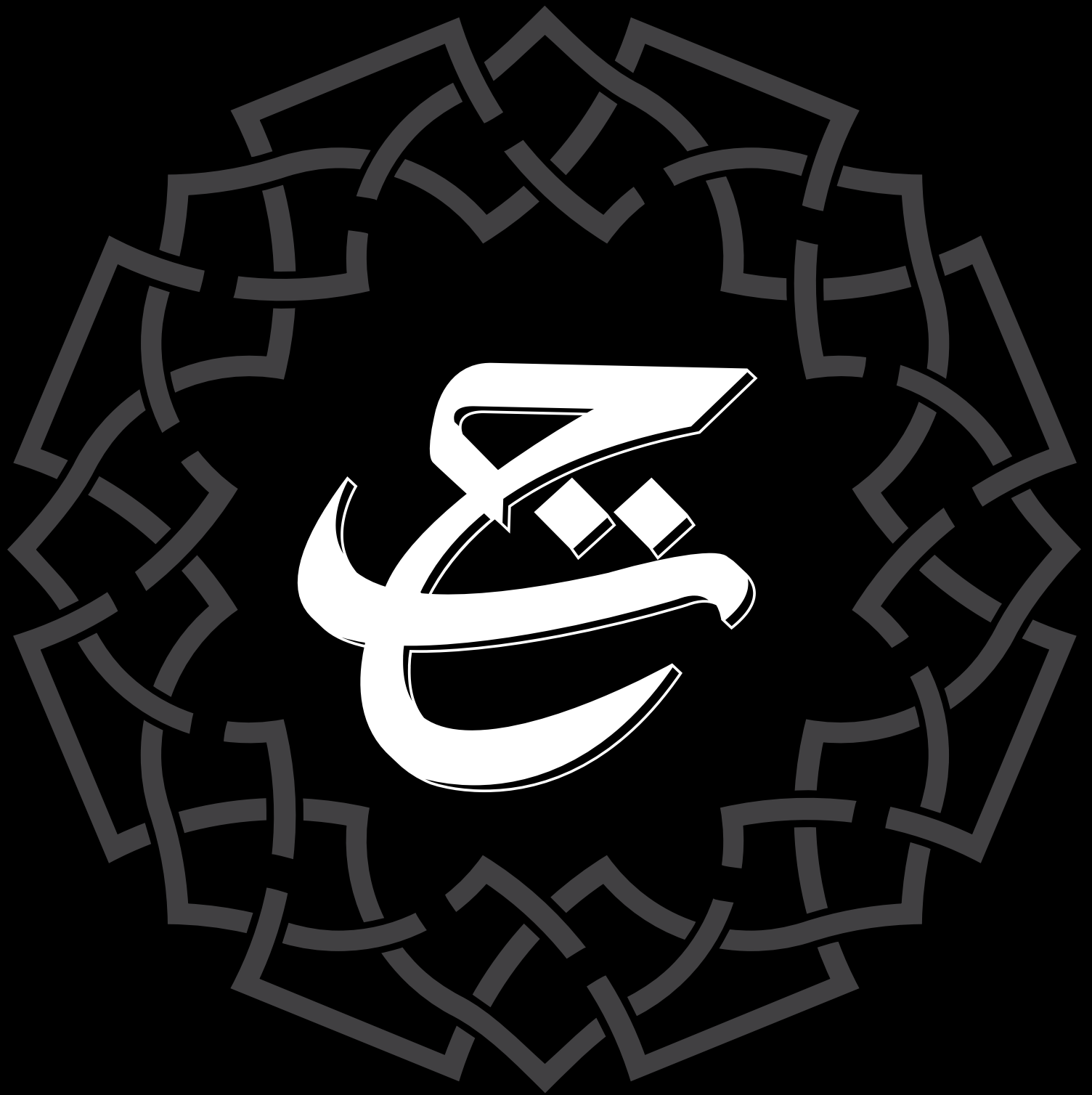
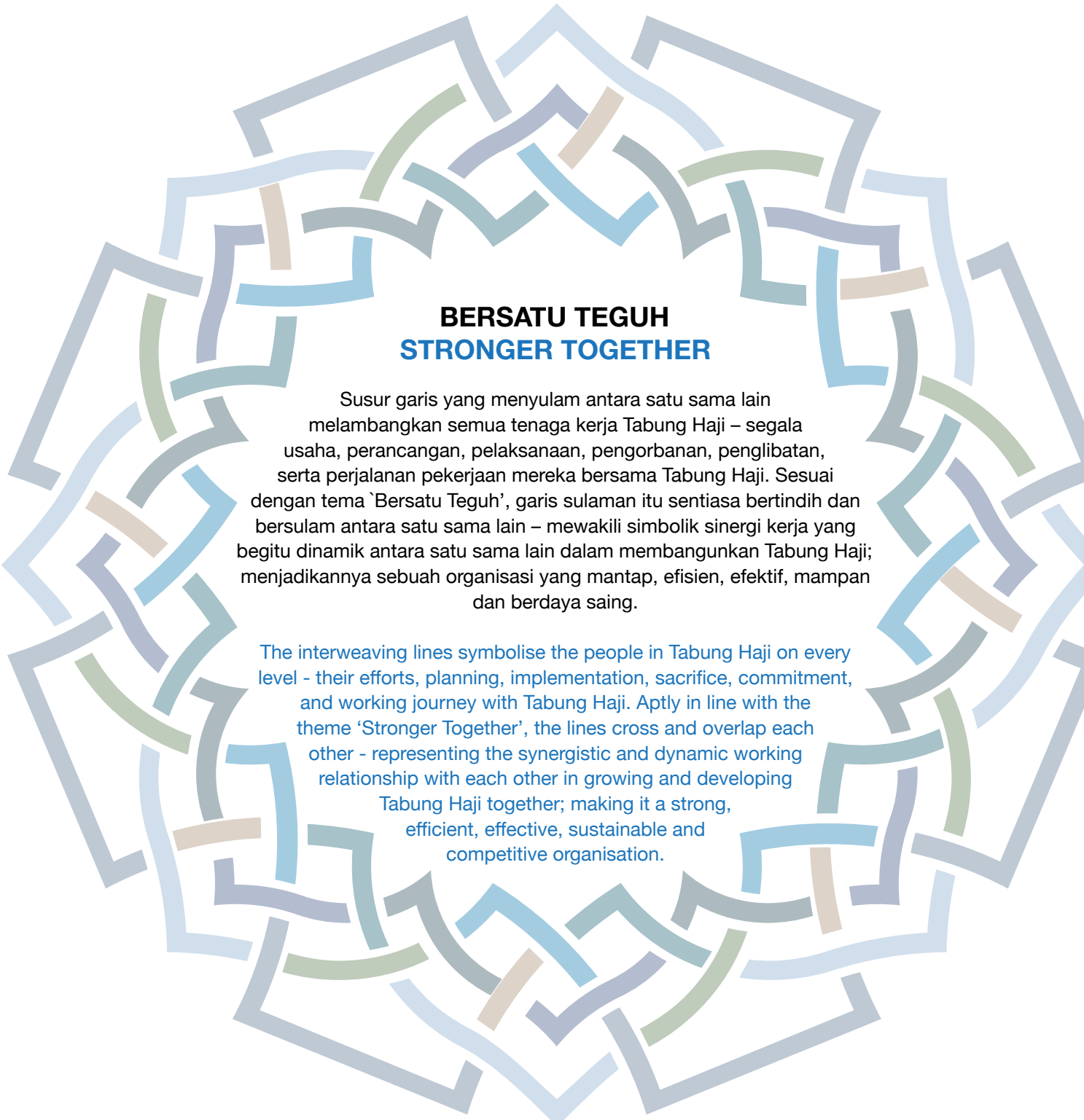




LEMBAGA TABUNG HAJI
LAPORAN TAHUNAN 2015



BERSATU TEGUH **STRONGER TOGETHER**

Susur garis yang menyulam antara satu sama lain melambangkan semua tenaga kerja Tabung Haji – segala usaha, perancangan, pelaksanaan, pengorbanan, penglibatan, serta perjalanan pekerjaan mereka bersama Tabung Haji. Sesuai dengan tema `Bersatu Teguh`, garis sulaman itu sentiasa bertindih dan bersulam antara satu sama lain – mewakili simbolik sinergi kerja yang begitu dinamik antara satu sama lain dalam membangunkan Tabung Haji; menjadikannya sebuah organisasi yang mantap, efisien, efektif, mampan dan berdaya saing.

The interweaving lines symbolise the people in Tabung Haji on every level - their efforts, planning, implementation, sacrifice, commitment, and working journey with Tabung Haji. Aptly in line with the theme 'Stronger Together', the lines cross and overlap each other - representing the synergistic and dynamic working relationship with each other in growing and developing Tabung Haji together; making it a strong, efficient, effective, sustainable and competitive organisation.

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2015 TABUNG HAJI ANNUAL REPORT

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- 2 **ISI KANDUNGAN**
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- 4 **VISI, MISI & NILAI TERAS**
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- 5 **MENTERI DI JABATAN PERDANA MENTERI**
Minister in the Prime Minister's Department
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			BERSAMA MENJANA PERTUMBUHAN <i>GENERATING GROWTH TOGETHER</i>
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VISI Vision

Tonggak kejayaan ekonomi ummah;
Pengurusan haji terbilang.

The pillar of the Ummah's economic success;
Excellence in hajj management.

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.

NILAI TERAS Core Values

- Komited
- Profesional
- Kerja Berpasukan
- Menerima Perubahan
- Prihatin dan Penyayang
- Committed
- Professional
- Teamwork
- Embracing Change
- Loving and Caring



“Kesatuan dan perpaduan akan melahirkan Ummah yang kuat dan teguh. Ia bertepatan dengan tuntutan Islam yang meletakkan perpaduan sebagai asas kekuatan negara. InsyaAllah saya yakin Tabung Haji akan terus bersatu dan menjadi antara pemangkin kecemerlangan ke arah mencapai status negara maju.”

“Unity and solidarity promote the Ummah to become firm and strong. This coincides with the Islamic values which put unity as the basis of strength for a nation. InsyaAllah I am confident Tabung Haji will stay united and be part of the catalyst for excellence towards achieving a developed nation status.”

YB. Mejar Jeneral Dato' Seri Jamil Khir Bin Haji Baharom (B)

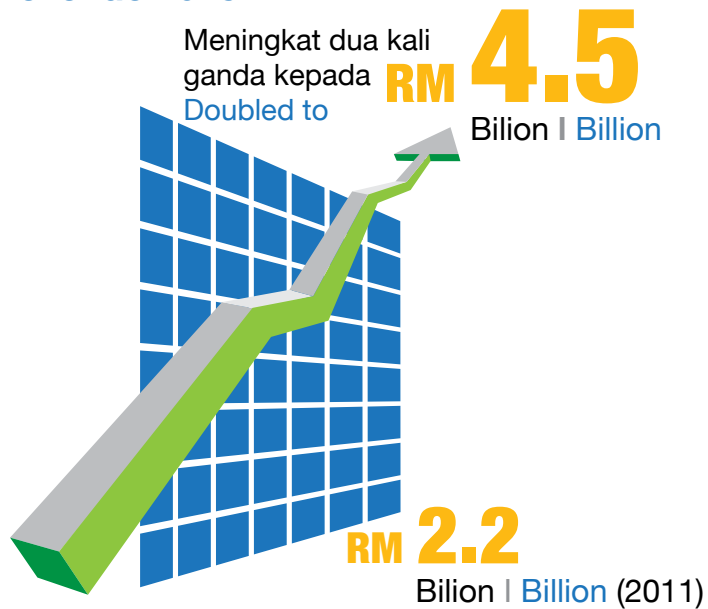
Menteri Di Jabatan Perdana Menteri
Minister in the Prime Minister's Department

