,901	13,789,772	1,379,753	914,357
Corporate debt securities	6,486,368	5,673,509	6,486,368	5,673,508
Less : Impairment during the year	–	(13,446)	–	(13,446)
	6,486,368	5,660,063	6,486,368	5,660,062
	19,321,269	19,449,835	7,866,121	6,574,419
Other Financial Assets				
Unit trusts	1,053,057	981,443	611,034	458,673
Negotiable Islamic Debt Certificate	5,561,025	4,975,026	4,332,634	2,861,527
	6,614,082	5,956,469	4,943,668	3,320,200
	40,995,841	37,137,618	27,393,144	20,660,894

Lembaga Tabung Haji (Established under Tabung Haji Act 1995)
and its subsidiaries

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

9. Assets/(Liabilities) held for sale

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Assets classified as held for sale:				
Cash and cash equivalents	–	95,249	–	–
Trade and other receivables	–	215,380	–	–
Inventories	–	45,902	–	–
Deferred expenditure	–	12,597	–	–
Deferred tax assets	–	8,073	–	–
Plantation development expenditure	–	200,682	–	–
Investment in subsidiaries	–	–	2,406,330	2,406,330
Investment in associates	–	28,064	–	–
Property, plant and equipment	34,943	1,212,731	33,247	548,318
Fair value adjustment on investment	1,761,838	1,760,978	–	–
	1,796,781	3,579,656	2,439,577	2,954,648
Liabilities classified as held for sale:				
Trade and other payables	–	65,170	–	–
Provision for zakat and tax	–	46,431	–	–
Financing	–	29,000	–	–
Provision for retirement benefits	–	30,614	–	–
Deferred tax liabilities	–	2,870	–	–
	–	174,085	–	–
A subsidiary held for sale				

A subsidiary in Indonesia, PT Indo TH Plantations, have been classified as held-for-sale company in accordance with the agreement signed between two Malaysian investment holding subsidiaries with a third party in Indonesia. In March 2014, the shareholdings in PT TH Indo Plantations has been officially transferred to the buyer and the sale has been recognised in the financial statements for the year ended 31 December 2014.



NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

10. Trade and other receivables

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Trade receivables				
Trade receivables	451,740	530,893	292,399	376,868
Other receivables				
Clients' and dealers' debit balances	179,229	47,879	–	–
Other receivables, deposits and prepayments	1,550,331	445,682	84,100	121,205
Staff financing	100,127	24,704	21,658	24,051
Amount due from:				
- Subsidiaries	–	–	120,037	183,271
- Jointly controlled entities	151,001	61,449	–	–
	1,980,688	579,714	225,795	328,527
	2,432,428	1,110,607	518,194	705,395

11. Inventories

	Group	
	2014 RM'000	2013 RM'000
Nurseries	19,656	13,761
Stores	18,256	23,047
Finished goods	20,828	20,318
Completed properties	1,858	2,251
	60,598	59,377



NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

12. Financing

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Cash line	844,720	749,246	–	–
Credit cards	435,638	445,242	–	–
Discounted trade bills	1,013,823	819,488	–	–
Trust receipts	33,398	35,957	–	–
Term financing	27,693,845	22,112,726	–	15,760
Pawn broking	90,288	95,621	–	–
Financing to subsidiaries	–	–	1,448,290	2,186,960
	30,111,712	24,258,280	1,448,290	2,202,720
	(444,388)	(365,375)	–	–
	(142,753)	(151,957)	–	(15,760)
	(587,141)	(517,332)	–	(15,760)
	29,524,571	23,740,948	1,448,290	2,186,960

Financing to local subsidiaries were chargeable at a profit margin of 5% to 6% (2013: 5.5%).

Financing to overseas subsidiaries were chargeable at a profit margin of 5% to 6% (2013: 5% to 6%).

13. Takaful assets

	Group	
	2014 RM'000	2013 RM'000
Retakaful assets:		
Claims liabilities	405,867	407,393
Contribution liabilities	69,949	80,200
Actuarial liabilities	206,644	148,340
	682,460	635,933
Takaful receivables:		
Due contributions	95,074	88,353
Due from retakaful/co-takaful	38,004	37,325
	133,078	125,678
	(4,487)	(8,522)
	128,591	117,156
	811,051	753,089

Less : Allowance for impaired receivables



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

14. Securities held-to-maturity

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
At amortised cost				
Debt Securities				
Malaysian Government Islamic papers	145,276	145,391	–	–
Unquoted debt securities	3,873,273	2,829,669	5,596,231	4,498,837
Less : Accumulated impairment	(7,019)	(7,125)	–	–
	4,011,530	2,967,935	5,596,231	4,498,837
	4,011,530	2,967,935	5,596,231	4,498,837

15. Statutory deposits with Bank Negara Malaysia

The non-interest bearing statutory deposits are maintained with Bank Negara Malaysia (“BNM”) in compliance with Section 26(2)(c) of the Central Bank of Malaysia Act, 2009, the amount of which are determined as set percentages of total eligible liabilities.

16. Property development costs

	Group	
	2014 RM'000	2013 RM'000
Property development costs comprise:		
Land	24,597	24,597
Development costs	1,023,632	842,158
	1,048,229	866,755
<i>Add</i> : Development costs incurred during the year		
Land	593,608	–
Development costs	177,012	181,474
	1,818,849	1,048,229
Less : Transferred to inventories	–	(393)
Less : Development costs recognised as expense in the statement of income		
- Previous years	(696,297)	(563,092)
- Current year	(150,065)	(130,335)
	972,487	354,409



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

17. Plantation development expenditure

	Group	
	2014 RM'000	2013 RM'000
At 1 January	703,001	455,920
Acquisition of subsidiaries	–	74,121
Additions	256,568	172,960
Transfer to property, plant and equipment (Note 23)	(297,963)	–
At 31 December	661,606	703,001
Included in additions during the year are as follows:		
Depreciation (Note 23(a))	7,118	7,957

18. Deferred tax

Total deferred tax assets and liabilities, after appropriate offsetting are as follows:

	Group	
	2014 RM'000	2013 RM'000
Deferred tax assets	75,317	76,047
Deferred tax liabilities	(144,717)	(143,067)
	(69,400)	(67,020)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to adjust current tax assets against current tax liabilities and where the deferred taxes relate to the same tax authority.

The recognised deferred tax assets and liabilities after offsetting are as follows:

	Group	
	2014 RM'000	2013 RM'000
Property, plant and equipment		
- capital allowances	(362,416)	(386,230)
Impairment	65,544	71,476
Unabsorbed capital allowance	191,701	216,286
Unutilised tax losses	39,521	40,474
Others	(3,750)	(9,026)
	(69,400)	(67,020)



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

19. Investment in jointly controlled entities

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
At cost				
Unquoted shares	390,896	218,961	295,961	215,961
<i>Add:</i>				
Shares in jointly controlled entities:				
- Accumulated losses	(44,537)	(29,783)	-	-
- Other reserves	(5,116)	242	-	-
- Foreign exchange differences	(7,288)	(4,613)	-	-
	(56,941)	(34,154)	-	-
	333,955	184,807	295,961	215,961

The Group's interest in the assets, liabilities, income and expenses of jointly controlled entities are as follows:

Name of company	Principal activities	2014 %	2013 %
Direct holding			
Unquoted and incorporated in Malaysia			
Trurich Resources Sdn. Bhd.	Investment holding	50	50
TH Alam Management Sdn. Bhd.	Ship operating and chartering	50	50
Abraj Sdn. Bhd.	Property investment	50	50
Abraj Management Sdn. Bhd.	Provision of management and administrative services to a diverse portfolio of properties and real estate investments	50	50
Indirect holding			
Theta Edge Berhad and its jointly controlled entity:			
Taha Alam Sdn. Bhd.	Provision of advisory services for Haj and Umrah	50	50
Unquoted and incorporated in Indonesia			
TH Indo Industries Sdn. Bhd. and its jointly controlled entity:			
PT Synergy Oil Nusantara	Processing of crude palm oil and marketing of refined palm oil products	50	50
Unquoted and incorporated in Australia			
TH Properties Sdn. Bhd. and its jointly controlled entity:			
Piety Capital Pty Ltd	Property development	50	50

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

19. Investment in jointly controlled entities (cont'd.)

	Group	
	2014 RM'000	2013 RM'000
Summarised financial information at 31 December		
Assets	2,052,656	1,272,133
Liabilities	(1,309,182)	(901,739)
Net assets	743,474	370,394
Year ended 31 December		
Loss from continuing operations	(24,306)	(46,865)
Other comprehensive (loss)/income	(5,835)	485
Total comprehensive loss	(30,141)	(46,380)
Reconciliation of net assets to carrying amount as at 31 December		
Group's share of net assets	365,763	178,664
Carrying amount in the statement of financial position	333,955	184,807
Group's share of results for the year ended 31 December		
Group's share of loss from continuing operations	(12,153)	(23,429)
Group's share of other comprehensive loss	(2,917)	(243)
	(15,070)	(23,672)
Dividends received by the Group	2,512	2,865

20. Investment in associates

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
At cost				
Quoted shares	617,252	583,790	617,252	583,790
Less : Accumulated impairment	(230,490)	–	(230,490)	–
	386,762	583,790	386,762	583,790
Unquoted shares	258,270	270,940	250,450	262,970
Less : Accumulated impairment	(71,730)	(94,030)	(66,712)	(89,012)
	186,540	176,910	183,738	173,958
Add :				
Share of results of associates:				
- Retained profit	125,622	180,993	–	–
- Reserves	23,109	8,503	–	–
	148,731	189,496	–	–
	722,033	950,196	570,500	757,748
Market value of quoted shares	255,076	360,533	255,076	360,533

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

20. Investment in associates (cont'd.)

Details of associates, of which all are incorporated in Malaysia, are as follows:

Name of company	Principal activities	Effective ownership interest	
		2014	2013
		%	%
Direct holding			
Quoted and incorporated in Malaysia			
TH Heavy Engineering Berhad	Construction and fabrication of oil and gas offshore structures	30	29
Pelikan International Corporation Berhad	Manufacture and distribution of stationeries	28	31
Unquoted and incorporated in Malaysia			
CCM Fertilizers Sdn. Bhd.	Production and marketing of fertilizers	50	50
Maju-TH Sdn. Bhd.	Property management	49	49
Express Rail Link Sdn. Bhd.	Design, construction, maintenance and management of express railway system	40	40
Nihon Canpack (Malaysia) Sdn. Bhd.	Manufacture and sale of canned beverages	40	40
Perumahan Kinrara Bhd.	Property development	25	25
I&P Kota BayuEmas Sdn. Bhd.	Property management	23	23
Bata (Malaysia) Sdn. Bhd.	Manufacture and marketing of footwear and allied products	20	20
Consolidated Fertiliser Corporation Sdn. Bhd.	Production and marketing of fertilizers	20	20
Gallant Precision Tool & Engineering Enterprise (M) Sdn. Bhd.	Manufacture and repair of callibration tools, moulds and colouring	–	25
Top Priority Sdn. Bhd. *	Property management	30	30
Prizevest Sdn. Bhd. *	Property management	30	30
Viectec Enterprise Sdn. Bhd. *	Property management	30	30
ASMTH Sdn. Bhd. **	Property management	–	49

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

20. Investment in associates (cont'd.)

Name of company	Principal activities	Effective ownership interest	
		2014	2013
		%	%
Indirect holding			
Unquoted and incorporated in Malaysia			
THP Bina Sdn. Bhd. and its associates:			
HCM-TH Technologies JV	Construction	40	40
HCM-TH Technologies Sdn. Bhd.	Construction	30	30
Roadcare (M) Sdn. Bhd.	Investment	28	28
BIMB Holdings Berhad and its associate:			
Islamic Banking and Finance Institute Malaysia Sdn. Bhd.	Training and consultancy services	26	26
TH Hotel & Residence Sdn. Bhd. and its associate:			
THV Management Services Sdn. Bhd. #	Hotel management	–	30
* TH no longer has significant influence towards the financial and operational policies of these companies because these companies had been placed under the supervision of Receivers and Managers, even though TH still holds a certain amount of shares. Therefore, these companies were not consolidated and the investments had been fully written off.			
** Has dissolved completely in the current financial year.			
# The Company has been fully acquired as a subsidiary in the current financial year.			



NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

20. Investment in associates (cont'd.)

Summarised information of the associates are as follows:

2014

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Other associates RM'000	Total RM'000
As at 31 December 2014				
Assets	1,440,833	1,113,590	4,103,481	6,657,904
Liabilities	(944,900)	(709,848)	(3,427,206)	(5,081,954)
Net assets	495,933	403,742	676,275	1,575,950
Year ended 31 December 2014				
Revenue	1,382,120	344,124	1,252,115	2,978,359
(Loss)/Profit for the year	(33,516)	(76,450)	47,476	(62,490)
Other comprehensive (loss)/income	(71,318)	4,579	–	(66,739)
Total comprehensive (loss)/income	(104,834)	(71,871)	47,476	(129,229)

Comparison of the Group's total net assets with investments in associates are as follows:

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Other associates RM'000	Total RM'000
As at 31 December 2014				
Group's share of net assets in associates	140,895	121,446	103,841	366,182
Total investments in associates	268,294	121,799	331,940	722,033
Total profit attributable to the Group				
Year ended 31 December 2014				
(Loss)/Profit for the year	(9,554)	(21,067)	18,281	(12,340)
Other comprehensive (loss)/income	(19,268)	1,149	–	(18,119)
Total comprehensive (loss)/income	(28,822)	(19,918)	18,281	(30,459)
Dividends	–	–	9,760	9,760

Lembaga Tabung Haji (Established under Tabung Haji Act 1995)
and its subsidiaries

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

20. Investment in associates (cont'd.)

2013

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Other associates RM'000	Total RM'000
As at 31 December 2013				
Assets	1,506,206	896,650	4,511,807	6,914,663
Liabilities	(947,370)	(455,078)	(3,883,441)	(5,285,889)
Net assets	558,836	441,572	628,366	1,628,774
Year ended 31 December 2013				
Revenue	1,442,904	259,932	1,800,047	3,502,883
(Loss)/Profit for the year	(5,498)	1,603	68,941	65,046
Other comprehensive income	23,211	–	6,262	29,473
Total comprehensive income	17,713	1,603	75,203	94,519

Comparison of the Group's total net assets with investments in associates are as follows:

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Other associates RM'000	Total RM'000
As at 31 December 2013				
Group's share of net assets in associates	171,283	129,336	97,995	398,614
Total investments in associates	298,173	335,684	316,339	950,196
Total profit attributable to the Group				
Year ended 31 December 2013				
(Loss)/Profit for the year	(2,224)	469	14,814	13,059
Other comprehensive income	7,114	–	1,389	8,503
Total comprehensive income	4,890	469	16,203	21,562
Dividends	–	–	49,723	49,723



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries

	<i>TH</i>	
	2014 RM'000	2013 RM'000
At cost		
Quoted shares	2,831,826	2,748,331
Less : Accumulated impairment	(47,312)	–
	2,784,514	2,748,331
Unquoted shares	969,541	662,156
Less : Accumulated impairment	(1,500)	(1,500)
	968,041	660,656
	3,752,555	3,408,987
Market value of quoted shares	4,402,521	4,899,272

Details of subsidiaries are as follows:

Name of company	Principal activities	Effective ownership interest	
		2014 %	2013 %
Quoted and incorporated in Malaysia			
BIMB Holdings Berhad and its subsidiaries:	Investment holding	54	54
Bank Islam Malaysia Berhad and its subsidiaries:	Islamic banking business	54	54
BIMB Investment Management Berhad	Management of Islamic Unit Trust Funds	54	54
Al-Wakalah Nominees (Tempatan) Sdn. Bhd.	Nominee services	54	54
Farihan Corporation Sdn. Bhd.	Provision of manpower for the provision of Islamic pawn broking services	54	54
Bank Islam Trust Company (Labuan) Ltd. and its subsidiary:	Provision of services as Labuan registered trust company	54	54
BIMB Offshore Company Management Services Sdn. Bhd.	Resident corporate secretary and director for offshore companies	54	54
BIMB Foreign Currency Clearing Agency Sdn. Bhd. #	Dormant	54	54



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Name of company	Principal activities	Effective ownership interest	
		2014 %	2013 %
Quoted and incorporated in Malaysia (cont'd.)			
BIMB Securities (Holdings) Sdn. Bhd. and its subsidiary:	Investment holding	54	54
BIMB Securities Sdn. Bhd. and its subsidiaries:	Stockbroking	54	54
BIMSEC Nominees (Tempatan) Sdn. Bhd.	Nominee services	54	54
BIMSEC Nominees (Asing) Sdn. Bhd.	Nominee services	54	54
BIMSEC Asset Management Sdn. Bhd. ##	Investment management services	–	54
Syarikat Al-Ijarah Sdn. Bhd.	Leasing of assets	54	54
Syarikat Takaful Malaysia Berhad and its subsidiary:	Family and general takaful business	33	33
ASEAN Retakaful International (L) Ltd	Family and general retakaful business	34	34
TH Plantations Berhad and its subsidiaries:	Investment holding, cultivation of oil palm, processing and marketing of palm products	71	71
THP Gemas Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	71	71
THP Bukit Belian Sdn. Bhd.	Cultivation of oil palm and selling of fresh fruit bunches	71	71
THP Ibok Sdn. Bhd.	Cultivation of oil palm and selling of fresh fruit bunches	71	71
THP Kota Bahagia Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	71	71
THP Agro Management Sdn. Bhd.	Management services	71	71
Bumi Suria Ventures Sdn. Bhd.	Cultivation of oil palm and selling of fresh fruit bunches	71	71
Maju Warisanmas Sdn. Bhd.	Letting of investment property	71	71



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Name of company	Principal activities	Effective ownership interest	
		2014 %	2013 %
Quoted and incorporated in Malaysia (cont'd.)			
TH Ladang (Sabah & Sarawak) Sdn. Bhd. and its subsidiaries:	Investment holding	71	71
Cempaka Teratai Sdn. Bhd. and its subsidiary:	Investment holding	71	71
TH PELITA Gedong Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	50	50
Kee Wee Plantations Sdn. Bhd. and its subsidiary:	Investment holding	71	71
TH PELITA Sadong Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	50	50
TH-Bonggaya Sdn. Bhd.	Rubber plantation	71	71
Ladang Jati Keningau Sdn. Bhd.	Teak plantation	59	59
TH-USIA Jatimas Sdn. Bhd.	Rubber plantation	50	50
TH PELITA Meludam Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	43	43
TH PELITA Simunjan Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	43	43
TH PELITA Beladin Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	39	39
Derujaya Sdn. Bhd.	Dormant	71	71
Halus Riang Sdn. Bhd.	Dormant	71	71
Kuni Riang Sdn. Bhd.	Dormant	71	71
Manisraya Sdn. Bhd.	Dormant	71	71
Pinekey Enterprise Sdn. Bhd.	Dormant	71	71
THP Saribas Sdn. Bhd.	Cultivation of oil palm and marketing fresh fruit bunches	57	57
THP-YT Plantation Sdn. Bhd.	Cultivation of oil palm and marketing fresh fruit bunches	50	50
TH Bakti Sdn. Bhd.	Cultivation of oil palm and marketing fresh fruit bunches	50	50
Hydroflow Sdn. Bhd.	Cultivation of oil palm and marketing fresh fruit bunches	50	50