SEKILAS PANDANG 2011-2015

At a Glance 2011-2015

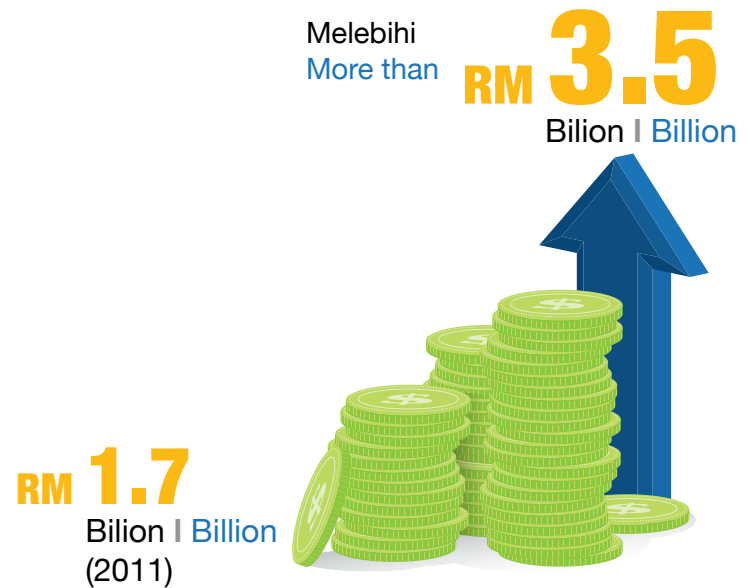
PENDAPATAN 2015

Revenue 2015



KEUNTUNGAN BERSIH 2015

Net Profit 2015



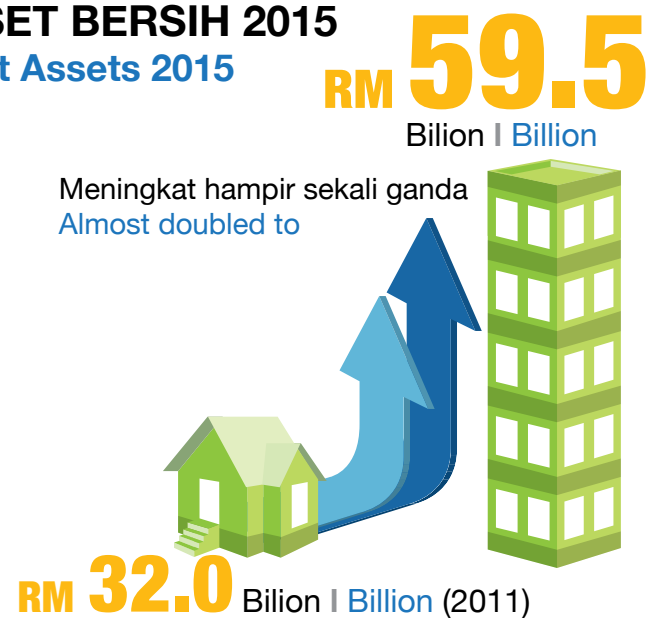
KEUNTUNGAN TERKUMPUL 2015

Accumulated Profit 2015



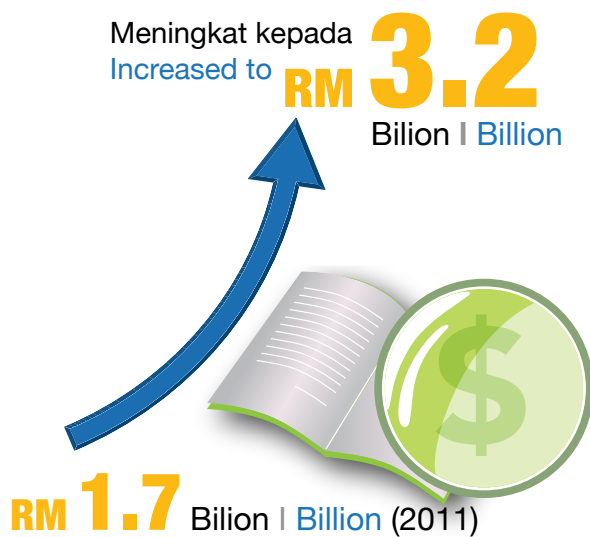
ASET BERSIH 2015

Net Assets 2015



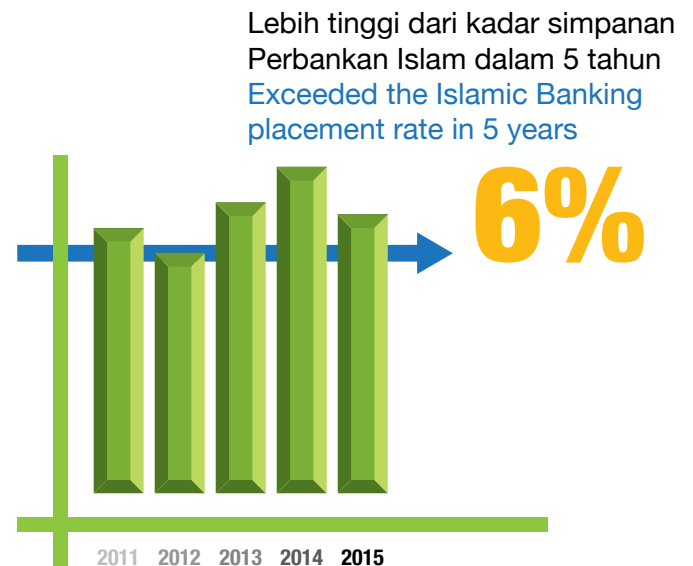
BONUS PENDEPOSIT 2015

Depositors' Bonus 2015



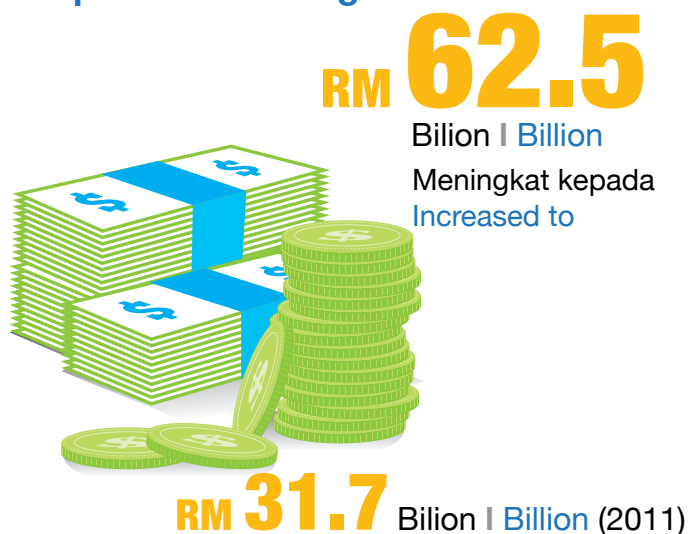
KADAR PURATA BONUS TAHUNAN

Annual Bonus Average Rate



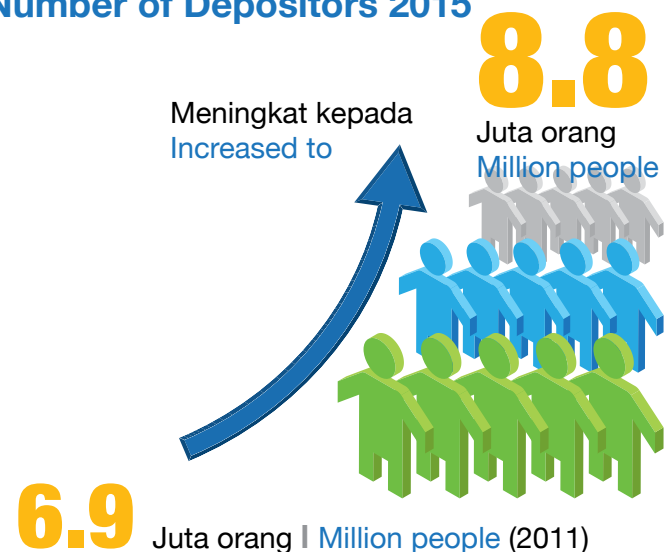
SIMPANAN PENDEPOSIT 2015

Depositors' Savings 2015



BILANGAN PENDEPOSIT 2015

Number of Depositors 2015



RINGKASAN PRESTASI KEWANGAN 5 TAHUN (2011-2015)

5-Year Financial Performance Summary (2011-2015)

KUMPULAN GROUP	2015	2014	2013	2012	2011
	RM Juta RM Million	RM Juta RM Million	RM Juta RM Million	RM Juta RM Million	RM Juta RM Million
Pendapatan Revenue	7,627	8,192	7,130	6,367	5,554
Keuntungan Operasi Operating Profit	3,577	4,466	3,209	2,881	2,412
Keuntungan Tahun Semasa Profit for the Year	3,216	4,615	2,510	2,249	2,058
Bonus Pendeposit Depositors' Bonus	3,220	3,237	2,632	2,458	1,678
Simpanan Pendeposit Depositors' Savings	62,548	54,358	45,719	38,284	31,694
Aset Bersih Net Assets	62,232	57,037	49,547	43,027	35,014

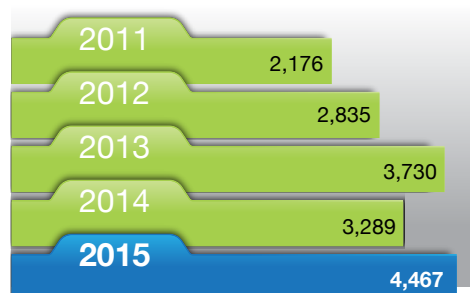
TH TH	2015	2014	2013	2012	2011
	RM Juta RM Million	RM Juta RM Million	RM Juta RM Million	RM Juta RM Million	RM Juta RM Million
Pendapatan Revenue	4,467	3,289	3,730	2,835	2,176
Keuntungan Operasi Operating Profit	3,788	2,783	3,012	2,357	1,741
Keuntungan Tahun Semasa Profit for the Year	3,536	2,979	2,634	2,146	1,689
Bonus Pendeposit Depositors' Bonus	3,220	3,237	2,632	2,458	1,678
Simpanan Pendeposit Depositors' Savings	62,548	54,358	45,719	38,284	31,694
Aset Bersih Net Assets	59,462	54,006	48,169	40,125	32,036

STATISTIK 5 TAHUN *TH* (2011-2015)

TH's 5-Year Statistics (2011-2015)

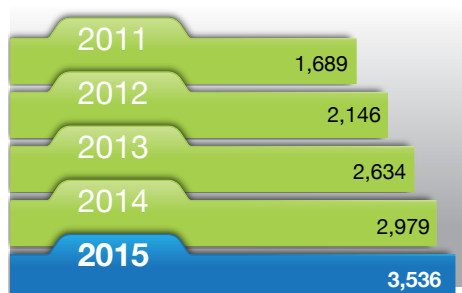
PENDAPATAN Revenue

(RM Juta / RM Million)



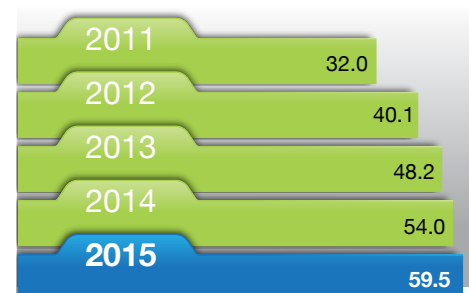
KEUNTUNGAN BERSIH Net Profit

(RM Juta / RM Million)



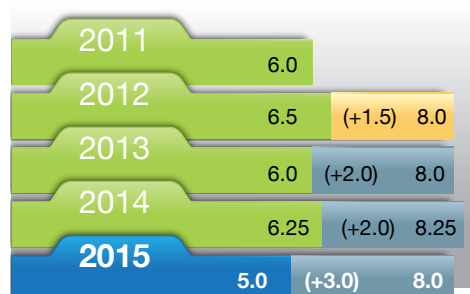
ASET BERSIH Net Assets

(RM Bilion / RM Billion)



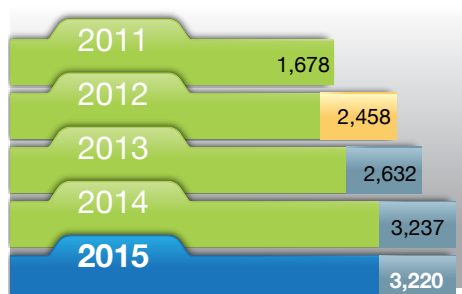
KADAR BONUS PENDEPOSIT Depositors' Bonus Rate

(%)



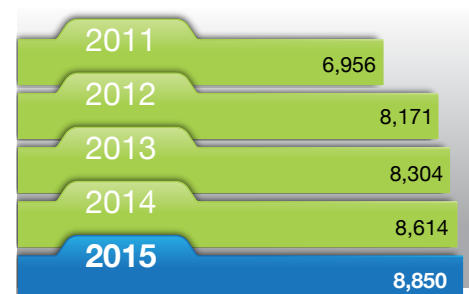
BONUS PENDEPOSIT Depositors' Bonus

(RM Juta / RM Million)



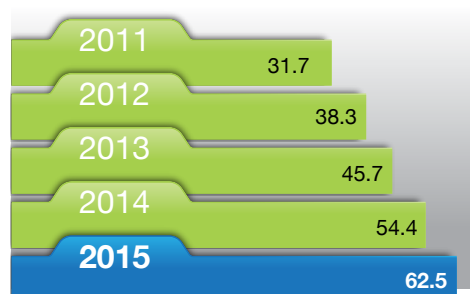
BILANGAN PENDEPOSIT Number of Depositors

('000 Pendeposit / '000 Depositors)



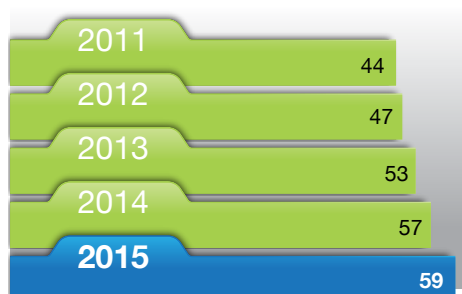
SIMPANAN PENDEPOSIT Depositors' Saving

(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 2015

2015 Milestones



2
APRIL
April

Dana Bumiputera Al-Ansar **TH** dilancarkan oleh YAB Perdana Menteri, Dato' Sri Mohd Najib bin Tun Abdul Razak bertujuan untuk memperkasa ekonomi Bumiputera negara.

The **TH** Al-Ansar Bumiputera Fund was launched by the Prime Minister, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak to empower the nation's Bumiputera economy.



16
JUN
June



29
JUN
June

TH memeterai perjanjian persefahaman dengan Saudi Airlines dan Malaysia Airlines Berhad bagi penyambungan kontrak perkhidmatan Kapal Carter Haji untuk Jemaah Haji Malaysia.

TH signed a Memorandum of Understanding with Saudi Airlines and Malaysia Airlines Berhad for contract renewal of the Malaysian Hajj Charter Flight Services.

23
FEBRUARI
February



TH menyerahkan Sijil Badal Haji kepada waris anak-anak kapal mangsa nahas MH17.

TH handed over the Hajj Badal Certificate to the MH17 victims' next-of-kin.

Februari | February

April | April

Jun | June



7-9
Ogos
August

TH turut serta dalam Majlis Graduasi Program Transformasi Syarikat-syarikat Berkaitan Kerajaan (GLC) dan Hari Terbuka GLC 2015.

TH participated in the Graduation Ceremony of GLC Transformation Program and the GLC Open Day 2015.

MUSIM HAJI 1436H • **HAJJ SEASON 1436H**

November | November

September | September

Ogos | August



TH membangunkan Sistem **TH**Health Information System (**THHIS**) bersama dengan rombongan perubatan.

TH developed **TH** Health Information System (**THHIS**) with the medical team.