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Name of company	Principal activities	Effective ownership interest	
		2014 %	2013 %
Quoted and incorporated in Malaysia (cont'd.)			
THP Sabaco Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	36	36
Theta Edge Berhad and its subsidiaries:	Investment holding	69	69
Advanced Business Solutions (M) Sdn. Bhd. and its subsidiary:	Provision of manpower for information technology industry	69	69
Hi Pro Edar (M) Sdn. Bhd.	Services related to information technology industry	69	69
Impianas Sdn. Bhd.	Public mobile data network operator	69	69
Konsortium Jaya Sdn. Bhd.	Sales and maintenance of computers and telecommunication equipments	69	69
Lityan Applications Sdn. Bhd.	Marketing of computer products application development services	69	69
Sistem Komunikasi Gelombang Sdn. Bhd.	Supply of telecommunication equipments and system integration services	69	69
THT Integrated Solutions Sdn. Bhd.	Information technology solutions	69	69
TH Computers Sdn. Bhd.	Distributor of computer equipments	69	69
TH2.0 Sdn. Bhd.	Investment holding	69	69
Unquoted and incorporated in Malaysia			
TH Properties Sdn. Bhd. and its subsidiaries:	Investment holding	100	100
THP Bina Sdn. Bhd. and its subsidiaries:	Infrastructure concessions construction, provision of venture expertise capitaland management	100	100
THT-HCM JV Sdn. Bhd.	Road construction	60	60
Ultimate Building Machine (Malaysia) Sdn. Bhd.	Dormant	60	60
TH Universal Builders Sdn. Bhd.	Construction, implementation and management of construction projects	100	100
THP Development Consultancy Sdn. Bhd.	Property development consultancy and management of construction project	100	100
THP Hartanah Sdn. Bhd.	Property development	100	100
THP Pelindung Sdn. Bhd.	Property development	100	100



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Name of company	Principal activities	Effective ownership interes	
		2014 %	2013 %
Unquoted and incorporated in Malaysia (cont'd.)			
THP Enstek Development Sdn. Bhd. and its subsidiary:	Property development	100	100
TH Connectivity Sdn. Bhd.	Dormant	100	100
THP-SBB JV Sdn. Bhd.	Housing development	100	100
THP Timur Sdn. Bhd.	Property development	100	–
THP Mutiara Sdn. Bhd.	Property development	100	–
THP Sinar Sdn. Bhd. and its subsidiary:	Provision of building management services	60	60
THPS Capital Sdn. Bhd.	Investment holding	60	–
THP Australia Capital Sdn. Bhd.	Investment holding	100	–
THP Australia Developments Corporation	Investment holding	100	–
THP Bay Pavilions Corporation	Investment holding	100	–
TH Hotel & Residence Sdn. Bhd. and its subsidiaries:	Investment holding	100	100
TH Travel & Services Sdn. Bhd.	Provision of umrah and Hajj services and ticketing	100	100
TH Global Services Sdn. Bhd.	Supply of halal food products	100	100
TH Hotel Alor Setar Sdn. Bhd.	Hospitality services	100	100
TH Hotel Terengganu Sdn. Bhd.	Hospitality services	100	100
THV Management Sdn. Bhd.	Hotel management	100	30
TH Alam Holding (L) Inc. and its subsidiaries:	Investment holding	51	51
Alam JVDP 1 (L) Inc.	Ship owning	51	51
Alam JVDP 2 (L) Inc.	Ship owning	51	51
TH Marine Sdn. Bhd.	Provision of marine services	100	100
TH Estates (Holdings) Sdn. Bhd.	Investment holding	100	100
TH Indo Industries Sdn. Bhd.	Investment holding and leasing transportation equipment	100	100



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Name of company	Principal activities	Effective ownership interest	
		2014 %	2013 %
Unquoted and incorporated in Malaysia (cont'd.)			
TH Indopalms Sdn. Bhd.	Investment holding	100	100
THC International Sdn. Bhd. #	Dormant	60	60
LTH Property Investment (L) Inc.	Investment holding	100	100
Incorporated in United Kingdom			
LTH Property Holdings Limited and its subsidiaries/trust funds:	Investment holding	100	100
10 Queen Street Place London Limited	Rental of investment property	100	100
151 BPR One Limited	Investment holding	100	100
151 BPR Two Limited	Investment holding	100	100
Elizabeth Bridge Unit Trust *	Rental of investment property	100	100
LTH Property Holdings 2 Limited and its subsidiary:	Investment holding	100	–
Leatherhead Properties Limited and its subsidiary:	Property investment holding	100	–
LTH Leatherhead Limited	Property investment holding	100	–
TH Properties Sdn. Bhd. and its subsidiary:			
THPS OCS Services Ltd.	Property management services	60	–
Incorporated in Australia			
LTH Property Investment (L) Inc. and its trust funds:			
TH Trust * and its subsidiary:	Rental of investment property	100	100
747 CS Melbourne Trust	Rental of investment property	100	100
THP Australia Capital Sdn. Bhd. and its subsidiary:			
THP Amanah Pty. Ltd.	Investment holding	100	–
Incorporated in Saudi Arabia			
TH Hotel & Residence Sdn. Bhd. and its subsidiary:			
TH Real Estate Company	Management of investment property	100	100



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Name of company	Principal activities	Effective ownership interes	
		2014 %	2013 %
Incorporated in Indonesia			
Syarikat Takaful Malaysia Berhad and its subsidiary:			
P.T. Syarikat Takaful Indonesia and its subsidiaries:	Investment holding	18	18
P.T. Asuransi Takaful Keluarga	Family takaful business	14	14
P.T. Asuransi Takaful Umum	General takaful business	12	12
TH Plantations Berhad and its subsidiary:			
P.T. Persada Kencana Prima	Cultivation of oil palm	66	–
TH Indopalms Sdn. Bhd. and TH Indo Industries Sdn. Bhd. and its subsidiary:			
P.T. TH Indo Plantations **	Cultivation of oil palm, processing and marketing of oil palm products	–	95

In the process of members' voluntary liquidation.

The Company had been dissolved under the Companies Commission of Malaysia on 16 July 2014.

* Trust funds.

** The company has been disposed during the year.

All subsidiaries, associates and jointly controlled entities of **TH** are not audited by the Auditor General.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Non-controlling interests in subsidiaries				
The Group's subsidiaries that have material non-controlling interests are as follows:				
2014				
	BIMB Holdings Berhad	TH Plantations Berhad	Other subsidiaries	Total
	%	%	%	
Percentage of ownership and voting interest by non-controlling interest	46	29	31 - 49	
	RM'000	RM'000	RM'000	RM'000
Carrying amount of non-controlling interest	953,318	475,022	102,181	1,530,521
Profit and other comprehensive income attributable to non-controlling interest	298,187	26,056	(12,992)	311,251
Summarised financial information before intra-group elimination:				
	BIMB Holdings Berhad	TH Plantations Berhad	Other subsidiaries	Total
	RM'000	RM'000	RM'000	RM'000
As at 31 December 2014				
Assets	53,030,205	3,574,433	575,608	57,180,246
Liabilities	(49,840,945)	(1,960,728)	(334,828)	(52,136,501)
Net assets	3,189,260	1,613,705	240,780	5,043,745
Year ended 31 December 2014				
Revenue	2,967,473	488,917	197,193	3,653,583
Profit for the year	586,904	59,511	15,659	662,074
Total comprehensive income	537,112	59,580	15,659	612,351
Cash flows from operating activities	(2,618,521)	431,740	(99,534)	(2,286,315)
Cash flows from investing activities	2,811,322	(250,953)	(1,594)	2,558,775
Cash flows from financing activities	(210,462)	61,049	152,408	2,995
Net increase in cash and cash equivalents	(17,661)	241,836	51,280	275,455
Dividends paid to non-controlling interest	209,098	14,624	510	224,232



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

21. Investment in subsidiaries (cont'd.)

Non-controlling interests in subsidiaries (cont'd.)

2013

	BIMB Holdings Berhad	TH Plantations Berhad	Other subsidiaries	Total
	%	%	%	
Percentage of ownership and voting interest by non-controlling interest	46	29	5 - 49	
	RM'000	RM'000	RM'000	RM'000
Carrying amount of non-controlling interest	990,639	450,484	115,717	1,556,840
Profit and other comprehensive income attributable to non-controlling interest	257,175	30,931	5,261	293,367

Summarised financial information before intra-group elimination:

	BIMB Holdings Berhad RM'000	TH Plantations Berhad RM'000	Other subsidiaries RM'000	Total RM'000
As at 31 December 2013				
Assets	49,674,545	3,177,298	1,981,278	54,833,121
Liabilities	(46,624,605)	(1,591,317)	(1,354,502)	(49,570,424)
Net assets	3,049,940	1,585,981	626,776	5,262,697

Year ended 31 December 2013

Revenue	2,809,395	469,952	255,242	3,534,589
Profit for the year	563,154	76,501	31,312	670,967
Total comprehensive income	407,592	76,501	31,312	515,405
Cash flows from operating activities	1,587,764	131,215	241,067	1,960,046
Cash flows from investing activities	(2,237,421)	(541,734)	(136,502)	(2,915,657)
Cash flows from financing activities	2,749,608	428,063	(27,364)	3,150,307
Net increase in cash and cash equivalents	2,099,951	17,544	77,201	2,194,696
Dividends paid to non-controlling interest	89,998	13,879	1,890	105,767

Lembaga Tabung Haji (Established under Tabung Haji Act 1995)
and its subsidiaries

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

22. Investment property

	Group 2014 RM'000	2013 RM'000	TH 2014 RM'000	2013 RM'000
At fair value				
At 1 January	6,333,449	4,146,080	3,921,032	3,253,262
Additions	775,811	2,144,117	367,746	692,810
Disposal	(628,155)	–	(623,027)	–
Transfer from/(to) property, plant and equipment (Note 23)	350,102	(5,032)	350,102	235
Transfer from/(to) assets held for sale	511,555	(6,733)	511,555	–
Changes in fair value	947,778	(20,118)	669,350	(25,275)
Foreign exchange difference	954	75,135	–	–
At 31 December	8,291,494	6,333,449	5,196,758	3,921,032

Fair value of the Group's investment properties are categorised as follows:

Group

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2014				
Freehold land and buildings	–	5,196,759	733	5,197,492
Leasehold land and buildings	–	3,078,477	15,525	3,094,002
	–	8,275,236	16,258	8,291,494
2013				
Freehold land and buildings	–	3,921,032	7,585	3,928,617
Leasehold land and buildings	–	2,391,462	13,370	2,404,832
	–	6,312,494	20,955	6,333,449

Policy on transfer between levels

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

Level 1

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

Level 2

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

Level 2 fair values of land and buildings have been generally derived using the sales comparison approach. Sales price of comparable properties in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is price per square foot of comparable properties.

Level 3

Level 3 fair value is estimated using unobservable inputs for the investment property.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

23. Property, plant and equipment

Group	Freehold land RM'000	Leasehold land RM'000	Estates RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Building renovations RM'000	Plant, machineries, fittings and motor vehicles RM'000	Work in progress RM'000	Total RM'000
Cost									
At 1 January 2014	87,669	540,226	687,809	464,155	284,169	198,192	1,880,382	313,248	4,455,850
Acquisition of subsidiaries	-	20,678	-	-	-	-	141	-	20,819
Additions	-	6,093	14,418	5,644	-	18,522	96,624	137,141	278,442
Disposals	(5,640)	(10,861)	(21,552)	(4,528)	-	(3,080)	(38,681)	-	(84,342)
Write off	-	-	(12,394)	(276)	-	(18,185)	(3,757)	(667)	(35,279)
Transfer from plantation development expenditure (Note 17)	-	-	297,963	-	-	-	-	-	297,963
Transfer from/(to) investment property (Note 22)	-	-	-	3,326	-	(125)	-	(349,977)	(346,776)
Transfer from/(to) assets held for sale	-	11,063	19,841	4,119	(5,076)	-	7,336	137	37,420
Reclassification	-	-	-	22,919	-	(2,035)	12,066	(32,950)	-
Foreign exchange difference	-	-	-	-	494	1	505	-	1,000
At 31 December 2014	82,029	567,199	986,085	495,359	279,587	193,290	1,954,616	66,932	4,625,097
Accumulated depreciation									
At 1 January 2014	-	41,462	182,400	100,830	115,266	130,209	892,572	-	1,462,739
Depreciation for the year (Note 23(a))	-	8,030	20,362	14,715	5,971	7,196	124,190	-	180,464
Additions	-	(253)	(828)	(398)	(54)	(2,708)	(35,360)	-	(39,601)
Disposals	-	-	(12,388)	(119)	-	(18,052)	(3,164)	-	(33,723)
Transfer from assets held for sale	-	255	623	192	-	-	1,952	-	3,022
Reclassification	-	-	-	142	(142)	-	-	-	-
Foreign exchange difference	-	-	-	-	166	1	492	-	659
At 31 December 2014	-	49,494	190,169	115,362	121,207	116,646	980,682	-	1,573,560
Net carrying amount at 31 December 2014									
	82,029	517,705	795,916	379,997	158,380	76,644	973,934	66,932	3,051,537

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

23. Property, plant and equipment (cont'd.)

Group	Freehold land RM'000	Leasehold land RM'000	Estates RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Building renovations RM'000	Plant, machineries, fittings and motor vehicles RM'000	Work in progress RM'000	Total RM'000
Cost									
At 1 January 2013	88,261	356,453	625,110	409,064	287,994	174,590	1,576,112	228,393	3,745,977
Acquisition of subsidiaries	-	193,888	92,001	7,122	-	-	2,413	836	296,260
Additions	-	961	-	12,692	-	28,264	199,205	273,462	514,584
Disposals	(572)	(13)	-	-	(706)	(1,958)	(18,356)	-	(21,605)
Write off	-	-	(9,461)	(538)	-	(2,368)	(31,139)	(135)	(43,641)
Transfer from/(to) plantation development expenditure (Note 22)	-	-	-	5,267	-	(235)	-	-	5,032
Reclassification	-	-	-	34,690	-	(109)	154,489	(189,170)	-
Foreign exchange difference	(20)	-	-	(23)	(2,059)	8	(1,409)	-	(3,503)
Transfer to assets held for sale	-	(11,063)	(19,841)	(4,119)	(1,060)	-	(1,033)	(138)	(37,254)
At 31 December 2013	87,669	540,226	687,809	464,155	284,169	198,192	1,880,382	313,248	4,455,850
Accumulated depreciation									
At 1 January 2013	-	34,296	174,444	89,578	109,895	126,301	819,146	-	1,353,660
Depreciation for the year (Note 23(a))	-	7,425	18,041	11,820	6,125	7,140	117,565	-	168,116
Additions	-	(4)	-	-	(214)	(1,604)	(16,122)	-	(17,944)
Disposals	-	-	(9,461)	(371)	-	(1,638)	(26,643)	-	(38,113)
Transfer to assets held for sale	-	(255)	(624)	(192)	(33)	-	(219)	-	(1,323)
Foreign exchange difference	-	-	-	(5)	(507)	10	(1,155)	-	(1,657)
At 31 December 2013	-	41,462	182,400	100,830	115,266	130,209	892,572	-	1,462,739
Net carrying amount at 31 December 2013									
	87,669	498,764	505,409	363,325	168,903	67,983	987,810	313,248	2,993,111



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

23. Property, plant and equipment (cont'd.)

	Freehold land RM'000	Leasehold land RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Building renovations RM'000	Plant, machineries, fittings and motor vehicles RM'000	Work in progress RM'000	Total RM'000
TH								
Cost								
At 1 January 2014	31,965	17,491	113,975	237,854	157,394	191,017	289,902	1,039,598
Additions	-	-	626	-	14,244	7,830	111,960	134,660
Disposals	(5,420)	-	-	-	-	(3,199)	-	(8,619)
Write off	-	-	-	-	(18,185)	(6)	-	(18,191)
Transfer to investment property (Note 22)	-	-	-	-	(125)	-	(349,977)	(350,102)
Reclassification	-	-	11,575	-	-	-	(11,575)	-
At 31 December 2014	26,545	17,491	126,176	237,854	153,328	195,642	40,310	797,346
Accumulated depreciation								
At 1 January 2014	-	4,832	25,583	110,379	107,368	147,510	-	395,672
Depreciation for the year (Note 23(a))	-	247	2,300	4,827	4,785	15,115	-	27,274
Disposals	-	-	-	-	-	(3,097)	-	(3,097)
Write off	-	-	-	-	(18,051)	(4)	-	(18,055)
At 31 December 2014	-	5,079	27,883	115,206	94,102	159,524	-	401,794
Net carrying amount at 31 December 2014	26,545	12,412	98,293	122,648	59,226	36,118	40,310	395,552
Cost								
At 1 January 2013	32,537	17,504	113,975	237,939	134,574	185,765	100,919	823,213
Additions	-	-	-	-	23,055	12,224	188,983	224,262
Disposals	(572)	(13)	-	(85)	-	(6,790)	-	(7,460)
Write off	-	-	-	-	-	(182)	-	(182)
Transfer to investment property (Note 22)	-	-	-	-	(235)	-	-	(235)
At 31 December 2013	31,965	17,491	113,975	237,854	157,394	191,017	289,902	1,039,598
Accumulated depreciation								
At 1 January 2013	-	4,588	23,303	105,601	102,456	138,725	-	374,673
Depreciation for the year (Note 23(a))	-	247	2,280	4,828	4,912	15,090	-	27,357
Disposals	-	(3)	-	(50)	-	(6,173)	-	(6,226)
Write off	-	-	-	-	-	(132)	-	(132)
At 31 December 2013	-	4,832	25,583	110,379	107,368	147,510	-	395,672
Net carrying amount at 31 December 2013	31,965	12,659	88,392	127,475	50,026	43,507	289,902	643,926

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

23. Property, plant and equipment (cont'd.)

- (a)
- Depreciation for the year is allocated as follows:

	Group 2014 RM'000	2013 RM'000	TH 2014 RM'000	2013 RM'000
Statements of income	172,494	159,256	26,422	26,454
Accumulated reserve of TKJHM and TWT (Note 41)	852	903	852	903
Capitalised in plantation development expenditure (Note 17)	7,118	7,957	-	-
	180,464	168,116	27,274	27,357

(b)

Included herein for the financial year ended 31 December 2014, were motor vehicles of RM250,000 (2013: RM585,000) of the Group acquired under hire-purchase.

(c)

Marine vessels of a subsidiary with a net carrying value of RM373,476,000 (2013: RM388,542,000) were pledged as security for bank borrowings amounting to RM258,898,000 (2013: RM109,381,000).

(d)

Leasehold land of a subsidiary with a net carrying value of RM16,217,000 (2013: RM21,820,000) were pledged as security for bank borrowings amounting to RM99,082,000 (2013: RM97,513,000).

24. Intangible assets

Group	Goodwill RM'000	Other intangible assets RM'000	Total RM'000
Cost			
At 1 January 2014	282,003	151,417	433,420
Remeasurement of retirement plan	-	(31,471)	(31,471)
Additions	-	1,819	1,819
At 31 December 2014	282,003	121,765	403,768
Accumulated impairment			
At 1 January 2014	-	-	-
Impairment for the year	15,510	-	15,510
At 31 December 2014	15,510	-	15,510
Accumulated amortisation			
At 1 January 2014	-	37,062	37,062
Amortisation for the year	-	8,755	8,755
At 31 December 2014	-	45,817	45,817
Net carrying amount at 31 December 2014	266,493	75,948	342,441



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 *(cont'd.)*

24. Intangible assets *(cont'd.)*

Group	Goodwill RM'000	Other intangible assets RM'000	Jumlah RM'000
Cost			
At 1 January 2013	222,593	146,769	369,362
Additions	59,410	4,648	64,058
At 31 December 2013	282,003	151,417	433,420
Accumulated amortisation			
At 1 January 2013	–	28,826	28,826
Amortisation for the year	–	8,236	8,236
At 31 December 2013	–	37,062	37,062
Net carrying amount at 31 December 2013	282,003	114,355	396,358
TH			
		Other intangible assets RM'000	Total RM'000
At 1 January 2014		52,511	52,511
Remeasurement of retirement plan		(31,471)	(31,471)
Additions		1,819	1,819
At 31 December 2014		22,859	22,859
At 1 January 2013		48,340	48,340
Additions		4,171	4,171
At 31 December 2013		52,511	52,511

25. Deposits from banking customers

	Group	
	2014 RM'000	2013 RM'000
Mudharabah fund	7,714,526	22,743,906
Non-Mudharabah fund	30,654,200	9,667,058
	38,368,726	32,410,964