Stesen berlepas *Direct Transit* daripada Kota Bharu diperkenalkan bagi kemudahan jemaah.

Direct Transit station from Kota Bharu was introduced for pilgrims comfort.



TH memperkenalkan perkhidmatan Talian Kaunseling (PEKA) untuk para jemaah haji.

Counselling Helpline (PEKA) was introduced by **TH** to the pilgrims.



TH memperkenalkan kod warna bagi setiap maktab untuk memudahkan urusan pergerakan jemaah haji serta bagasi semasa di Tanah Suci.

TH introduced the colour code scheme for every *maktab*, to ensure smooth flow of the pilgrims and their luggages in the Holy Land.

A close-up photograph of a person's hand holding a woven basket. The hand is positioned on the right side of the frame, with fingers gripping the edge of the basket. The basket is made of light-colored, woven material, possibly bamboo or rattan, and its texture is clearly visible. The background is dark and out of focus, emphasizing the hand and the basket. The overall composition suggests a theme of craftsmanship, strength, and synergy.

JALINAN RAPI ASAS KETEGUHAN

**THE BASIS OF STRENGTH
LIES IN SYNERGY**



BERSATU TEGUH
Stronger Together



DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM

PJN, SSAP, SPDK, DCSSM, DIMP, JP

Pengerusi

Chairman

PERUTUSAN Pengerusi

Chairman's Statement



Dengan nama Allah yang Maha Pengasih lagi Maha Penyayang. Segala puji-pujian hanya kepada Allah SWT, selawat dan salam ke atas Nabi Muhammad SAW, ahli keluarga 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, his families and companions.

Syukur ke hadrat Allah SWT kerana dengan limpah rahmat-Nya, **TH** mampu untuk sekali lagi menampilkan prestasi teguh pada tahun 2015. Walaupun berdepan dengan krisis ekonomi global, isu-isu sosial dan geopolitik yang semakin mencabar, pelbagai langkah proaktif yang diambil telah membantu kita mengemudi operasi **TH** dengan baik dalam menghadapi segala kemungkinan di luar dugaan.

Alhamdulillah, **TH** berjaya melepasi cabaran-cabaran tersebut hasil perancangan alokasi aset strategik, tadbir urus korporat dan pengurusan risiko terbaik yang dilaksanakan sebagai sebahagian daripada Pelan Perniagaan Lima Tahun **TH**.

Justeru, saya bagi pihak Lembaga Pengarah dengan sukacitanya membentangkan Laporan Tahunan Lembaga Tabung Haji bersama Penyata Kewangan yang telah diaudit bagi tahun kewangan berakhir 31 Disember 2015.

Praise and thanks to Allah SWT for all of His blessings, **TH** had once again succeeded in posting a strong performance in 2015. Despite the impending global economic crisis, social issues and geopolitical challenges, proactive measures initiated by **TH** had assisted us to steer the operations steadily in facing all possibilities beyond expectation.

Alhamdulillah, **TH** had successfully bypassed those challenges due to our adoption of best practices in strategic asset allocation planning, corporate governance and risk management, which are part of **TH** Five Year Business Plan.

Hence, on behalf of the Board of Directors, I am honoured to present the Annual Report of Lembaga Tabung Haji together with its audited Financial Statements for the year ended 31 December 2015.

PRESTASI KEWANGAN TERBAIK

Alhamdulillah, meskipun beroperasi dalam persekitaran yang mencabar dan tidak menentu pada tahun 2015, prestasi kewangan **TH** kekal berdaya tahan dengan rekod pendapatan berjumlah RM4.47 bilion dengan keuntungan bersih selepas zakat sebanyak RM3.53 bilion. Ia adalah pendapatan dan keuntungan tertinggi sejak 52 tahun **TH** beroperasi.

Keyakinan pendeposit juga terbukti meningkat pada tahun 2015 dengan peningkatan bilangan pendeposit kepada 8.85 juta dari 8.61 juta dan peningkatan dana pendeposit kepada RM62.55 bilion dari RM54.36 bilion.

Sumber pendapatan **TH** disumbang oleh pelaburan ekuiti sebanyak 55%, pendapatan tetap sebanyak 17%, sewaan sebanyak 9% dan pasaran wang serta instrumen kewangan dan lain-lain sebanyak 19%.

Pelaburan hartanah **TH** di United Kingdom telah menjana pulangan yang positif pada tahun 2015. Kejayaan ini telah memberikan inspirasi kepada **TH** untuk memperluaskan lagi portfolio pelaburan hartanah di dalam dan di luar negara sebagai salah satu strategi meningkatkan pendapatan pada masa hadapan.

THE BEST FINANCIAL PERFORMANCE

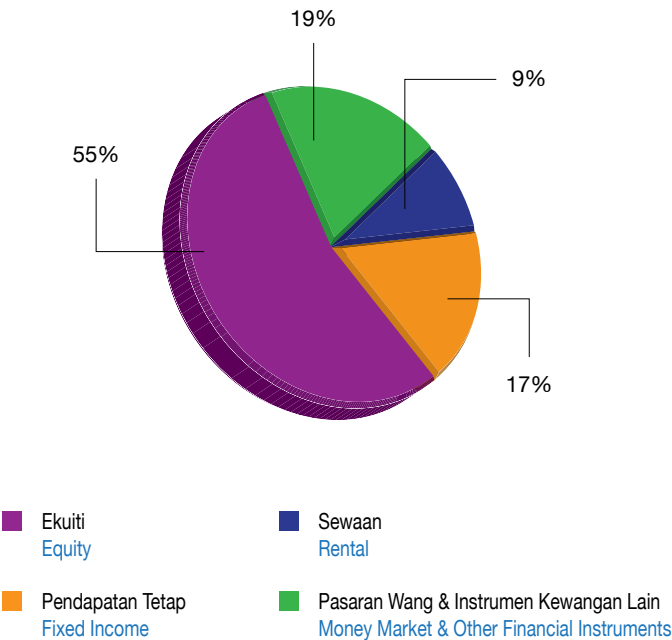
Alhamdulillah, despite operating in a challenging and volatile environment in 2015, the financial performance of **TH** remains resilient with record revenue of RM4.47 billion and net profit after zakat of RM3.53 billion. It is the highest revenue and profit in 52 years of **TH** operation.

Depositors' confidence continue to rise in 2015 with the increase in the number of depositors to 8.85 million from 8.61 million as well as depositors' funds to RM62.55 billion from 54.36 billion.

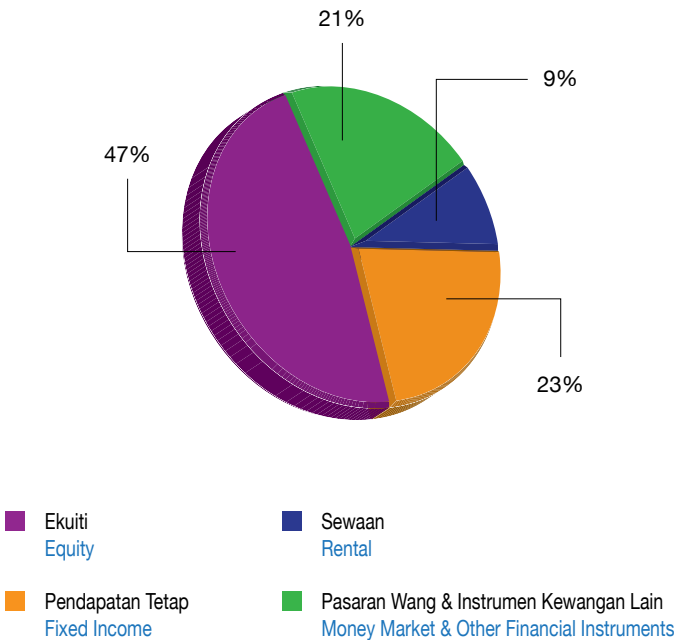
TH source of income was generated by equity investment of 55%, 17% fixed income, rental income of 9% whilst money market and other financial instruments contributed 19%.

TH investment in real estate in the United Kingdom generated positive return in 2015. This success has inspired **TH** to expand its property investment portfolio in and outside the country as one of the strategies to increase revenue in the future.

Pendapatan TH 2015 | TH's 2015 Revenue



Pendapatan TH 2014 | TH's 2014 Revenue





HIBAH (BONUS) PENDEPOSIT

Selepas mengimbangi antara keperluan pengukuhan rizab dan persekitaran ekonomi yang tidak menentu serta keperluan untuk memberikan pulangan yang kompetitif kepada pendeposit, Ahli-ahli Lembaga Pengarah dan Pengurusan **TH** bersependapat untuk mengumumkan pemberian Hibah (Bonus) Tahunan Pendeposit sebanyak 5% dan Hibah (Bonus) Haji sebanyak 3% kepada pendeposit-pendeposit yang layak. Pembayaran kedua-dua Hibah (Bonus) ini melibatkan jumlah melebihi RM3.22 bilion, yang terdiri daripada RM2.81 bilion Hibah (Bonus) Tahunan dan RM0.41 bilion Hibah (Bonus) Haji.

Walaupun dalam keadaan ekonomi semasa yang sukar, **TH** tetap peka terhadap kebajikan para pendeposit terutamanya golongan berpendapatan rendah yang menyimpan daripada keringat membanting tulang semata-mata untuk mengerjakan ibadah haji. Justeru pemberian Hibah (Bonus) Haji khas untuk mereka yang belum pernah menunaikan haji yang diperkenalkan sejak tahun 2013 ini adalah selaras dengan visi penubuhan **TH** untuk menjaga kebajikan Jemaah Haji Malaysia.

Saya berharap para pendeposit peka akan situasi ekonomi sekarang dan faham bahawa 'hibah' atau Hibah (Bonus) yang diberi oleh **TH** amat bergantung kepada kemampuan kewangan dari semasa dan di atas budi bicara **TH**. Namun pada masa yang sama, saya juga ingin meyakinkan para pendeposit bahawa simpanan di **TH** adalah selamat dan dijamin oleh Kerajaan seperti yang termaktub dalam Akta Tabung Haji.

DEPOSITORS' *HIBAH* (BONUS)

In balancing the needs between strengthening of reserves amidst uncertain economic environment and the needs to provide competitive returns to the depositors, the Board of Directors and Management of **TH** had collectively agreed to announce 2015 Annual Depositors *Hibah* (Bonus) of 5% and 3% Hajj *Hibah* (Bonus) to eligible depositors. The two *Hibah* (Bonus) payments involved a total of more than RM3.22 billion, comprising RM2.81 billion Annual *Hibah* (Bonus) and RM0.41 billion Hajj *Hibah* (Bonus).

Notwithstanding the difficult economic situation, **TH** remains committed towards the welfare of its depositors, especially those among the low-income earners who struggle to have ends meet, and yet still putting aside their hard-earn income for hajj. Thus, the payment of Hajj *Hibah* (Bonus) introduced in 2013 was in line with the vision behind the establishment of **TH**, which is for the welfare of the Malaysian pilgrims.

I hope our depositors are aware of the present economic condition and hence, understand that 'hibah' or bonuses paid by **TH** rely heavily on our prevailing financial capability and at **TH** discretion. Nonetheless, at the same time, I would also like to assure our depositors that their savings with **TH** are secured and guaranteed by the Government as provided under the Tabung Haji Act.



SUMBANGAN ZAKAT

Pada tahun 2015, **TH** sebagai salah satu institusi penyumbang zakat terbesar negara telah menyediakan peruntukan zakat sebanyak RM59.26 juta, peningkatan sebanyak 3.96% berbanding RM57 juta pada tahun sebelumnya. Bayaran zakat perniagaan ini akan dibuat kepada semua Pusat Kutipan Zakat di seluruh negara mengikut purata baki simpanan terkumpul minimum pendeposit di setiap negeri sepanjang 2015.

Pembayaran zakat **TH** ini telah membantu pusat-pusat zakat negeri melaksanakan program pembangunan untuk asnaf masing-masing.

TANGGUNGJAWAB SOSIAL KORPORAT (CSR)

Selain bertanggungjawab untuk memenuhi harapan para pendeposit, **TH** turut prihatin dan mengambil berat akan keperluan masyarakat yang memerlukan bantuan, sokongan dan dorongan bagi memenuhi keperluan atau meringankan beban yang mereka tanggung.

Pemberian subsidi haji kekal sebagai agenda utama **TH** dalam melaksanakan tanggungjawab sosialnya. Pada Musim Haji 1436H/2015M lalu, sebanyak RM126.61 juta telah diperuntukkan sebagai subsidi kepada jemaah haji bagi mengekalkan bayaran haji pada RM9,980 walaupun kos haji pada tahun 2015 berjumlah RM17,270 seorang.



ZAKAT CONTRIBUTION

Being one of the nation's largest zakat contributor, **TH** had allocated RM59.26 million zakat for 2015, an increase of 3.96% as compared to RM57 million in the previous year. This zakat payment will be made to all Zakat Collection Centre in the country based on the average minimum accumulated depositors' balance in each state throughout 2015.

TH zakat payment has helped the states to implement various development programs for their respective asnaf.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

As we strive to fulfil our onus in realising our depositors' expectations, **TH** is always sensitive and cares about the plight of communities in need of support, motivation and assistance to lessen their burden.

Haji subsidies remain as **TH**'s main agenda in implementing its social responsibility. In the 1436H/2015M Hajj Season, a total of RM126.61 million has been allocated as subsidy to the pilgrims to maintain the pilgrimage cost at RM9,980 per person although the actual cost in 2015 was RM17,270.



Selain itu, **TH** turut mendekati golongan yang memerlukan melalui projek-projek CSR tahunan yang mencakupi aspek pendidikan, taraf hidup, kesihatan dan kemasyarakatan. Beberapa badan kebajikan dan pendidikan Islam juga telah diberi sumbangan dan bantuan bagi meringankan keperluan kewangan mereka.