26. Deposits and placements of banks and other financial institutions

	Group	
	2014 RM'000	2013 RM'000
Mudharabah fund	300,000	1,483,873
Non-Mudharabah fund	–	46,102
	300,000	1,529,975

Lembaga Tabung Haji (Established under Tabung Haji Act 1995)
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 *(cont'd.)*

27. Trade and other payables

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Trade payables				
Trade payables	248,181	124,951	88,258	19,445
Haji reconciliations	6	3,955	6	3,955
Deposits received	34,084	31,604	34,084	31,604
Retention sum	516	516	516	516
Amount due to contract customers (Note 27 (a))	192,933	147,473	–	–
Bill and acceptance payables	127,524	170,598	–	–
	603,244	479,097	122,864	55,520
Other payables				
Other payables and accruals	1,515,234	1,201,427	147,298	97,028
Amount due to jointly controlled entities	41,002	13,669	–	–
Clients' and dealers' credit balances	170,298	47,861	–	–
	1,726,534	1,262,957	147,298	97,028
	2,329,778	1,742,054	270,162	152,548

Note 27 (a) - Amount due to contract customers

	Group	
	2014 RM'000	2013 RM'000
Development costs	(520,442)	(332,231)
Attributable profits	(28,387)	(18,502)
	(548,829)	(350,733)
Progress billings	741,762	498,206
	192,933	147,473
Amount due from contract customers	–	–
Amount due to contract customers	192,933	147,473
	192,933	147,473

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

28. Takaful liabilities

	Group	
	2014 RM'000	2013 RM'000
Expense reserves	142,127	131,522
Takaful payables		
- Due to retakaful companies	46,409	61,359
- Due to intermediaries/participants	14,908	14,069
Takaful contract liabilities		
- Provision for outstanding claims	808,491	861,274
- Provision for unearned contributions	290,899	296,425
- Participants' fund	5,020,743	4,717,352
	6,323,577	6,082,001

29. Finance lease

	Group	
	2014 RM'000	2013 RM'000
Payable within:		
Less than one year	113	102
Between one and five years	299	530
	412	632

Finance lease liabilities are payable as follows:

	Payments RM'000	Financing cost RM'000	Principal RM'000
2014			
Less than one year	212	99	113
Between one and five years	302	3	299
	514	102	412
2013			
Less than one year	115	13	102
Between one and five years	581	51	530
	696	64	632

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

30. Financing

	Group	
	2014 RM'000	2013 RM'000
Current:		
Unsecured		
Revolving credit	4,000	1,000
Secured		
Trust receipts	-	1,711
Term financing	63,498	26,264
	67,498	28,975
Non-current:		
Secured		
Term financing	407,671	180,630
Murabahah financing	1,456,914	1,206,675
	1,864,585	1,387,305
	1,932,083	1,416,280

Leasehold land and marine vessels of subsidiaries with a net carrying amount of RM16,217,000 (2013: RM21,820,000) and RM373,476,000 (2013: RM388,542,000) were pledged as security for term financing.

Two foreign subsidiaries had entered into Murabahah financing and pledged its investment properties at the fair value of RM2,724,475,000 (2013: RM2,068,375,000).

Financing are payable as follows:

	Group	
	2014 RM'000	2013 RM'000
Less than one year	67,498	28,975
Between one and five years	1,759,586	1,318,536
More than five years	104,999	68,769
	1,932,083	1,416,280



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

31. Deferred income

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Government grant	22,139	–	–	–
Development fund	10,597	10,908	10,597	10,908
Less : Amortised to statement of income during the year	(311)	(311)	(311)	(311)
	32,425	10,597	10,286	10,597

A subsidiary of the Company received a government grant in 2014 which was conditional upon managing, planting and silvicultural treatment of the Timber Species within the Plantable Area and further to undertake tapping (for rubber species), cutting, collecting, removing and/or selling the Planted Timber Trees.

Government grant arises due to loans received from government agency at interest rate which is below market rate. The loan is recognised and measured at fair value. The benefit of the lower interest and longer repayment period is recognised as government grant. The term financing received during the year has been fair valued based on discounted cash flows using a rate based on the current market rate of borrowing at reporting date. The repayment of the loan is estimated to be made after 20 years.

Development fund represents grant from the Government for the construction of Haj pilgrims complexes at Bayan Lepas, Pulau Pinang and Kota Kinabalu, Sabah.

32. Provision for retirement benefits

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
At 1 January	391,414	223,901	391,221	223,787
Remeasurement of retirement benefit liability	(7,013)	9,625	(7,013)	9,625
Provision for the year	38,022	195,851	37,944	195,778
Payment during the year	(15,707)	(37,969)	(15,537)	(37,969)
Foreign exchange difference	15	6	–	–
At 31 December	406,731	391,414	406,615	391,221

The provisions recognised in the statement of financial position are as follows:

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Present value of unfunded retirement benefit plan	406,731	391,414	406,615	391,221

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FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

32. Provision for retirement benefits (cont'd.)

The provisions recognised in the statement of income are as follows:

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Current service cost	15,244	177,776	15,166	177,703
Interest cost	22,778	18,075	22,778	18,075
Total	38,022	195,851	37,944	195,778

The principal assumptions used in the actuarial valuation to determine the amount of the provision in the statements of income are as follows:

	Group		TH	
	2014 %	2013 %	2014 %	2013 %
Inflation rate	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0
Discount rate	6.0	6.6	6.0	6.6
Salary increment rate	6.0	9.0	6.0	9.0

TH provides for several retirement plans on an unfunded basis. These plans are briefly described as follows:

Types of retirement benefits

(i) Post employment medical benefits

TH provides post-employment medical benefits for its employees and dependants covering cost of medical treatment at private and/or government hospitals after employees retirement. The costs of hospital treatment are insured by a subsidiary up to the age of 65 years.

(ii) Accumulated annual leave reward

TH provides a plan that allows its employees to accumulate their annual leave which can be converted into cash upon retirement in accordance with the number of accumulated leave up to a maximum of 120 or 150 days.

(iii) Hajj performance

TH provides for employees and a spouse or family member the opportunity to perform Hajj as employees attain retirement age or fulfil the number of years in service that entitles them for this benefit.

(iv) Gratuity plan

TH provides a retirement gratuity plan for retiring employees who have achieved a specified period of service subject to certain terms and conditions.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

32. Provision for retirement benefits (cont'd.)

Actuarial assumptions

Actuarial assumptions used to determine defined benefit obligations for retirement benefits as set out in the statement of financial position are as follows:

	31 December 2014	31 December 2013
Discount rate	6.0%	6.0%
Future medical cost inflation rate	5.0%	5.0%
Future salary increase rate	6.0%	6.0%
Hajj cost inflation rate	3.0%	3.0%

Additional disclosure information

(i) Description of the Plan characteristics and associated risks

The Plan covers several sub-plans, of which the largest (in terms of the size of the liability) is the post employment medical plan followed by the local gratuity plan. As such, the valuation results are particularly sensitive to changes in the discount rate, the assumed medical cost inflation rate and the assumed salary increase rate.

(ii) Description of funding arrangements and policies

The Plan is unfunded. Benefits are paid out directly by **TH** as and when a Plan member leaves the Plan (upon retirement age or death in services).

(iii) Maturity profile of defined benefit obligation

Duration of Defined Benefit Obligation by plan and in aggregate as at Valuation Date 31 December 2013 were as follows:

	Post Employment Medical	Accumulated Annual Leave	Hajj Package	Staff Gratuity	Total
31 December 2014					
Obligation (RM'000)	235,866	11,380	19,562	139,807	406,615
% of Total	58.0	2.8	4.8	34.4	100.0
Duration (Year)	21.9	10.1	7.4	10.2	16.8
31 December 2013					
Obligation (RM'000)	229,281	10,481	18,327	133,132	391,221
% of Total	58.6	2.7	4.7	34.0	100.0
Duration (Year)	22.9	11.1	8.4	11.2	17.8

(iv) Administrative expenses

We assumed that administrative expenses of the plan are paid by **TH** and accounted for separately in the statements of income.

(v) Curtailment, settlement and plan amendments

There was no events of curtailment or settlement for the financial year ended 31 December 2014.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

32. Provision for retirement benefits (cont'd.)

Significant actuarial assumptions & sensitivity analysis

(i) Significant actuarial assumptions

The following analysis shows the impact on the defined benefit obligation for the year ended 2014.

Assumption	Base rate	Sensitivity analysis	Comparison rate	31 December 2014 RM'000
Discount rate	6.0%	1% Increase	(14.2%)	(55,691)
Discount rate	6.0%	1% Decrease	18.2%	71,239
Future medical cost inflation rate	5.0%	1% Increase	13.3%	52,206
Future medical cost inflation rate	5.0%	1% Decrease	(10.3%)	(40,253)
Future salary increase rate	6.0%	1% Increase	4.1%	15,961
Future salary increase rate	6.0%	1% Decrease	(3.6%)	(13,971)

The key assumptions identified to affect the valuation results are the discount rate, the medical cost inflation and the salary increase assumptions.

(ii) Methods and assumptions used in sensitivity analysis

Other assumptions are held constant when quantifying the sensitivity of results to a particular assumption.

The sensitivity results above determine their individual impact on the defined benefit obligation plan. In reality, the plan is subject to multiple external experience items which may move the defined benefit obligation in similar or opposite directions. The plan's sensitivity to such changes can vary over time.