Selain itu, **TH** turut menyampaikan sumbangan kewangan dan sokongan moral kepada para jemaah yang tercedera serta waris-waris jemaah yang maut semasa tragedi kren tumbang dan rempuhan Mina di Tanah Suci. Pihak Pengurusan **TH** sendiri telah pergi ke Tanah Suci untuk meninjau proses kenal pasti mangsa dan pengebumian jenazah, di samping turun padang menziarahi dan menyampaikan sumbangan kepada kesemua waris mangsa di Tanah Air. Selain itu, jemaah-jemaah yang tercedera juga diberikan sumbangan dan sokongan moral.

Kebajikan kakitangan yang merupakan aset terpenting **TH** juga tidak dilupakan. Pada tahun 2015, **TH** terus menyediakan pelbagai program bagi menyediakan persekitaran kerja kondusif untuk menguatkan lagi kesungguhan serta semangat kerja berpasukan di kalangan anggota.



In assisting those in need, **TH** had carried out numerous annual CSR projects, which include education, livelihood, health and community development projects. Contributions and assistance were also channelled to various welfare and Islamic educational institutions to help reduce their financial burden.

In addition, **TH** also extended monetary and moral support to injured pilgrims and the family of those who lost their lives during the collapsed crane and Mina stampede tragedy in the Holy Land. **TH** Management also went to the Holy Land to oversee the identification process and funeral arrangement of the deceased as well as visited and handed over contributions to all their families in Malaysia. Meanwhile, injured pilgrims were given financial aid and moral support to ease their suffering.

Our people are our most important assets, and their welfare has always been **TH's** priority. In 2015, **TH** conducted various programmes to provide a conducive working atmosphere to strengthen the commitment and teamwork amongst staff.



BERSATU TEGUH MENGHADAPI CABARAN

Tahun 2015 merupakan antara tahun yang sukar buat **TH**. Kami telah menerima pelbagai kritikan daripada masyarakat umum yang telah menyalah tafsir dan diberi informasi yang salah berhubung dengan aktiviti pelaburan yang dilaksanakan. Kami juga berdepan dengan dua tragedi menyayat hati di Tanah Suci yang telah meragut nyawa ramai saudara Islam dari seluruh dunia, termasuk lapan Jemaah Haji Malaysia.

Namun saya bersyukur kerana **TH** masih mampu menghadapi semua cabaran tersebut dengan baik dan ia jelas menunjukkan kemampuan kita menyediakan perkhidmatan terbaik terutama semasa Operasi Haji, walaupun dalam keadaan ekonomi yang memberi kesan kepada aktiviti perniagaan dan pelaburan **TH**.

Lebih membanggakan lagi ialah kesatuan hati semua anggota yang sentiasa bekerjasama dan berusaha gigih dalam melaksanakan amanah yang dipertanggungjawabkan. Saya menyanjung tinggi kekuatan jiwa, kesetiaan dan keyakinan anggota walaupun tidak putus-putus menerima kecaman dan persepsi negatif akibat salah sangka atau niat jahat sesetengah pihak yang tidak bertanggungjawab. Dengan meneruskan prestasi cemerlang yang kita catatkan dari tahun ke tahun dan memanjatkan doa kepada Allah SWT, saya yakin persepsi negatif itu akan beransur-ansur bertukar menjadi positif, InsyaAllah.

STRONGER TOGETHER IN FACING CHALLENGES

2015 was a challenging year for us. **TH** was heavily criticised by various quarters who had misinterpreted and were misinformed about **TH's** investment activities. We also faced with two heart-rending tragedies in the Holy Land that had cost hundreds of our Muslim brothers' lives from all over the world, including eight of our Malaysian Pilgrims.

All things considered, I am grateful as **TH** still manages to weather all those challenges with character and integrity intact, to continue to provide impeccable services especially during our Hajj Operation, in the wake of troubling economic landscape that significantly hampered our business and investment activities.

I could not have been prouder than witnessing the spirit of unity among our staff who work hard as a team to fulfil the responsibility entrusted unto them. In the midst of heavy criticism and negative perception due to misconception and malicious intentions of certain quarters, I sincerely commend the tenacity, loyalty and staunch belief of our staffs that has kept them true to our common cause. With our relentless efforts to continue our outstanding year-to-year performance and total submission to the will of Allah, we truly believe that these negative perceptions shall diminish and gradually turn positive, InsyaAllah.

PENGHARGAAN

Sebagai kesimpulan kepada kejayaan **TH** pada tahun 2015, saya bagi pihak Lembaga Pengarah ingin mengambil kesempatan ini untuk mengucapkan ribuan terima kasih kepada Kerajaan Malaysia di bawah kepimpinan YAB Dato' Sri Mohd Najib bin Tun Abdul Razak yang telah memberi dorongan, nasihat serta inspirasi kepada **TH** dalam menempuh satu perjalanan yang sukar dan mencabar pada tahun 2015. Ucapan penghargaan juga ditujukan kepada YB Mejar Jeneral Dato' Seri Jamil Khir bin Haji Baharom (B), Menteri di Jabatan Perdana Menteri yang sentiasa memberi sokongan dan nasihat tidak ternilai dalam mempertingkatkan kualiti perkhidmatan ke tahap optimum bagi memenuhi harapan setiap pendeposit dan jemaah haji.

Saya yakin **TH** berada di kedudukannya pada hari ini hasil sokongan dan keyakinan berterusan daripada pemegang berkepentingan. Justeru, kami dengan setulus ikhlas ingin menyampaikan ucapan setinggi-tinggi penghargaan kepada semua pendeposit atas kepercayaan yang diberikan kepada kami untuk menunaikan amanah yang dipertanggungjawabkan.

Saya juga ingin menyampaikan ucapan penghargaan kepada rakan-rakan Lembaga Pengarah yang telah memberi kesepakatan dalam setiap keputusan yang dibuat bagi menganjak kedudukan **TH** ke tahap yang lebih tinggi lagi. Saya juga ingin mengambil kesempatan untuk mengucapkan terima kasih kepada YBhg Tan Sri Dato' Hashim Meon yang telah menamatkan tempoh perkhidmatan sebagai Ahli Lembaga Pengarah **TH** setelah banyak menyumbang idea dan tenaga sejak tahun 2011. Pada masa yang sama, saya mengalu-alukan kedatangan YBhg Tan Sri Shukry Mohd Salleh sebagai Ahli Lembaga Pengarah **TH** yang dilantik pada September 2015 lalu.

Saya juga ingin mengucapkan terima kasih dan setinggi-tinggi penghargaan kepada Kerajaan Arab Saudi yang telah memberi kerjasama yang baik di sepanjang Musim Haji 1436H, terutama ketika proses kenal pasti dan pengebumian jenazah Jemaah Haji Malaysia.

Sebagai tulang belakang yang telah membantu merealisasi kejayaan **TH** sepanjang tahun ini, saya mengucapkan syabas kepada pengurusan dan anggota **TH** kerana terus mampu melakar kejayaan di sebalik cabaran getir yang dihadapi. Dengan sikap dedikasi, amanah dan semangat kerja berpasukan yang tinggi, saya percaya kita akan mampu menempa lebih banyak kejayaan gemilang pada tahun-tahun mendatang, InsyaAllah.

ACKNOWLEDGEMENT

In view of **TH's** tremendous accomplishment in 2015, on behalf of the Board, I would like to take this opportunity to express my gratitude to the Government of Malaysia under the leadership of YAB Dato' Sri Mohd Najib bin Tun Abdul Razak, whose advice and support has inspired us to face the challenges head-on during the year under review. I would also like to dedicate our sincere appreciation to YB Major General Dato' Seri Jamil Khir bin Haji Baharom (R), Minister in the Prime Minister's Department, whose invaluable counsel and support has driven us to achieve a higher level of service quality, beyond the expectations of our depositors and pilgrims.

I am convinced that the success we reap today is also the fruit of our stakeholders' incessant support and trust in **TH**. I therefore, would like to sincerely record our gratitude and profound appreciation to all our depositors for believing in us to fulfil our responsibility.

I would also wish to offer my heartfelt gratitude to our fellow Board members who have demonstrated an invaluable unity in every decision achieved, which has elevated **TH** to another heights. I also want to take this opportunity to thank a retiring Board Member, YBhg Tan Sri Dato' Hashim Meon who has contributed vastly to the Board through his experience and wisdom since 2011. At the same time, I would also like to welcome YBhg Tan Sri Shukry Mohd Salleh as a member of **TH** Board of Directors with effect from September 2015.

I would also like to express my deepest appreciation to the Government of Saudi Arabia for their cooperation during the 1436H Hajj Season, especially during the process of identification and funeral of the departed Malaysian Pilgrims.

As the backbone that drove **TH** to success during the year under review, I would like to congratulate the management and staff who had outdone themselves by realising an exceptional performance albeit the tough challenges they were facing. For your sheer dedication, ingenuity and team spirit, I sincerely thank you and believe that together we shall garner even greater success in the years to come, InsyaAllah.



Datuk Seri Panglima Abdul Azeez Abdul Rahim

Pengerusi | Chairman

LEMBAGA PENGARAH

Board of Directors





DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM

PJN, SSAP, SPDK, DCSM, DIMP, JP

Pengerusi
Chairman

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 hingga kini. Di samping itu, beliau juga adalah Pengerusi Eksekutif Yayasan Pembangunan Rakyat Baling, Kedah.

Beliau juga merupakan Presiden Kelab Putera 1 Malaysia yang telah ditubuhkannya pada 2010. Beliau sangat aktif dalam kerja-kerja kebajikan dan sukarelawan serta terlibat secara langsung dalam semua siri bantuan kemanusiaan di negara-negara yang ditimpa bencana alam.

Beliau berpengalaman luas dalam bidang perniagaan dan korporat dan telah dilantik sebagai Pengerusi TH Hotel & Residence Sdn Bhd, Pengerusi Putrajaya Perdana Berhad dan Pengerusi di Seni Jaya Corporation Berhad. Selain itu, beliau juga adalah Ahli Lembaga Pengarah Brahim's Holdings Berhad dan Glomac Berhad.

Pada masa ini, beliau merupakan Pengerusi Eksekutif di Azeera Management Consultants (M) Sdn Bhd sejak tahun 2003.

Datuk Seri Panglima Abdul Azeez Abdul Rahim dilantik sebagai Ahli Lembaga Pengarah **TH** pada tahun 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 also acts as President of Kelab Putera 1 Malaysia which he formed in 2010. He is actively involved in various charitable and community activities and has been directly involved in a series of humanitarian aid to countries that have experienced natural disasters.

He has vast experience in both business and corporate sectors, and appointed as Chairman in TH Hotel & Residence Sdn Bhd, Putrajaya Perdana Berhad and Chairman in Seni Jaya Corporation. He also serves as Board Member in Brahim's Holdings Berhad and Glomac Berhad.

Since 2003, he has been the Executive Chairman of Azeera Management Consultants (M) Sdn Bhd

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



TAN SRI ISMEE ISMAIL

PSM, PJN, SSAP, SSIS, 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)

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 OTHMAN HAJI MAHMOOD

PSM, PJN, SMW, DGMK, 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 Othman Haji Mahmood berasal dari Muar, Johor. Beliau telah berkhidmat di Jabatan Perdana Menteri sejak tahun 2006 dan kini merupakan Timbalan Ketua Setiausaha Kanan di Jabatan Perdana Menteri (JPM). Sepanjang kerjayanya di JPM, beliau telah menyandang beberapa jawatan penting di antaranya, Setiausaha Bahagian di Bahagian Pengurusan Hartanah, Setiausaha Bahagian Kewangan & Pembangunan dan Timbalan Ketua Setiausaha. Beliau juga pernah memegang jawatan sebagai Penolong Pentadbir Tanah di Pejabat Tanah Seremban dan Timbalan Pegawai Kewangan Negeri di Jabatan Kewangan dan Perbendaharaan Negeri Melaka.

Beliau seorang yang aktif dalam kegiatan kebajikan, kemasyarakatan dan sukan. Antaranya beliau telah dilantik sebagai Pengerusi Kelab Bukit Perdana JPM sejak tahun 2011, Naib Presiden Kelab Golf Perkhidmatan Awam Malaysia (KGPA) sejak 2014 dan Pengerusi Jawatankuasa Protem Pembinaan Surau dan Sekolah Agama di Presint 18 Putrajaya sejak 2014.

Selain itu juga, Tan Sri Othman Haji Mahmood telah dilantik sebagai Ahli Lembaga dan Pengerusi kepada beberapa entiti Kerajaan. Antaranya ialah Ahli Lembaga Pengarah Majlis Agama Islam Wilayah Persekutuan sejak 2010, Ahli Lembaga Pengarah Majlis Ekuin Malaysia sejak 2011, Pengerusi Kluster Perkhidmatan Awam, Gabungan Pemikir Profesional Felda sejak 2014, Ahli Lembaga Pengarah Malaysian Industry-Government Group For High Technology sejak 2014 dan Ahli Lembaga Pengarah TH Plantations Berhad sejak Oktober 2015.

Tan Sri Othman Haji Mahmood dilantik sebagai Ahli Lembaga Pengarah **TH** pada 16 Januari 2012.

Tan Sri Othman Haji Mahmood hails from Muar, Johor. He served in the Prime Minister since 2006 and is currently the Senior Deputy Secretary General in the Prime Minister's Department. Throughout his career in the Prime Minister's Department, he has held several key positions including Secretary of Property Management Division, Secretary of Finance and Development Division and the Deputy Secretary General. He also served as an Assistant District Officer in Seremban District Office and Deputy State Financial Officer at the Department of Finance and Treasury of Malacca.

He has been actively involved in charitable activities, community and sports. Among them, he has been appointed as the Chairman of the Bukit Perdana Club, Prime Minister's Department since 2011, the Vice President of Malaysia Civil Service Golf Club (KGPA) since 2014 and Protem Committee Chairman for Mosque and Islamic School Construction in Precinct 18, Putrajaya since 2014.

In addition, Tan Sri Othman Haji Mahmood also has been appointed as a Board Member and Chairman of several government entities. Among them are the Board of Directors of the Federal Territory Islamic Religious Council since 2010, the Board of Directors of the Malaysian Equine Council since 2011, the Chairman of the Public Service Cluster, Joint Professional Thinkers of Felda since 2014, the Board of Directors of the Malaysian Industry-Government Group for High Technology since 2014 and the Board of Directors of TH Plantations Berhad since October 2015.

Tan Sri Othman Haji Mahmood was appointed as a Member of **TH'S** Board of Directors on 16 January 2012.



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

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 National 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.



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

Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin dilahirkan di Jerantut, Pahang. Beliau kini menjawat jawatan sebagai Pengerusi Jawatankuasa Fatwa Majlis Kebangsaan bagi Hal Ehwal Ugama Islam Malaysia dan Pengerusi Jawatankuasa Tadbir Urus Indeks Syariah 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 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 the Fatwa Committee of the National Council for Islamic Affairs Malaysia and Chairman of Malaysian Syariah Index Governance Committee. 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 and 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.



TAN SRI DATO' PADUKA BADRUDDIN AMIRULDIN

PSM, DHMS, DSDK, BKM, PJK, JP

Ahli Lembaga Pengarah

Board Member

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, TH Hotel & Residence Sdn Bhd sejak tahun 2013 dan TH Global Services Sdn Bhd sejak Mac 2015.

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, TH Hotel & Residence Sdn Bhd since 2013 and TH Global Services Sdn Bhd since March 2015.

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



TAN SRI DATUK MOHAMAD AZIZ

PSM, PJN, SMJ, KMN, PIS, BSI, AMN, PPN

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, Sabaco Sdn Bhd dan TH Hotel & Residence 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), as a Board Member for TH Indopalms Sdn Bhd, Sabaco Sdn Bhd and TH Hotel & Residence Sdn Bhd.

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



TAN SRI SHUKRY MOHD SALLEH

PSM, PJN, SMW, DPSK, PGBK, ASDK, PMP, PSK, AMN

Ahli Lembaga Pengarah

Board Member

- Sarjana Kajian Dasar Sosial, University of Hull, United Kingdom
- Sarjana Muda Sains Kemasyarakatan (Kepujian), Universiti Sains Malaysia

Tan Sri Shukry Mohd Salleh dilahirkan di Kelantan. Beliau kini merupakan Ketua Setiausaha Sulit kepada YAB Perdana Menteri Malaysia.

Beliau mempunyai pengalaman yang luas dalam pentadbiran kerajaan dan pernah memegang beberapa jawatan penting dalam Kementerian, termasuk sebagai Ketua Pengarah Unit Penyelarasan Pelaksanaan (ICU) Jabatan Perdana Menteri, Penolong Setiausaha di Kementerian Pertahanan dan Kementerian Dalam Negeri. Beliau pernah bertugas dalam bidang Keselamatan di negeri Sarawak, Sabah dan Selangor. Beliau pernah berkhidmat sebagai Pengarah Jabatan Pendaftaran Negara di Putrajaya, Sabah, Negeri Sembilan dan Perak. Beliau juga pernah berkhidmat sebagai Pengurus Besar di Lembaga Kemajuan Kelantan Selatan (KESEDAR) dan Jabatan Pembangunan Persekutuan Negeri Kelantan.

Beliau telah dilantik sebagai Ahli Lembaga Pengarah Perbadanan Perumahan Rakyat 1Malaysia (PR1MA) pada April 2015 dan Ahli Lembaga Pengarah Brandworth Corporation pada Mac 2016.

Tan Sri Shukry Mohd Salleh telah dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 September 2015.

Tan Sri Shukry Mohd Salleh was born in Kelantan. He is currently serves as Principal Private Secretary to the YAB Prime Minister of Malaysia.

He has extensive experience in government administration and has held several key positions, including Director General of Implementation and Coordination Unit in Prime Minister's Department, Assistant Secretary in Ministry of Defense and Ministry of Home Affairs, Chief Assistant Secretary and Secretary of State Security Committee in Sarawak, Sabah and Selangor. He was once the Director of National Registration Department in Putrajaya, Sabah, Negeri Sembilan and Perak. He also served as the General Manager of Development Authority of South Kelantan (KESEDAR) and Kelantan Federal Development Department.

He was appointed as a Board Member of Perbadanan Perumahan Rakyat 1Malaysia (PR1MA) in April 2015 and a Board Member of Brandworth Corporation in March 2016.

Tan Sri Shukry Mohd Salleh was appointed as a Member of **TH's** Board of Directors on 1 September 2015.



DATUK ROSNI SOHAR

DMSM, PJK

Ahli Lembaga Pengarah

Board Member

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 Skuad 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.

Beliau telah dilantik sebagai Ahli Lembaga Pengarah TH Hotel & Residence Sdn Bhd pada Ogos 2015.

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

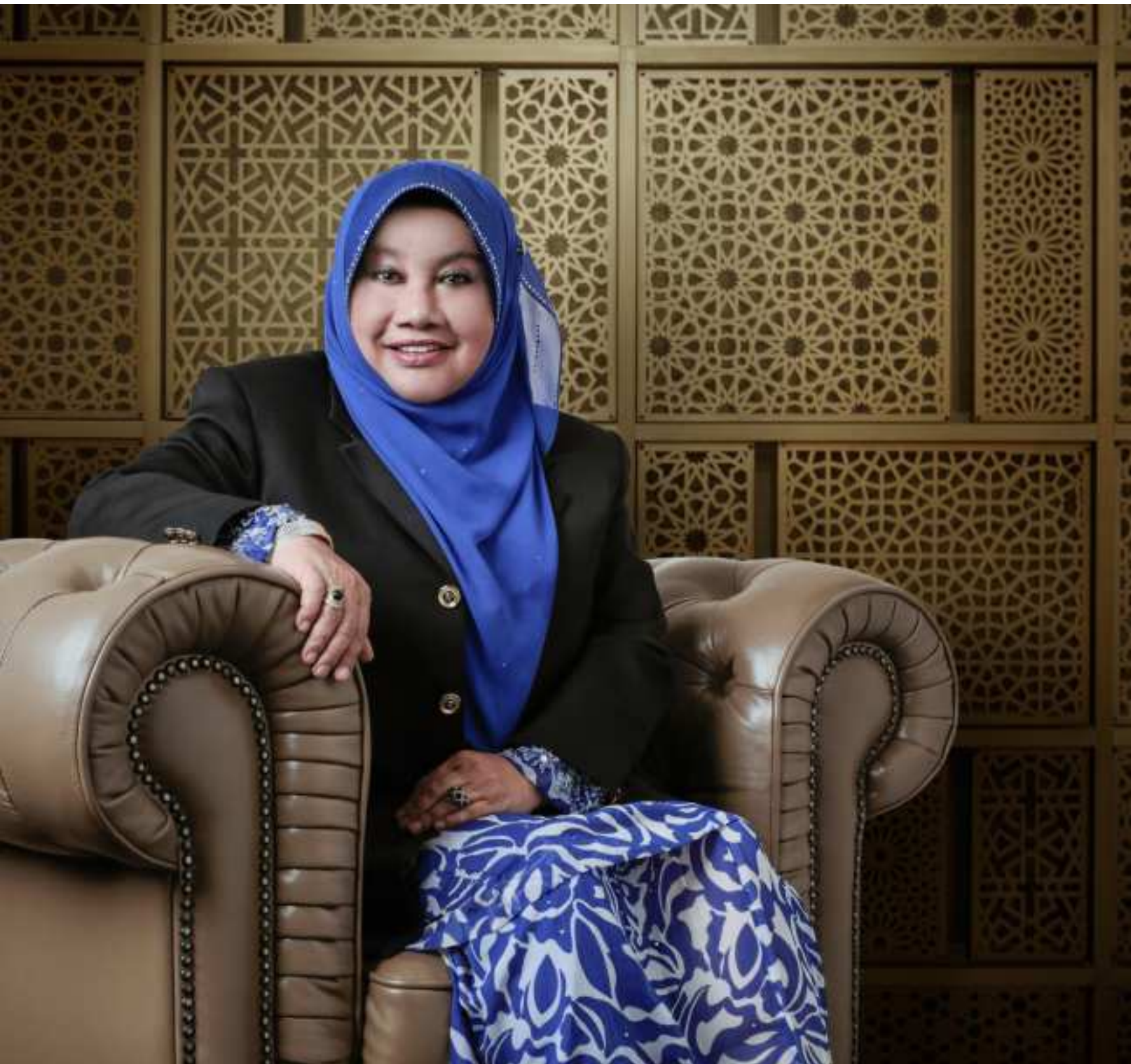
Datuk Rosni Sohar was born on 1 February, 1958 and hails from Hulu Selangor, Selangor.

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 grassroot 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.

She was appointed as a Board Member of the TH Hotel & Residence Sdn Bhd in August 2015.

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



TAN SRI DATO' HASHIM MEON

PSM, DPMS, KMN

Mantan Ahli Lembaga Pengarah

Former 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

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 dari 1999 sehingga 2003. Pengalaman beliau meliputi Pengurusan Sumber Manusia, Teknologi Maklumat dan Komunikasi, Latihan dan Pendidikan termasuk menjadi Pengarah Jabatan Penuntut Malaysia di Sydney, Australia dari 1976 sehingga 1980.

Beliau pernah berkhidmat sebagai Setiausaha Kerajaan Negeri Selangor dari 1995 sehingga 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 dan tempoh perkhidmatan beliau tamat pada 31 Disember 2015.

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 from 1999 until 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 from 1976 until 1980.

He previously served as the Selangor State Secretary and 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 and his service completed on 31 December 2015.



DATO' GHAZALI AWANG

DIMP

Mantan Ahli Lembaga Pengarah

Former 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

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 dan Pengarah Eksekutif Kewangan & Perkhidmatan Korporat dan juga sebagai Ahli Lembaga Pengarah di Bank Simpanan Nasional. Beliau juga turut dilantik sebagai Ahli Lembaga Pengarah di TH Marine Holdings (L) Inc dan syarikat-syarikat senaraian awam iaitu CCM Duopharma Biotech Berhad, HeiTech Padu Berhad, Prudential BSN Takaful Berhad, BIMB Investment Management Berhad dan TH Heavy Engineering Berhad.

Dato' Ghazali Awang telah dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 September 2011 dan tempoh perkhidmatan beliau tamat pada 31 Ogos 2015.

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 and also as a Board member of Bank Simpanan Nasional. He also serves as a Board member TH Marine Holdings (L) Inc and several public listed companies such as CCM Duopharma Biotech Berhad, HeiTech Padu Berhad, Prudential BSN Takaful Berhad, BIMB Investment Management Berhad and TH Heavy Engineering Berhad.

Dato' Ghazali Awang was appointed as a Member of **TH's** Board of Directors on 1 September 2011 and his service completed on 31 August 2015.



PANEL PELABURAN

Investment Panel



DATO' MOHZANI DATUK DR. ABDUL WAHAB

DPSJ, SMP, ASDK

Pengerusi | [Chairman](#)

Dilantik sebagai Pengerusi pada 1 Oktober 2015 | [Appointed as Chairman on 1 October 2015](#)



**TAN SRI SHEIKH GHAZALI
ABDUL RAHMAN**

Ahli | [Member](#)

PSM, PJN, DSDK, SDK, AMN



DATO' GHAZALI AWANG

DIMP

Ahli | [Member](#)

Dilantik pada 1 Oktober 2015 |
[Appointed on 1 October 2015](#)



DATO' ABDUL RAHMAN AHMAD

DPMS

Ahli | [Member](#)

Dilantik pada 1 Oktober 2015 |
[Appointed on 1 October 2015](#)



DATO' IZHAB BIN YUSOFF

DSDK

Ahli | [Member](#)

Dilantik pada 1 Oktober 2015 |
[Appointed on 1 October 2015](#)



DATO' MOHZANI DATUK DR. ABDUL WAHAB

DPSJ, SMP, ASDK

• Sarjana Ekonomi (Kepujian) Universiti Malaya Malaysia

Pengerusi | [Chairman](#)

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 Pengerusi Panel Pelaburan **TH** pada 1 Oktober 2015.

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 Chairman of **TH** Investment Panel on 1 October 2015.



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

Ahli | Member

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 Civil 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 Perundangan Islam, Jabatan Perdana Menteri; Ahli Panel Undang-Undang Majlis Perundangan 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 IKIM; Pengerusi Jawatankuasa Kerja Penasihat Syariah Yayasan Waqaf Malaysia (YWM); Ahli Lembaga Pemegang Amanah (MALPA) 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, Pengerusi Jawatankuasa Penyelidikan dan Pengurusan Fatwa, JAKIM, Penyanggah Kerusi Felo Utama, Fakulti Syariah & Undang-Undang USIM, Pengerusi Jawatankuasa Perjawatan, Pergerakan Gaji dan Kenaikan Pangkat IKIM, Ahli Jawatankuasa Kewangan dan Pelaburan IKIM, Pengerusi Jawatankuasa Tatatertib dan Disiplin IKIM dan Ahli Jawatankuasa Penasihat Program Sarjana Syariah Pusat Pengajian Undang-Undang, Universiti Utara Malaysia (UUM).

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 Ma'al Hijrah Peringkat Kebangsaan Tahun 1436H/ 2014M.