33. Depositors' savings fund

	Group/TH	
	2014 RM'000	2013 RM'000
At 1 January	45,719,459	38,284,221
Deposits during the year	18,105,075	15,660,747
Bonus to depositors for the year	3,237,196	2,631,908
	67,061,730	56,576,876
Less : Withdrawals during the year	(12,703,980)	(10,857,417)
At 31 December	54,357,750	45,719,459

NOTES TO THE FINANCIAL STATEMENTS

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34. Revenue and gross profit

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Revenue				
Investment	2,528,574	1,670,200	2,031,414	2,725,823
Dividends	411,326	366,492	653,187	484,753
Islamic banking	2,967,473	2,809,395	-	-
Plantations	489,158	452,751	-	-
Services	529,884	465,654	3,538	5,686
Properties	653,519	537,614	290,902	305,290
Construction contracts	21,308	63,970	-	-
	7,601,242	6,366,076	2,979,041	3,521,552
<i>Less :</i>				
Cost of sales				
Direct expenses attributable to investment of banking depositors' and shareholders' funds	17,966	25,773	-	-
Plantations	369,068	322,020	-	-
Services	468,375	408,738	-	-
Properties	152,934	92,861	-	-
Construction contracts	9,751	50,184	-	-
	1,018,094	899,576	-	-
Gross profit	6,583,148	5,466,500	2,979,041	3,521,552

35. Income attributable to banking depositors

	Group	
	2014 RM'000	2013 RM'000
Deposits from customers		
- Mudharabah fund	526,311	477,031
- Non-Mudharabah fund	227,159	155,773
Deposits and placements of banks and other financial institutions		
- Mudharabah fund	23,155	19,237
- Non-Mudharabah fund	307	4,495
	776,932	656,536



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 *(cont'd.)*

36. Operating profit

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Operating profit was arrived at after crediting/(charging):				
Dividend income				
- quoted subsidiaries	-	-	211,761	51,629
- unquoted subsidiaries	-	-	10,000	40,597
- unquoted associates	-	-	9,760	27,323
- jointly controlled entities	-	-	2,513	2,865
- quoted shares	334,790	290,447	334,790	290,447
- unquoted shares	17,370	18,232	17,187	18,140
- fund managers	26,012	29,147	26,012	25,087
- unit trusts	29,515	28,667	41,165	28,667
Return from fund managers	3,639	4,061	3,639	4,061
Gain/(Loss) on disposals of				
- quoted subsidiaries	-	-	83,375	46,940
- unquoted subsidiaries	836,210	-	-	705,163
- quoted associates	-	4,145	-	4,145
- unquoted associates	(4,435)	(35,820)	(12,114)	(35,820)
Gain on trading of equities				
- quoted shares	751,175	868,752	751,175	868,752
- unquoted shares	2,339	(1,063)	2,339	(1,063)
- fund managers	68,131	53,633	68,131	53,633
Gain from capital repayment	790	556	790	556
Net derivatives (loss)/gain	(1,184)	93,483	1,186	84,320
Gain on debt securities	546,106	470,108	668,760	518,369
Profit from financing to subsidiaries	-	-	72,074	144,004
Returns from corporate notes	-	209	-	209
Gain on negotiable debt certificates	128,209	91,008	128,209	91,008
Rental income	449,544	413,082	294,440	310,976
Gain on disposal of property, plant and equipment	22,663	6,955	10,042	8,249
Gain on disposal of investment properties	13	-	-	-
Property, plant and equipment written off	(1,556)	(5,528)	(136)	(50)
Write back of				
- doubtful debts	-	79	-	79
- equity investments	254,507	-	266,642	43,442
Net gain on foreign exchange differences	29,333	146,275	29,230	146,249
Amortisation of intangible assets (Note 24)	(8,755)	(8,236)	-	-
Depreciation of property, plant and equipment (Note 23 (a))	(172,494)	(159,256)	(26,422)	(26,454)
Audit fees	(3,836)	(3,687)	(283)	(258)
Rental of premises	(72,678)	(72,346)	(8,123)	(11,514)
Provision for retirement benefits	(38,022)	(195,851)	(37,944)	(195,778)
Staff costs	(1,044,345)	(960,963)	(257,032)	(225,150)



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

37. Impairment and fair value adjustment

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Impairment				
- quoted subsidiaries	-	-	47,312	-
- quoted associates	230,490	-	230,490	-
- quoted shares	39,129	394,494	39,129	394,494
- unquoted shares	17,090	-	16,836	-
- debt securities	-	13,446	-	13,446
- receivables	-	39	-	39
- goodwill	15,510	-	-	-
Allowance for losses on financing undertaken by banking operations	56,305	(11,368)	-	-
Write off				
- derivatives	28,738	-	28,738	-
- receivables	-	83	-	83
Changes in fair value of investment properties	(947,778)	20,118	(669,350)	25,274
Changes in fair value of derivatives	(5,021)	(127,773)	53,944	(127,773)
	(565,537)	289,039	(252,901)	305,563

38. Zakat

Zakat refers to payment of business zakat mandatorily imposed upon **TH** and its subsidiaries in accordance with the Syariah principles. The basis of calculating the business zakat is based on the adjusted working capital method. The basis period for the calculation of zakat is based on the financial year.

39. Tax expense

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Current tax expense				
- Current year	286,155	321,011	-	19,346
- (Over)/Under provision in prior years	(23,029)	10,035	-	-
	263,126	331,046	-	19,346
Deferred tax				
- Current year	(19,415)	(32,090)	-	-
- Prior years	13,434	(6,703)	-	-
	257,145	292,253	-	19,346

From year of assesment 2012 to 2016, **TH** is exempted from income tax on its income except for the statutory dividend income under Section 127(3A) of the Income Tax Act, 1967.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

39. Tax expense (cont'd.)

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

	Group		TH	
	2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
Profit before tax	4,872,606	2,653,387	2,978,968	2,653,139
Income tax using Malaysian tax rate of 25% (2013: 25%)	1,218,152	663,347	744,742	663,285
Non deductible expenses	(323,864)	63,129	-	-
Non assessable income	(222,237)	(19,441)	(163,297)	(101,842)
Tax exempt income	(533,762)	(696,731)	(581,445)	(542,097)
Effect of unrecognised deferred tax	10,148	4,015	-	-
Recognition of deferred tax assets previously not recognised	(4,744)	(19,777)	-	-
Share of tax of associates	(3,898)	2,704	-	-
Share of tax of jointly controlled entities	(3,038)	(5,857)	-	-
Others	129,983	297,531	-	-
	266,740	288,920	-	19,346
(Over)/Under provision in prior years				
- Current	(23,029)	10,036	-	-
- Deferred tax	13,434	(6,703)	-	-
	257,145	292,253	-	19,346

40. Profits from discontinued operations

On 20 April 2012, two investment holding subsidiaries, TH Indopalms Sdn. Bhd. and TH Indo Industries Sdn. Bhd. had signed a conditional sale and purchase agreement with a third party regarding the proposed sale of PT TH Indo Plantations, a subsidiary involved in cultivation of oil palm, processing and marketing of palm products operating in Riau Sumatra, Indonesia.

From the financial year 2012 to 2013, the assets and liabilities of the subsidiary were shown in the statement of financial position as assets and liabilities held for sale and the results of subsidiaries were shown separately in the statements of income of the Group as discontinued operations. Total investments in these subsidiaries also have been classified to assets held for sale in the statement of financial position **TH**.

On 17 March 2014 , the transfer of the shareholding in PT TH Indo Plantations to the buyer was officially registered in the database of Legal Entity Administration System, Ministry of Law and Human Rights Republic of Indonesia. The financial impact of the sale has been accounted in the financial statements for the financial year ended 31 December 2014.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

40. Profits from discontinued operations (cont'd.)

	Group	
	RM'000	RM'000
Income	-	532,856
Expenses	-	(370,138)
Operating profit	-	162,718
Share of profit of jointly controlled entities	-	8,689
Profit before tax	-	171,407
Tax expense	-	(22,121)
Profit for the year	-	149,286
Included in expenses are:		
Depreciation of property, plant and equipment	-	76,886
Provision for retirement benefits	-	7,931
Profits from discontinued operations were attributable entirely to depositors of TH .		
	Group	
	2014 RM'000	2013 RM'000
Cash flows generated from/(used in) discontinued operations		
Net cash generated from operating activities	-	194,122
Net cash used in investing activities	-	(20,615)
Net cash used in financing activities	-	(140,962)
Net cash flow	-	32,545



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

41. Net surplus of Tabung Kebajikan Jemaah Haji Malaysia (“TKJHM”) and Tabung Warga Tua (“TWT”)

	Group/TH	
	2014 RM'000	2013 RM'000
Surplus for the year:		
- TKJHM	6,135	9,881
- TWT	(50)	102
	6,085	9,983
Reserve of TKJHM can only be utilised for the purpose of community services, protection, monitoring and general welfare of Hajj pilgrims, in accordance with the guidelines of TKJHM. Reserve of TWT can only be utilised for funding elderly to perform Hajj based on guidelines set by the Committee of TWT.		
Statement of income and expenditure of TKJHM is summarised as follows:		
	Group/TH	
	2014 RM'000	2013 RM'000
Receipts and income	24,013	22,413
Less :		
Expenses and welfare contribution	(17,026)	(11,629)
Depreciation (Note 23(a))	(852)	(903)
Net surplus for the year	6,135	9,881

42. Bonus to depositors

For the year ended 31 December 2014, **TH** had announced an annual bonus at the rate of 6.25% (2013: 6%) and Hajj bonus at the rate of 2% (2013: 2%). The annual bonus were paid to all active depositors as at 31 December 2014 while the Hajj bonus is a special bonus to **TH** depositors who have not performed Hajj, and the bonus calculation of which was based on the current Hajj rate of RM9,980.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

43. Other reserves

Group	Capital reserves RM'000	Revaluation reserve RM'000	Statutory reserve RM'000	Employees'	Fair value reserve RM'000	Translation reserve RM'000	Total RM'000
				shares option scheme reserve RM'000			
At 1 January 2014	5,882	2,767	425,146	4,720	1,586,432	(274,714)	1,750,233
Changes in fair value of securities available-for-sale	-	-	-	-	(2,453,388)	-	(2,453,388)
Currency translation differences in respect of foreign operations	-	-	-	-	-	(33,154)	(33,154)
Issuance of ordinary shares pursuant to employees' share option scheme	-	-	-	2,551	-	-	2,551
Transfer between reserves	51,156	6,915	254,538	-	(3,713)	(22,349)	286,547
Changes in Group structure	-	-	-	-	(4,365)	229,901	225,536
At 31 December 2014	57,038	9,682	679,684	7,271	(875,034)	(100,316)	(221,675)
At 1 January 2013	5,760	3,406	301,913	6,211	1,053,748	(151,672)	1,219,366
Changes in fair value of securities available-for-sale	-	-	-	-	542,109	-	542,109
Currency translation differences in respect of foreign operations	-	-	-	-	-	(27,843)	(27,843)
Issuance of ordinary shares pursuant to employees' share option scheme	-	-	-	(1,491)	-	-	(1,491)
Transfer between reserves	-	(639)	123,233	-	(9,425)	(95,199)	17,970
Changes in Group structure	122	-	-	-	-	-	122
At 31 December 2013	5,882	2,767	425,146	4,720	1,586,432	(274,714)	1,750,233