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



TAN SRI SHEIKH GHAZALI ABDUL RAHMAN

PSM, PJN, DSDK, SDK, AMN

Ahli | Member

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) 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 Fatwa Management Committee JAKIM; the Incumbent Main Fellow of the Shariah and Law Faculty, USIM; Chairman for the Recruitment, Salary Review and Promotions IKIM; a Member of the Financial and Investment Committee IKIM; the Chairman for Disciplinary Committee IKIM, and a Committee Member of the Advisory Panel for the Shariah Postgraduate Degree Program at the Law Studies Centre, Universiti Utara Malaysia (UUM).

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 Ma'al Hijrah National Level in 1436H/2014M.

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

DATO' GHAZALI AWANG

DIMP

- 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

Ahli | Member

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 dan Pengarah Eksekutif Kewangan & Perkhidmatan Korporat dan juga sebagai Ahli Lembaga Pengarah di Bank Simpanan Nasional. Beliau juga turut dilantik sebagai Ahli Lembaga Pengarah di TH Marine Holdings (L) Inc dan syarikat-syarikat senaraian awam iaitu CCM Duopharma Biotech Berhad, HeiTech Padu Berhad, Prudential BSN Takaful Berhad, BIMB Investment Management Berhad dan TH Heavy Engineering Berhad.

Dato' Ghazali Awang telah dilantik sebagai Ahli Lembaga Pengarah **TH** pada 1 September 2011 dan tempoh perkhidmatan beliau tamat pada 31 Ogos 2015. Beliau kemudiannya dilantik sebagai Ahli Panel Pelaburan **TH** pada 1 Oktober 2015.

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 and also as a Board member of Bank Simpanan Nasional. He also serves as a Board member TH Marine Holdings (L) Inc and several public listed companies such as CCM Duopharma Biotech Berhad, HeiTech Padu Berhad, Prudential BSN Takaful Berhad, BIMB Investment Management Berhad and TH Heavy Engineering Berhad.

Dato' Ghazali Awang was appointed as a Member of **TH's** Board of Directors on 1 September 2011 and his service completed on 31 August 2015. He was then appointed as a member of **TH** Investment Panel on 1 October 2015.



DATO' ABDUL RAHMAN AHMAD

DPMS

- Sarjana Ekonomi, University of Cambridge, United Kingdom
- Ahli, Institute of Chartered Accountants in England and Wales (ICAEW)

Ahli | Member



Dato' Abdul Rahman Ahmad berasal dari Petaling Jaya, Selangor. Beliau adalah Pengerusi Bukan Eksekutif Ilmu Education Group Sdn Bhd, syarikat kumpulan pendidikan bersepadu terulung di Malaysia.

Dato' Abdul Rahman merupakan bekas Ketua Pegawai Eksekutif Ekuiti Nasional Berhad (Ekuinas), syarikat firma ekuiti persendirian berkaitan kerajaan. Sebelum itu, beliau adalah Pengarah Urusan Kumpulan/Ketua Pegawai Eksekutif di Media Prima Berhad (MPB), dan Pengarah Urusan Kumpulan/Ketua Pegawai Eksekutif di Malaysian Resources Corporation Berhad (MRCB).

Dato' Abdul Rahman memulakan kerjayanya di Arthur Andersen, London, dan kemudian berkhidmat sebagai Pembantu Khas kepada Pengerusi Eksekutif Trenergy (M) Berhad / Turnaround Managers Inc Sdn Bhd Beliau kemudiannya menyertai Pengurusan Danaharta Nasional Berhad dan kemudian menjadi Pengarah Eksekutif SSR Associates Sdn Bhd.

Dato' Abdul Rahman berkelulusan Sarjana Ekonomi dari Cambridge University, United Kingdom dan merupakan Ahli, Institut Akauntan Berkanun di England dan Wales (ICAEW). Beliau kini adalah Pengarah Bukan Eksekutif Icon Offshore Berhad, Axiata Group Berhad (Axiata) dan M+S Pte Ltd, sebuah syarikat hartanah usaha sama Khazanah Nasional Berhad dan Temasek Holdings (Private) Limited, RHB Investment Bank Berhad, DRB-Hicom Berhad dan Astro Malaysia Holdings Berhad.

Dato' Abdul Rahman Ahmad telah dilantik sebagai Ahli Panel Pelaburan **TH** pada 1 Oktober 2015.

Dato' Abdul Rahman Ahmad hails from Petaling Jaya, Selangor. He is the Non-Executive Chairman of Ilmu Education Group Sdn Bhd, a leading integrated education group in Malaysia.

Dato' Abdul Rahman was previously the Chief Executive Officer of Ekuiti Nasional Berhad (Ekuinas), a government linked private equity firm. Previously, he was the Group Managing Director/Chief Executive Officer of Media Prima Berhad (MPB), and the Group Managing Director/Chief Executive Officer of Malaysian Resources Corporation Berhad (MRCB).

Dato' Abdul Rahman began his career at Arthur Andersen, London, and later served as Special Assistant to the Executive Chairman of Trenergy (M) Berhad/Turnaround Managers Inc Sdn Bhd He subsequently joined Pengurusan Danaharta Nasional Berhad, and later went on to become Executive Director of SSR Associates Sdn Bhd.

Dato' Abdul Rahman holds a Master of Arts in Economics from Cambridge University, United Kingdom and is a member of the Institute of Chartered Accountants in England and Wales (ICAEW). He is currently an Independent Non-Executive Director of Icon Offshore Berhad, Axiata Group Berhad (Axiata) and M+S Pte Ltd, a joint venture property company of Khazanah Nasional Berhad and Temasek Holdings (Private) Limited, RHB Investment Bank Berhad, DRB-Hicom Berhad and Astro Malaysia Holdings Berhad.

Dato' Abdul Rahman Ahmad was appointed as a member of **TH** Investment Panel on 1 October 2015.

DATO' IZHAM BIN YUSOFF

DSDK

- Sarjana Pentadbiran Perniagaan (Perakaunan & Perniagaan Antarabangsa), University of Miami, United States of America
- Sarjana Muda Perakaunan, University of Miami, United States of America
- Ahli Bersekutu, Institute of Internal Auditors Malaysia

Ahli | Member

Dato' Izham bin Yusoff dilahirkan di Kedah. Beliau adalah Pengarah Urusan Kumpulan dan Pengarah Eksekutif Bina Darulaman Berhad (BDB).

Dato' Izham mempunyai lebih daripada 20 tahun pengalaman dengan syarikat-syarikat besar dan multinasional di mana beliau memegang pelbagai jawatan pengurusan kanan dalam sektor korporat khususnya dalam perancangan korporat dan kewangan.

Beliau dilantik sebagai Pengarah Bebas Bukan Eksekutif BDB pada Ogos 2013 dan kemudiannya sebagai Pengarah Eksekutif Bukan Bebas sebelum memegang jawatan Pengarah Urusan Kumpulan dan Pengarah Eksekutif BDB mulai Februari 2014.

Sebelum menyertai BDB, beliau merupakan Pengarah Urusan dan Ketua Pegawai Eksekutif di Percetakan Nasional Malaysia Berhad (PNMB), sejak Februari 2010 hingga Januari 2014. Beliau pernah berkhidmat sebagai Pengarah Eksekutif/Ketua Pegawai Operasi Ninebio Sdn Bhd (2007-2010), Ketua Pegawai Operasi KUB Malaysia Berhad (2004-2007) dan Pengarah Urusan Amanah Raya Berhad (2002-2004). Beliau juga telah berkhidmat di beberapa syarikat tersenarai termasuk Bursa Malaysia Berhad.

Beliau juga merupakan Ahli Bersekutu, Institute of Internal Auditors Malaysia.

Dato' Izham dilantik sebagai Ahli Panel Pelaburan **TH** pada 1 Oktober 2015.

Dato' Izham bin Yusoff was born in Kedah. He is the Group Managing Director and Executive Director of Bina Darulaman Berhad (BDB).

Dato' Izham has more than 20 years of experience with large and multinational companies where he held various senior management positions in the corporate sector, specialising in corporate planning and finance.

He was appointed as an Independent Non-Executive Director of BDB in August 2014 and later as Non-Independent Executive Director before holding the position as Group Managing Director and Executive Director of BDB effective February 2014.

Prior to working with BDB, he was the Managing Director and Chief Executive Officer of Percetakan Nasional Malaysia Berhad (PNMB) since February 2010 until January 2014. He has served as Executive Director/Chief Operating Officer of Ninebio Sdn Bhd (2007-2010), Chief Operating Officer of KUB Malaysia Berhad (2004-2007) and Executive Director of Amanah Raya Berhad (2002-2004). He has also served on numerous listed companies including Bursa Malaysia Berhad.

He is an Associate Member of Institute of Internal Auditors Malaysia.

Dato' Izham was appointed as a Member of **TH** Investment Panel on 1 October 2015.



ABDUL KADIR MD KASSIM

• LLB (Honours), University of Singapore

Ahli | Member



Abdul Kadir berasal dari Taiping, Perak. Beliau merupakan seorang peguam yang telah beramal selama lebih 47 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 UEM Berhad yang tidak disenaraikan, Cement Industries of Malaysia Berhad (CIMA) dan Danajamin Nasional Berhad. Abdul Kadir juga merupakan Ahli Lembaga di dua buah syarikat tidak-berkeuntungan, iaitu Datuk Yaw Teck Seng Foundation dan The Renong Group Scholarship Trust Fund. 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 47 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 Berhad, Cemet Industries of Malaysia Berhad (CIMA) and Danajamin Nasinal Berhad. Abdul Kadir sits on the Boards of two non-profit companies, Datuk Yaw Teck Seng Foundation and The Renong Group Scholarship Trust Fund. 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

Ahli | Member

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.



DATO' AZIZAN ABD RAHMAN

DSDK, DMSM

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

Mantan Pengerusi | Former Chairman (2007-2015)



Dato' Azizan berasal dari Sungai Petani, Kedah. Beliau adalah Pengerusi Eastern & Oriental 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 dan tempoh perkhidmatan beliau tamat pada 30 September 2015.

Dato' Azizan hails from Sungai Petani, Kedah. He is currently the Chairman of Eastern & Oriental 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 and his service completed on 30 September 2015.

TAN SRI DR ABDUL SAMAD ALIAS

PSM, PJN

- Sarjana Muda Perdagangan, University of Western Australia
- Ijazah Kehormat Doktor Falsafah (Perakaunan), Universiti Utara Malaysia

Mantan Ahli | Former Member

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 Kemajuan 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 dan tempoh perkhidmatan beliau tamat pada 30 September 2015.

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 Perbadanan Kemajuan 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 and his service completed on 30 September 2015.



DATIN PADUKA ZAHRIDAH ISMAIL

DSSA

• Institute of Cost & Management Accountants, United Kingdom

Mantan Ahli | Former Member

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 dan tempoh perkhidmatan beliau tamat pada 30 September 2015.

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 and her service completed on 30 September 2015.



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 (Act 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 piawaian tertinggi tadbir urus korporat diamalkan bagi melindungi dan meningkatkan nilai perkhidmatan kepada pihak berkepentingan terutamanya para pendeposit.

Sehubungan dengan ini, Lembaga Pengarah dengan sukacitanya memaklumkan kepada pendeposit bahawa tatacara pentadbiran korporat **TH** di bawah **Akta 535**, adalah pada tahap penggunaan dan pemakaian 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 tersebut. Lembaga Pengarah juga perlu mengenal pasti bidang risiko penting dan mengambil langkah-langkah sewajarnya untuk mengurus risiko-risiko tersebut dan pada masa yang 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 the depositors on the governance under the **Tabung Haji Act 1995 (Act 535)**, 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 depositors' fund, all matters concerning the welfare of pilgrims and also to formulate policies in connection therewith. The Board also functions 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 Pentadbir), 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 Pentadbir 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

Seseorang ahli Lembaga Pengarah 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 honorarium, elaun perjalanan dan elaun sara hidup yang ditentukan oleh Menteri Pentadbir, seperti mana yang dibenarkan di bawah **Seksyen 7 Akta 535**. Hanya Ahli Lembaga Pengarah yang dilantik menjawat jawatan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif sahaja layak menerima gaji atau elaun yang ditentukan oleh Lembaga dengan persetujuan Menteri, seperti mana dibenarkan di bawah **Seksyen 12 (3) Akta 535**.

Integriti

Berdasarkan **Seksyen 9 Akta 535**, sekiranya terdapat sebarang percanggahan kepentingan, Ahli Lembaga Pengarah yang berkenaan dikehendaki mengisytiharkan dan mengecualikan diri daripada pertimbangan dan pengundian dalam perkara-perkara yang melibatkan kepentingan mereka.

Composition of the Board

The appointment of the Board members is in accordance with the guidelines stipulated under **Section 6 of Act 535**.

The Board of Directors comprises 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 the operations of **TH** directly and carrying out objectives as determined by the Board and stipulated under **Section 12 of Act 535**. Other Members of the Board are Independent Non-Executive Directors.

Retirement and Reappointment

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

Board Remuneration

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 pursuant to **Section 7 Act 535**. As stipulated under **Section 12 (3) Act 535**, only a Board member who is appointed as the Group Managing Director and Chief Executive Officer is allowed to receive salary or allowances as determined by the Board and approved by the Minister.

Integrity

Based on **Section 9 of Act 535**, in any event when a conflict of interest arises, Directors shall declare their interest in relation to any contract, and shall not take part in any deliberation and shall not vote on any matter which involves their interests.

Proses Membuat Keputusan

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.

Decision Making Process

Members will have ample time to study all the proposal 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 their roles and responsibilities.

Board Meetings

In accordance with **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	14/15
Tan Sri Ismee Ismail	Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif Group Managing Director and Chief Executive Officer	15/15
Tan Sri Dr. Mohd Irwan Serigar Abdullah	Wakil Kementerian Kewangan Representative of the Ministry of Finance	10/15
Tan Sri Othman Mahmood	Wakil Jabatan Perdana Menteri Representative of the Prime Minister's Department	11/15
Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin	Ahli Member	15/15
Tan Sri Dato' Paduka Badruddin Amiruldin		13/15
Tan Sri Datuk Mohamad Aziz		12/15
Tan Sri Shukry Mohd Salleh (Dilantik pada 1 September 2015) (Appointed on 1 September 2015)		3/3
Datuk Rosni Sohar		15/15
Dato' Ghazali Awang (Tamat perkhidmatan pada 31 Ogos 2015) (Completion of service on 31 August 2015)		10/12
Tan Sri Dato' Hashim Meon (Tamat perkhidmatan pada 31 Ogos 2015) (Completion of service on 31 August 2015)		12/15
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 dalam melaksanakan fungsi-fungsi mereka dan memastikan tadbir urus korporat yang 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 melaksanakan tugas dalam bidang kuasa 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 in its administration are as follows:-

- Audit Committee
- Risk Management Committee
- Tender Board
- Hajj 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
- Hajj Advisory Council
- Hajj Ibadah Advisory Committee (**TH**-JAKIM)
- Integrity and Governance Committee
- Financial Management Committee

The Board has delegated full trust and responsibility to the said Committees, to perform their functions within the approved prescribed authorities, 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 laporan 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 urusan yang boleh menimbulkan konflik kepentingan dan keraguan terhadap integriti pengurusan **TH**.

COMMITTEES WITH PARTICIPATION OF BOARD MEMBERS

Audit Committee

The Audit Committee was established on 1 January 1989 to assist the Board in relation to audit matters.

Among the roles and responsibilities of the Audit Committee are to review, evaluate and report on the following matters:

- 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 the assessment by the internal and external auditors; and
- Ensuring that all underlying transactions do not create conflict of interests and doubts towards the integrity of the management of **TH**.

Keahlian Jawatankuasa Audit | Audit Committee Membership:

Lembaga Pengarah Board of Directors	Jawatan Position	Kehadiran Attendance
Tan Sri Dato' Hashim Meon (Dilantik sebagai Pengerusi pada 1 September 2015) (Appointed as Chairman on 1 September 2015) (Tamat perkhidmatan pada 1 Januari 2016) (Completion of service on 1 January 2016)	Pengerusi Chairman Ahli Member	1/1
Dato' Ghazali Awang (Tamat perkhidmatan pada 31 Ogos 2015) (Completion of service on 31 August 2015)	Pengerusi Chairman	2/2
Tan Sri Othman Mahmood*	Ahli Member	2/3
Tan Sri Dr. Mohd Irwan Serigar Abdullah		1/3
Ketua Audit Dalam Head of Internal Audit	Setiausaha Secretary	

* Dilantik sebagai Pengerusi Jawatankuasa Audit pada 25 Februari 2016 bagi menggantikan Tan Sri Dato' Hashim Meon yang bersara pada 1 Januari 2016 |

Appointed as Chairman of Audit Committee on 25 February 2016 replacing Tan Sri Dato' Hashim Meon who retired on 1 January 2016.

PENYATA TADBIR URUS KORPORAT | Statement of Corporate Governance

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 dalam lingkungan ditetapkan;
- Meluluskan pelan pengurusan kesinambungan perniagaan;
- Meluluskan metodologi pengukuran risiko; dan
- Meneliti dan memantau segala inisiatif pengurusan risiko dan usaha-usaha menerapkan budaya mengawal risiko di **TH**.

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 monitor all risk management initiatives and efforts to inculcate a risk management culture in **TH**.

Jawatankuasa Pengurusan Risiko | Risk Management Committee:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Tan Sri Shukry Mohd Salleh (Dilantik pada 1 Januari 2016) (Appointed on 1 January 2016)	Pengerusi Chairman	-*
Tan Sri Dato' Hashim Meon (Tamat perkhidmatan pada 31 Disember 2015) (Completion of service on 31 December 2015)		2/2
Tan Sri Ismee Ismail	Ahli Member	2/2
Abdul Kadir Md Kassim		0/2
Dato' Ghazali Awang (Tamat perkhidmatan pada 31 Ogos 2015) (Completion of service on 31 August 2015)		2/2
Pengurus Besar (Bahagian Pengurusan Risiko) General Manager (Risk Management Department)	Setiausaha Secretary	

* Tidak terlibat dalam mesyuarat sepanjang tahun kewangan 2015. | Not involved in the meetings during financial year 2015.

Lembaga Tender

Lembaga Tender ditubuhkan bagi tujuan-tujuan berikut:

- Meluluskan perolehan bernilai di antara RM10 juta hingga RM30 juta; dan
- Memperakukan cadangan sesuatu perolehan untuk kelulusan Mesyuarat Lembaga Pengarah **TH**.

Tender Board

The Tender Board is set up for purposes of the following:

- Approval of purchases worth between RM10 million and RM30 million; and
- Endorsement of procurement proposals for approval by the Board of **TH**.

Jawatankuasa Tender | Tender Board:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Datuk Seri Panglima Abdul Azeez Abdul Rahim	Pengerusi Chairman	1/1
Tan Sri Ismee Ismail	Ahli Member	1/1
Tan Sri Dr. Mohd Irwan Serigar Abdullah		1/1
Ketua Pegawai Kewangan Kumpulan Group Chief Financial Officer		1/1
Ketua Pegawai Pelaburan Chief Investment Officer		0/1
Pengurus Besar (Pentadbiran dan Perolehan) General Manager (Administration and Procurement)	Setiausaha Secretary	

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 menurut dasar-dasar Lembaga dan mempunyai kuasa sebagaimana yang diwakilkan oleh Lembaga untuk perkara-perkara berikut:

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

Haji Affairs Committee

Haji Affairs Committee was formed under **Section 18(5) Lembaga Urusan 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 is given by the Board on the following matters:

- Welfare, protection control and general wellbeing of the haji pilgrims; and
- Management of the Malaysian Pilgrims Welfare Fund.

Jawatankuasa Urusan Haji | Haji Affairs Committee:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Datuk Seri Panglima Abdul Azeez Abdul Rahim	Pengerusi Chairman	3/3
Tan Sri Ismee Ismail	Ahli Member	3/3
Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin		3/3
Tan Sri Othman Mahmood		2/3
Dato' Syed Saleh Syed Abdul Rahman		3/3
Datuk Rozaida Omar		3/3
Pengurus Besar (Pengurusan Haji) General Manager (Haji Affairs)	Setiausaha Secretary	

Jawatankuasa Penasihat Syariah

Jawatankuasa ini, di mana tempoh lantikan ahlinya ialah untuk dua tahun berperanan sebagai sumber rujukan bagi Lembaga Pengarah **TH** mengenai perkara-perkara yang berkaitan dengan Syariah. Ini termasuk:

- Menasihati Lembaga Pengarah mengenai perkara-perkara berkaitan Syariah untuk memastikan bahawa operasi perniagaan **TH** mematuhi prinsip Syariah pada setiap masa;
- Menjelaskan keputusan Syariah berhubung dengan apa jua urusaniaga **TH** seperti yang diputuskan oleh jawatankuasa berdasarkan kepada apa yang dirujuk kepadanya oleh Lembaga Pengarah, Pengerusi, Bahagian Syariah atau mana-mana juga cabang perniagaan **TH**;
- Mengesahkan urusaniaga dan kontrak **TH** adalah mematuhi Syariah melalui laporan yang dikemukakan oleh Bahagian Syariah kepada jawatankuasa secara berkala, menjelaskan pelaksanaan resolusi dan hukum yang dikeluarkan oleh jawatankuasa; dan
- Mewakili **TH** dalam bidang Syariah di persidangan, seminar, dan juga untuk mengambil bahagian dalam forum kewangan Islam.

Shariah Advisory Committee

This committee of which members are elected for two years acts as a source of reference for the Board regarding Shariah-related matters. This also includes:

- Advising the Board of Directors on matters pertaining to Shariah matters so as to ensure that the business operations of **TH** are in compliance with the Shariah principles at all times;
- Provide explanation on Shariah decisions in relation to any of **TH** transactions as decided by the committee based on the matters referred to it by the Board of Directors, Chairman, Shariah Division or any branches of business under **TH**;
- Confirmation of transactions and contracts to be entered into by **TH** are Shariah compliant based on reports presented by the Shariah Division to the Committee on periodic basis, explaining the resolution and principles issued by the committee; and
- Represent **TH** in Shariah matters at conventions, seminars and to participate in any Islamic finance forum.

Jawatankuasa Penasihat Syariah Shariah Advisory Committee:		
Keahlian Membership	Jawatan Position	Kehadiran Attendance
Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin	Pengerusi Chairman	3/3
Tan Sri Sheikh Ghazali Abdul Rahman	Wakil Panel Pelaburan Representative of Investment Panel	3/3
Datuk Che Mat Che Ali	Ahli Member	3/3
Dato' Elias Zakaria		2/3
Nurhidayah Mohamad Shahaimi		0/3
Penasihat Undang-Undang Legal Advisor (Sehingga 12 Oktober 2015 Until 12 October 2015)	Setiausaha Secretary	
Pengurus Besar (Syariah) General Manager (Shariah) (Bermula 13 Oktober 2015 Effective 13 October 2015)		

Jawatankuasa Penamaan

Jawatankuasa ini dilantik oleh Lembaga Pengarah dan di 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 pelantikan dan penamatan perwakilan **TH** dalam Lembaga Pengarah syarikat yang dilabur.

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.

Jawatankuasa Penamaan | Nomination Committee :

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Datuk Seri Panglima Abdul Azeez Abdul Rahim	Pengerusi Chairman	1/1
Dato' Mohzani Abdul Wahab (Dilantik pada 1 Oktober 2015) (Appointed on 1st October 2015)	Wakil Panel Pelaburan Investment Panel Representative	-*
Dato' Azizan Abdul Rahman (Tamat perkhidmatan pada 30 September 2015) (Completion of service on 30 September 2015)		1/1
Tan Sri Ismee Ismail	Ahli Member	1/1
Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan) Senior General Manager (Corporate Finance and Services)	Setiausaha Secretary	

* Tidak terlibat dalam mesyuarat pada tahun kewangan 2015. | Not involved in the meetings during financial year 2015.

Jawatankuasa Perkhidmatan

Jawatankuasa Perkhidmatan 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 membuat peraturan-peraturan berkaitan syarat-syarat perkhidmatan dan tata tertib; dan
- Bertanggungjawab dalam penggubalan dasar dan pelaksanaan di bawah arahan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif mengikut peraturan ditetapkan oleh Lembaga Pengarah.

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;
- Empowered to formulate rules and regulations on service conditions and discipline; and
- Responsible for enacting policies and implementing them under the directive of the Group Managing Director and Chief Executive Officer as provided by the guidelines determined by the Board.

Jawatankuasa Perkhidmatan | Services Committee:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Tan Sri Othman Mahmood	Pengerusi Chairman	5/5
Tan Sri Ismee Ismail	Ahli Member	5/5
Tan Sri Dr. Mohd Irwan Serigar Abdullah		1/5
Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin		4/5
Tan Sri Dato' Hashim Meon (Tamat perkhidmatan pada 31 Disember 2015) (Completion of service on 31 December 2015)		4/5
Penasihat Undang-Undang Legal Advisor	Setiausaha Secretary	

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Jawatankuasa Tatatertib

Bidang kuasa adalah seperti 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 yang berikut:

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

Disciplinary Committee

Jurisdictions provided under the **Tabung Haji Disciplinary Regulations 2010** and **Tabung Haji Regulations (Disciplinary Committee and Disciplinary Appeal Committee) 2010**, include but not limited to the following:

- Disciplinary actions on employees who breached terms and conditions of their appointments as well as rules and regulations that are enforced from time to time; and
- Decide on matters in relation to **TH**'s employees' code of conduct.

Jawatankuasa Tatatertib Kumpulan Pengurusan dan Eksekutif | Management & Executive Disciplinary Committee:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Tan Sri Othman Mahmood	Pengerusi Chairman	4/4
Tan Sri Ismee Ismail	Ahli Member	4/4
Tan Sri Dr. Mohd Irwan Serigar Abdullah		2/4
Prof. Emeritus Tan Sri Dato' Dr. Abdul Shukor Husin		3/4
Tan Sri Dato' Hashim Meon (Tamat perkhidmatan pada 31 Disember 2015) (Completion of service on 31 December 2015)		4/4
Penasihat Undang-Undang Legal Advisor (Sehingga 9 April 2015) (Until 9 April 2015)	Setiausaha Secretary	
Pengurus Besar Kanan (Sumber Manusia) Senior General Manager (Human Resource) (Bermula 10 April 2015) (Effective 10 April 2015)		

Jawatankuasa Tatatertib Kumpulan Bukan Eksekutif | Non-Executive Disciplinary Committee:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Tan Sri Othman Mahmood	Pengerusi Chairman	3/3
Abdul Kadir Sahlan	Ahli Member	3/3
Nurrinanuwar Shamsuddin		3/3
Penasihat Undang-Undang Legal Advisor	Setiausaha Secretary	

Jawatankuasa Rayuan Tatatertib

Objektif utama Jawatankuasa Rayuan Tatatertib adalah untuk mendengar, menimbang dan memutuskan apa-apa rayuan yang dikemukakan oleh anggota **TH** terhadap keputusan hukuman tatatertib Jawatankuasa Tatatertib berdasarkan peruntukan **Peraturan-Peraturan Tatatertib Tabung Haji 2010**.

Disciplinary Appeal Committee

Main objective of Disciplinary Appeal Committee is to hear, deliberate and decide on all appeals made by employees of **TH** against decisions in regards to disciplinary actions that have been made by the Disciplinary Committee as provided under the **Tabung Haji Disciplinary Regulations 2010**.