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

44. Segment information

2014	Investment RM'000	Banking & Takaful RM'000	Plantation RM'000	Others RM'000	Adjustments RM'000	Total consolidated RM'000
Revenue						
Revenue from external customers	2,479,052	2,967,473	1,210,269	944,448	-	7,601,242
Inter-segment revenue	499,989	-	-	244,709	(744,698)	-
Total	2,979,041	2,967,473	1,210,269	1,189,157	(744,698)	7,601,242
Profit for the year						
Operating profit	2,783,067	939,911	826,984	304,092	(388,126)	4,465,928
Financing costs						(59,940)
Impairment and fair value movement						565,537
Zakat						(74,426)
Share of loss after tax and zakat of associates						(12,340)
Share of loss after tax and zakat of jointly controlled entities						(12,153)
Tax expense						(257,145)
Total	2,783,067	939,911	826,984	304,092	(388,126)	4,615,461
Segment assets						
Assets by segment	54,255,028	52,964,388	5,555,301	5,818,788	(12,352,788)	106,240,717
Investments in associates	570,500	1	-	23,186	128,346	722,033
Deferred tax assets	-	65,816	-	9,501	-	75,317
Total	54,825,528	53,030,205	5,555,301	5,851,475	(12,224,442)	107,038,067
Segment liabilities						
Liabilities by segment	771,929	49,840,945	2,220,952	4,404,141	(7,382,002)	49,855,965
Deferred tax liabilities	-	-	286,193	5,585	(147,061)	144,717
Total	771,929	49,840,945	2,507,145	4,409,726	(7,529,063)	50,000,682



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

44. Segment information (cont'd.)

	Investment RM'000	Banking & Takaful RM'000	Plantation RM'000	Others RM'000	Adjustments RM'000	Total consolidated RM'000
2013						
Revenue						
Revenue from external customers	2,426,212	2,809,395	452,842	677,627	–	6,366,076
Inter-segment revenue	1,095,341	–	17,110	111,800	(1,224,251)	–
Total	3,521,553	2,809,395	469,952	789,427	(1,224,251)	6,366,076
Profit for the year						
Operating profit	3,011,602	811,757	96,669	191,771	(1,065,505)	3,046,294
Financing costs						(23,858)
Impairment and fair value movement						(289,039)
Zakat						(69,640)
Share of profit after tax and zakat of associates						13,059
Share of loss after tax and zakat of jointly controlled entities						(23,429)
Tax expense						(292,253)
Profit for the year from continuing operations	3,011,602	811,757	96,669	191,771	(1,065,505)	2,361,134
Profit from discontinued operations	–	–	149,286	–	–	149,286
Total	3,011,602	811,757	245,955	191,771	(1,065,505)	2,510,420
Segment assets						
Assets by segment	48,020,006	49,605,353	7,195,885	4,252,128	(16,535,759)	92,537,613
Investments in associates	757,748	1	–	23,584	168,863	950,196
Deferred tax assets	–	69,191	–	6,856	–	76,047
Total	48,777,753	49,674,545	7,195,885	4,282,568	(16,366,896)	93,563,856
Segment liabilities						
Liabilities by segment	608,761	46,624,605	2,198,357	3,231,219	(8,789,180)	43,873,762
Deferred tax liabilities	–	–	300,017	441	(157,391)	143,067
Total	608,761	46,624,605	2,498,374	3,231,660	(8,946,571)	44,016,829

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

45. Capital commitment

Contracted but not accounted for in the financial statements:

Property, plant and equipment
Investment property
Property development costs
Investments

Authorised but not contracted for:

Property, plant and equipment
Investment property
Plantation development expenditure
Investments

Group		TH	
2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
569,688	49,521	–	–
663,948	752,280	663,948	752,280
175,155	58,768	–	–
194,111	252,723	194,111	252,723
1,602,902	1,113,292	858,059	1,005,003
114,826	191,414	–	–
207,800	934,753	207,800	934,735
218,083	257,940	–	–
258,975	–	258,975	–
799,684	1,384,107	466,775	934,735

46. Transactions with related parties

Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa.

The Group has related party relationship with its subsidiaries (Note 21), associates (Note 20), jointly controlled entities (Note 19), Directors and key management personnel (Note 46(b)).

(a) Significant related party transactions

In addition to transactions presented in the financial statements, the aggregate value of transactions and outstanding balances relating to entities over which the Group and **TH** have controls or significant influence are as follows:

Group			
Transaction value for the year ended 31 December		Balance outstanding at 31 December	
2014 RM'000	2013 RM'000	2014 RM'000	2013 RM'000
151,001	61,449	151,001	61,449
41,002	13,669	41,002	13,669

Jointly controlled entities

Amount due from
Amount due to



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

46. Transactions with related parties (cont'd.)

(a) Significant related party transactions (cont'd.)

	<i>TH</i>			
	Transaction value for		Balance outstanding	
	the year ended 31 December		at 31 December	
	2014	2013	2014	2013
	RM'000	RM'000	RM'000	RM'000
Subsidiaries				
Dividend	221,761	92,227	191,941	140,270
Financing	(553,702)	344,340	1,380,163	2,084,739
Profit from financing	72,074	144,004	68,127	102,221
Receivables	–	6,834	–	43,001
Debt securities	90,000	1,598,800	2,086,636	1,998,800
Income from debt securities	122,655	46,054	–	–
Associates				
Dividend	9,760	27,323	–	–
Debt securities	–	50,000	50,000	50,000
Income from debt securities	3,778	891	–	–
Jointly controlled entities				
Dividend	2,513	2,865	–	–

(b) Remuneration of directors and key management personnel

	Group		<i>TH</i>	
	2014	2013	2014	2013
	RM'000	RM'000	RM'000	RM'000
Directors:				
Fees and other emoluments	30,895	11,212	862	804
Other key management personnel:				
Short term employee benefits	92,837	71,697	39,490	22,299

Directors include Chairman and non-executive and non-independent directors. Other key management personnel comprise Group Managing Director and Chief Executive Officer of *TH* and other personnel having authority and responsibility for planning, directing and controlling the activities of the Group and *TH* either directly or indirectly.

Lembaga Tabung Haji (Established under Tabung Haji Act 1995)
and its subsidiaries

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

47. Financial risk management policies

The Group has exposure to the following risks from its use of financial instruments:

- i) Credit risk
- ii) Market risk
- iii) Liquidity risk

Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its investments in financial instruments, financing and advances undertaken by banking operations and trade receivables.

- Investments in financial instruments

Credit risk arising from trade and investment activities are monitored by providing guidelines for the specific limits including counterparty trading limits and investment limits allowed for instruments issued by private entities, subject to the prescribed minimum scoring limits.

Investments are allowed only in highly liquid securities and only with counterparties that have a same credit scoring or better than the Group.

- Financing

The management of credit risk for banking activities is principally carried out by using sets of policies and guidelines approved by Board of Directors.

The credit risk management of the banking sector includes the establishment of comprehensive credit risk policies, guidelines and procedures which documents the financing standards, discretionary powers for financing approval, credit risk ratings methodologies and models, acceptable collaterals and valuation, and the review, rehabilitation and restructuring of problematic and delinquent financing of the banking sector.

The banking sector monitors its credit exposures either on a portfolio basis or individual basis by annual reviews. Credit risk is proactively monitored through a set of early warning signals that could trigger immediate reviews of the portfolio. The affected portfolio or financing is placed on a watch list to enforce close monitoring and prevent financing from turning non-performing and to increase chances of full recovery.

- Takaful

The takaful sector has takaful and other receivables and investment securities balances that are subject to credit risk. To mitigate the risk of the counterparties not paying the amount due, Takaful has established certain business and financial guidelines for brokers/retakaful approval, incorporating ratings by major agencies where applicable and considering currently available market information. Takaful also periodically review the financial stability of brokers/retakaful companies from public and other sources and the settlement trend of amounts due from these parties.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

47. Financial risk management policies (cont'd.)

Credit risk (cont'd.)

- Trade receivables

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount and period.

Management has taken reasonable steps to ensure that receivables that are neither past due nor impaired are stated at their realisable values. A significant portion of these receivables are regular customers that have been transacting with the Group. The Group uses ageing analysis to monitor the credit quality of the receivables. Any receivables having significant balances past due more than 60 days, which are deemed to have higher credit risk, are monitored individually.

The ageing of trade receivables as at the end of the reporting period were:

	Gross RM'000	Impairment RM'000	Net RM'000
Group			
2014			
Between 1 to 30 days	355,436	–	355,436
Past due 31 to 60 days	10,693	–	10,693
Past due 61 to 90 days	26,411	(2,952)	23,459
Past due more than 90 days	66,361	(4,209)	62,152
	458,901	(7,161)	451,740
2013			
Between 1 to 30 days	390,235	–	390,235
Past due 31 to 60 days	9,493	–	9,493
Past due 61 to 90 days	36,838	(3,100)	33,738
Past due more than 90 days	99,304	(1,877)	97,427
	535,870	(4,977)	530,893

Lembaga Tabung Haji (Established under Tabung Haji Act 1995)
and its subsidiaries

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

47. Financial risk management policies (cont'd.)

Market risk

Market risk is the risk that market prices and rates will move, affecting financial position and results of the Group's cash flows. Furthermore, significant or sudden movements in rates could affect the Group's liquidity/funding position. The Group is exposed to the following main market factors:

- Rate of return or profit rate risk

The potential impact on the Group's profitability caused by changes in the market rate of return, either due to general market movements or due to issuer/borrower specific causes.

- Foreign exchange risk

Changes in exchange rates may have an impact on the Group's foreign currency position. The Group controls the overall foreign exchange risk by limiting the open exposure to non-Ringggit positions on an aggregate basis. Foreign exchange limits are approved by the set up committees and independently monitored daily by the Market Risk Management Department ("MRMD") of the banking sector.

- Equity investment risk

The Group's equity positions or investments are exposed to the changes in equity prices or values that may affect the profitability of the Group.

- Commodity inventory risk

The risk of loss is due to movements in commodity prices.

- Displaced commercial risk

The risk arising from assets managed by the banking sector on behalf of depositors/investors as the banking sector follows the practice of potentially foregoing part or all of its Mudharib share of profit on these assets.

The objective of the Group's market risk management is to manage and control market risk exposures in order to optimise return on risk while maintaining a market risk profile consistent with the Group's approved risk appetite.

Liquidity risk

Liquidity risk is the risk that the Group does not have sufficient financial resources to meet its obligations when they fall due, or might have to fund these obligations at excessive cost. This risk can arise from mismatches in the timing of cash flows. The Group's exposure to liquidity risk arises primarily from trade payables, financing, deposits from banking customers and deposits and placements of banks and other financial institutions.

The management of liquidity and funding of the banking sector is primarily carried out in accordance with the Bank Negara Malaysia Liquidity Framework and practices, and approved limits and triggers. These limits and triggers vary to take account of the depth and liquidity of the local market in which the banking sector operates. The banking sector maintains a strong liquidity position and manages the liquidity profile of its assets, liabilities and commitments to ensure that cash flows are appropriately balanced and all obligations are met when due.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

48. Fair value of financial assets and liabilities

Financial instruments comprise financial assets, financial liabilities and off-balance sheet instruments. Fair value is the amount at which the financial assets could be exchanged or a financial liability settled, between knowledgeable and willing parties in an arm's length transaction. The information presented herein represents the estimates of fair values as at the financial position date.

Quoted and observable market prices, where available, are used as the measure of fair values of the financial instruments. Where such quoted and observable market prices are not available, fair values are estimated based on a range of methodologies and assumptions regarding risk characteristics of various financial instruments, discount rates, estimates of future cash flows and other factors.

Fair value of financial instruments of the Group and **TH** which comprise cash and cash equivalents, deposits and placements with banks and other financial institutions and short-term financing are not very sensitive to changes in market gains due to the limited maturity of these financial instruments. Therefore, the carrying amount of financial assets and liabilities at the balance sheet date approximated their fair values.

The fair values are based on the following methodologies and assumptions:

Deposits and placements with banks and other financial institutions

For deposits and placements with financial instruments with maturities of less than six months, the carrying value is a reasonable estimate of fair values. For deposits and placements with maturities six months and above, the estimated fair values are based on discounted cash flows using prevailing money market profit rates at which similar deposits and placements would be made with financial instruments of similar credit risk and remaining year to maturity.

Financial assets held-for-trading and financial assets available-for-sale

The estimated fair values are generally based on quoted and observable market prices. Where there is no ready market in certain securities, fair values have been estimated by reference to market indicative yields or net tangible asset backing of the investee.

Financing

Their fair value is estimated by discounting the estimated future cash flows using the prevailing market rates of financings with similar credit risks and maturities. The fair values are represented by their carrying value, net of specific allowance, being the recoverable amount.

Deposits from banking customers

The fair values of deposits are deemed to approximate their carrying amounts as rate of returns are determined at the end of their holding periods based on the profit generated from the assets invested.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

48. Fair value of financial assets and liabilities (cont'd.)

Deposits and placements of banks and other financial institutions

The estimated fair values of deposits and placements of banks and other financial institutions with maturities of less than six months approximate the carrying values. For deposits and placements with maturities of six months or more, the fair values are estimated based on discounted cash flows using prevailing money market profit rates for deposits and placements with similar remaining year to maturities.

Bills and acceptance payable

The estimated fair values of bills and acceptance payables with maturity of less than six months approximate their carrying values. For bills and acceptance payable with maturities of six months or more, the fair values are estimated based on discounted cash flows using prevailing market rates for borrowings with similar risks profile.

Fair value hierarchy

FRS 7 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques adopted are observable or unobservable. Observable inputs reflect market data obtained from independent sources and unobservable inputs reflect the Group's assumptions. The fair value hierarchy is as follows:

a)

Level 1 – Quoted price (unadjusted) in active markets for the identical assets or liabilities. This level includes listed equity securities and debt instruments.

b)

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. This level includes profit rates swap and structured debt. The sources of input parameters include Bank Negara Malaysia indicative yields or counterparty credit risk.

c)

Level 3 – Inputs for asset or liability that are not based on observable market data (unobservable inputs). This level includes equity instruments and debt instruments with significant unobservable components.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

48. Fair value of financial assets and liabilities (cont'd.)

Fair value information

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

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				Total fair value RM'000	Carrying amount RM'000
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000		
2014										
Group										
Financial assets										
Derivative assets	8,907	62,541	–	71,448	–	–	–	–	71,448	71,448
Securities										
held-for-trading	229,805	935,785	–	1,165,590	–	–	–	–	1,165,590	1,165,590
Securities										
available-for-sale	15,208,436	20,843,799	155,758	36,207,993	–	4,272,634	669,930	4,942,564	40,995,841	40,995,841
Financing	–	–	–	–	–	–	29,527,807	29,527,807	29,527,807	29,524,571
Securities										
held-to-maturity	–	–	–	–	21,089	3,926,280	60,752	4,008,121	4,008,121	4,011,530
	15,447,148	21,842,125	155,758	37,445,031	21,089	8,198,914	30,258,489	38,478,492	75,768,807	75,768,980
Financial liabilities										
Derivative liabilities	–	32,407	–	32,407	–	–	–	–	32,407	32,407
Financing	–	–	–	–	–	–	2,326,515	2,326,515	2,326,515	1,932,083
	–	32,407	–	32,407	–	–	2,326,515	2,326,515	2,358,922	1,964,490
TH										
Financial assets										
Derivative assets	75,569	–	–	75,569	–	–	–	–	75,569	75,569
Securities										
available-for-sale	14,556,525	7,866,121	–	22,422,646	–	4,332,634	637,864	4,970,498	27,393,144	27,393,144
Securities										
held-to-maturity	–	–	–	–	–	5,596,231	–	5,596,231	5,596,231	5,596,231
	14,632,094	7,866,121	–	22,498,215	–	9,928,865	637,864	10,566,729	33,064,944	33,064,944

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

48. Fair value of financial assets and liabilities (cont'd.)

Fair value information

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

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				Total fair value RM'000	Carrying amount RM'000
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000		
2013										
Group										
Financial assets										
Derivative assets	23,923	29,118	–	53,041	–	–	–	–	53,041	53,041
Securities										
held-for-trading	172,036	1,233,162	–	1,405,198	–	–	–	–	1,405,198	1,405,198
Securities										
available-for-sale	11,875,173	21,690,603	304,116	33,869,892	–	2,801,527	467,794	3,269,321	37,139,213	37,137,618
Financing	–	–	–	–	–	–	24,040,733	24,040,733	24,040,733	23,740,948
Securities										
held-to-maturity	–	–	–	–	10,451	2,892,470	85,318	2,988,239	2,988,239	2,967,935
	12,071,132	22,952,883	304,116	35,328,131	10,451	5,693,997	24,593,845	30,298,293	65,626,424	65,304,740
Financial liabilities										
Derivative liabilities	–	13,565	–	13,565	–	–	–	–	13,565	13,565
Financing	–	–	–	–	–	–	1,416,280	1,416,280	1,416,280	1,416,280
	–	13,565	–	13,565	–	–	1,416,280	1,416,280	1,429,845	1,429,845
TH										
Financial assets										
Derivative assets	149,510	–	–	149,510	–	–	–	–	149,510	149,510
Securities										
available-for-sale	10,791,635	6,574,419	–	17,366,054	–	2,861,527	433,313	3,294,840	20,660,894	20,660,894
Securities										
held-to-maturity	–	–	–	–	–	4,498,837	–	4,498,837	4,498,837	4,498,837
	10,941,145	6,574,419	–	17,515,564	–	7,360,364	433,313	7,793,677	25,309,241	25,309,241



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

49. Contingent liabilities

	Group	
	2014 RM'000	2013 RM'000
Guarantees		
i) Bank guarantee issued to trade customers	7,818	5,886
ii) Corporate guarantee issued for banking facilities extended to subsidiary companies	72,989	57,000
iii) Corporate guarantee issued for banking facilities extended to associate companies	2,380	2,380

Litigation

The minority shareholders of a subsidiary company of the Group in Indonesia, had taken a civil action at the Jakarta District Court, South Jakarta against two other subsidiaries of the Group. On 16 January 2014, the District Court had decided that the Extraordinary Meeting of the Shareholders of the subsidiary in Indonesia, held on 26 November 2006, was null and void. As a result of this decision, **TH** had filed an appeal at the High Court on 24 January 2014. On 11 December 2014, the court had decided in favour of **TH**. The decision of the High Court was submitted to the plaintiff on 6 January 2015.

50. Acquisition of a subsidiary

i) Acquisition of PT Persada Kencana Prima

On 10 January 2014, TH Plantation Berhad, a subsidiary of **TH** acquired 93% shares in PT Persada Kencana Prima ("PKP") for a total cash consideration of RM13,516,000. PKP is involved in oil palm plantations. The financial impact on the consolidated financial statements of the Group arising from the acquisition were as follows:

	Group 2014 RM'000
Purchase consideration	13,516
Fair value of net assets:	
Fair value of total net assets of PKP	
Property, plant and equipment	20,819
Trade and other receivable	217
Cash and bank balances	3
Trade and other payable	(733)
Deferred tax liabilities	(5,579)
	14,727
Net cash outflow arising from acquisition	
Purchase consideration	13,516
Deferred consideration	(1,103)
Cash and cash equivalents	(3)
	12,410

51. Subsequent Event

On 23 April 2015, **TH** entered into a sale and purchase agreement with KLIFD Sdn. Bhd. for a purchase of land measuring 1.56 acres at Tun Razak Exchange, Kuala Lumpur for property development at a total consideration of RM188,500,000.