Jawatankuasa Rayuan Tatatertib Kumpulan Pengurusan dan Eksekutif Management & Executive Disciplinary Appeal Committee:		
Keahlian Membership	Jawatan Position	Kehadiran Attendance
Datuk Seri Panglima Abdul Azeez Abdul Rahim	Pengerusi Chairman	1/1
Tan Sri Dato' Paduka Badruddin Amiruldin	Ahli Member	1/1
Dato' Ghazali Awang (Tamat perkhidmatana pada 31 Ogos 2015) (Completion of service on 31 August 2015)		1/1
Penasihat Undang-Undang Legal Advisor (Sehingga 28 Jun 2015) (Until 28 June 2015)		Setiausaha Secretary
Pengurus Besar Kanan (Sumber Manusia) Senior General Manager (Human Resource) (Bermula 29 Jun 2015 (Effective 29 June 2015)		

Jawatankuasa Rayuan Tatatertib Kumpulan Bukan Eksekutif Non-Executive Disciplinary Appeal Committee:		
Keahlian Membership	Jawatan Position	Kehadiran Attendance
Datuk Seri Panglima Abdul Azeez Abdul Rahim	Pengerusi Chairman	1/1
Tan Sri Dato' Paduka Badruddin Amiruldin	Ahli Member	1/1
Dato' Ghazali Awang (Tamat perkhidmatan pada 31 Ogos 2015) (Completion of service on 31 August 2015)		1/1
Penasihat Undang-Undang Legal Advisor (Sehingga 28 Jun 2015) / (Until 28 June 2015)		Setiausaha Secretary
Pengurus Besar Kanan (Sumber Manusia) Senior General Manager (Human Resource) (Bermula 29 Jun 2015) (Effective 29 June 2015)		

Panel Pelaburan

Objektif utama Panel Pelaburan adalah untuk menasihati Lembaga Pengarah dalam menilai dan memberi sokongan terhadap apa-apa cadangan pelaburan yang berdaya maju untuk **TH** sebelum ia diangkat untuk kelulusan Yang Berhormat Menteri.

Panel Pelaburan juga akan menasihati Pengurusan **TH** akan keberkesanan aktiviti dan kawalan dalaman pelaburan **TH** dalam usaha mempertingkatkan nilai pelaburannya serta memperolehi pulangan yang kompetitif. Ini termasuk:

- Menilai dan menasihati pengurusan mengenai dasar-dasar pelaburan **TH**;
- Menilai keberkesanan polisi alokasi aset;
- Menimbang dan memperakukan 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 **TH** sedia ada;
- 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.

Investment Panel

The main objective of the Investment Panel is to advise the Board of Directors in their assessment and recommendation of viable investment proposals for **TH** prior to submission to the Minister for approval.

The Investment Panel also advises the Management of **TH** on internal control effectiveness of investment-related matters in an effort to increase **TH's** investment value and to ensure favourable and competitive returns. These include:

- To evaluate and advise the management on its investment policies;
- To evaluate the effectiveness of the asset allocation policy;
- To deliberate and endorse any proposed long-term equity investments, property investments, investments in money market instruments and bonds, the allocation of funds for short-term equity investments and appointment of external fund managers, **TH's** financing to subsidiaries and restructuring of existing investments;
- To evaluate and endorse the appointment and termination of financial institutions as fund managers;
- To assess **TH's** financial position from time to time; and
- To deliberate on any other matters deemed appropriate.

Panel Pelaburan Investment Panel:		
Keahlian Membership	Jawatan Position	Kehadiran Attendance
Dato' Mohzani Abdul Wahab (Dilantik sebagai Pengerusi pada 1 Oktober 2015) (Appointed as Chairman on 1 October 2015) (Tamat perkhidmatan pada 30 September 2015) (Completion of service on 30 September 2015)	Pengerusi Chairman Ahli Member	11/12
Dato' Azizan Abdul Rahman (Tamat perkhidmatan pada 30 September 2015) (Completion of service on 30 September 2015)	Pengerusi Chairman	9/9
Tan Sri Sheikh Ghazali Abdul Rahman	Ahli Member	12/12
Dato' Ghazali Awang (Dilantik pada 1 Oktober 2015) (Appointed on 1 October 2015)		2/3
Dato' Abdul Rahman Ahmad (Dilantik pada 1 Oktober 2015) (Appointed on 1 October 2015)		1/3
Dato' Izham Yusoff (Dilantik pada 1 Oktober 2015) (Appointed on 1 October 2015)		3/3
Abdul Kadir Md Kassim		8/12
Syed Elias Alhabshi		10/12
Tan Sri Dr Abdul Samad Alias (Tamat perkhidmatan pada 30 September 2015) (Completion of service on 30 September 2015)		8/9
Datin Paduka Zahridah Ismail (Tamat perkhidmatan pada 30 September 2015) (Completion of service on 30 September 2015)		4/9
Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan) Senior General Manager (Corporate Finance and Services)	Setiausaha Secretary	

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Majlis Penasihat Haji

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

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

Haji Advisory Council

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

- Advise the Minister on matters regarding the hajj pilgrims' welfare and other hajj-related issues;
- Provide feedback to **TH's** management regarding issues faced by the hajj pilgrims; and
- Provide suggestions on how to improve the existing hajj management services.

Majlis Penasihat Haji | Haji Advisory Council:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Datuk Seri Panglima Abdul Azeez Abdul Rahim	Pengerusi Chairman	1/1
Dato' Saiful Anuar Lebai Hussien (Dilantik pada 1 Ogos 2015) (Appointed on 1 August 2015)	Wakil Kementerian Kesihatan Malaysia Representative of Ministry of Health	1/1
Datuk Farida Mohd. Ali (Tamat perkhidmatan pada 4 Julai 2015) (Completion of service on 4 July 2015)		-*
TYT Ambassador Zainal Abidin Bakar	Wakil Kementerian Luar Negeri Representative of Foreign Ministry	0/1
Basorri Abu Hassan	Ahli (Lantikan Menteri) Member (Appointed by Minister)	1/1
Dato' Paduka Mohd Puat Mohd Ali (Tamat perkhidmatan pada 4 November 2015) (Completion of service on 4 November 2015)	Ahli Member (Kedah)	-*
Dato' Seri Farizan Darus (Dilantik pada 1 Februari 2015) (Appointed on 1 February 2015)	Ahli Member (Pulau Pinang)	1/1
Dato' Abdul Puhat Mat Nayan	Ahli Member (Perak)	0/1
Tuan Khairi Hasan (Dilantik pada 1 Julai 2015) (Appointed on 1 July 2015)	Ahli Member (Perlis)	1/1
Tuan Jafperi Othman (Tamat perkhidmatan pada 4 November 2015) (Completion of service on 4 November 2015)		-*
Datuk Wira Naim Abu Bakar (Dilantik pada 15 Julai 2015) (Appointed on 15 July 2015)	Ahli Member (Melaka)	1/1
Yang Amat Dihormati Tengku Seri Wangsa Diraja Tengku Dato' Setia Ramli Alhaj Tengku Shahrudin Shah Alhaj	Ahli Member (Selangor)	1/1
Dato' Mat Ali Hassan	Ahli Member (Negeri Sembilan)	1/1
Dato' Ismail Karim	Ahli Member (Johor)	0/1
Dato' Khairuddin Mahmud	Ahli Member (Pahang)	1/1
Dato' Osman Muda (Dilantik pada 1 Februari 2015) (Appointed on 1 February 2015)	Ahli Member (Terengganu)	-*
Dato' Mohd. Faudzi Che Mamat	Ahli Member (Kelantan)	1/1
Dato' Wan Abdul Wahab Wan Sanusi	Ahli Member (Sarawak)	1/1
Tan Sri Ismee Ismail atau or Pengurus Besar Kanan (Haji) Senior General Manager (Haji)	Setiausaha Secretary	

* Tidak terlibat dalam mesyuarat sepanjang tempoh perantikan. | **Not involved in the meetings during the period of appointment**

Jawatankuasa Penasihat Ibadah Haji (TH-JAKIM)

Jawatankuasa Penasihat Ibadah Haji bertanggungjawab untuk:

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

Ibadah Haji Advisory Committee (TH-JAKIM)

The Ibadah Haji Advisory Committee is responsible for the following:

- Deciding the position of relevant laws and regulations pertaining to Hajj issues;
- Advising **TH** Management on issues relating to the performance of Hajj;
- Approve publication of hajj materials by **TH**; and
- Act as adviser for hajj matters during Hajj Pilgrimage at the Holy Land.

Penasihat Ibadah Haji (TH -JAKIM) | Hajj Ibadah Advisory Committee (TH -JAKIM):

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Dato' Seri Hassan Ahmad	Pengerusi Chairman	5/5
Dato' Razali Shahabudin	Wakil JAKIM JAKIM Representative	3/5
Dato' Dr. Nooh Gadot	Ahli Member	5/5
Dato' Fadzil Awang		5/5
Dato' Wan Mohamad Dato' Sheikh Abdul Aziz		5/5
Prof. Madya Dr. Raihanah Azahari		5/5
Datuk Dr. Zulkifli Mohamad Al-Bakri		4/5
Dr. Shamsiah Mohamad		4/5
Dr. Anisah Abdul Ghani		5/5
Pengurus Besar (Bimbingan) General Manager (Guidance)	Setiausaha Secretary	

PENYATA TADBIR URUS KORPORAT | Statement of Corporate Governance

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.

Integrity and Governance Committee

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

- Policies, systems and processes in delivering services;
- Detection, punitive and recovery actions;
- Culturing values and code of ethics; and
- Management of clients and other stakeholders.

Jawatankuasa Integriti dan Tadbir Urus | Integrity and Governance Committee:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Tan Sri Ismee Ismail	Pengerusi Chairman	3/3
Timbalan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif Deputy Group Managing Director and Chief Executive Officer (Dilantik pada 23 Februari 2015) (Appointed on 23 February 2015)	Ahli Member	2/3
Ketua Pegawai Kewangan Kumpulan Group Chief Financial Officer		2/3
Pengurus Besar Kanan (Haji) Senior General Manager (Haji)		1/3
Ketua Pegawai Pelaburan Chief Investment Officer		3/3
Ketua Pegawai Operasi Chief Operations Officer		3/3
Pengurus Besar Kanan (Sumber Manusia) Senior General Manager (Human Resource)		1/3
Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan) Senior General Manager (Corporate Finance and Services)		0/3
Ketua Audit Dalam Head of Internal Audit		3/3
Penasihat Undang-undang Legal Advisor		1/3
Pengurus Besar (Pengurusan Risiko) General Manager (Risk Management)		3/3
Pengurus Besar (Pejabat Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif) General Manager (Group Managing Director and Chief Executive Officer's Office)		2/3
Pengurus Besar (Hal Ehwal Awam dan Komunikasi Korporat) General Manager (Group Public Affairs and Corporate Communications)		3/3
Pengurus Besar (Syariah) General Manager (Shariah)		3/3
Pengurus Besar (Operasi Pejabat Cawangan) General Manager (Branch Office Operations)		2/3
Pengurus Besar Kanan (Integriti) Chief Integrity Officer	Setiausaha Secretary	

JAWATANKUASA PENGURUSAN KEWANGAN

Jawatankuasa Pengurusan Kewangan merupakan jawatankuasa pemantau bagi urusan kewangan meliputi:

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

FINANCIAL MANAGEMENT COMMITTEE

Financial Management Committee is a monitoring committee for financial matters comprising:

- Financial performance;
- Analyses financial plans in order to ensure that budgeted or forecasted revenue can be achieved;
- Review overall expenditure and ensuring expenditure is made in accordance with approvals obtained;
- Ensure audit findings and risk management are attended to and all necessary measures have been addressed; and
- Other financial-related matters.

Jawatankuasa Pengurusan Kewangan | Financial Management Committee:

Keahlian Membership	Jawatan Position	Kehadiran Attendance
Tan Sri Ismee Ismail	Pengerusi Chairman	16/16
Timbalan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif Deputy Group Managing Director and Chief Executive Officer (Dilantik pada 23 Februari 2015) (Appointed on 23 February 2015)	Ahli Member	12/16
Ketua Pegawai Kewangan Kumpulan Group Chief Financial Officer		16/16
Ketua Pegawai Pelaburan Chief Investment Officer		15/16
Pengurus Besar Kanan (Kewangan Korporat dan Perkhidmatan) Senior General Manager (Corporate Finance and Services)		15/16
Ketua Pegawai Operasi Chief Operations Officer		9/16
Pengurus Besar (Pengurusan Risiko) General Manager (Risk Management)		9/16
Pengurus Besar (Pejabat Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif) General Manager (Group Managing Director and Chief Executive Officer's Office)		15/16
Ketua Audit Dalam Head of Internal Audit		13/16
Pengurus Besar (Perundangan) General Manager (Legal)		9/16
Pengurus Besar (Hal Ehwal Awam dan Komunikasi Korporat Kumpulan) General Manager (Group Public Affairs and Corporate Communication)		4/4
Pengurus Besar (Pengurusan Strategik Kewangan Kumpulan) General Manager (Group Strategic Financial Management)	Setiausaha Secretary	

AKAUNTABILITI DAN AUDIT

Laporan Kewangan

Lembaga Pengarah 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 berdasarkan andaian 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 statements and ensuring that the financial statements are prepared in accordance with generally accepted accounting principles and complies with accounting standards issued in Malaysia and in line with Shariah principles.

The Board is also responsible to ensure that the presentation of the financial statements reflect a true, fair and comprehensive view of the financial position of **TH** and the Group to the depositors and the public.

The financial statements of **TH** are submitted annually to the Auditor-General for auditing purposes. The audited financial statements are presented to Parliament for approval.

Board of Directors' Responsibility on Financial Reporting

The Board is committed to provide **TH** stakeholders with transparent and timely release of **TH**'s latest financial statements. The Board must ensure that the financial statements are prepared according to the 'going concern concept' based on reasonable estimation 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 section on Internal Control Statement in this Annual Report.

PENYATA KAWALAN DALAMAN

Statement of Internal Control

Lembaga Pengarah (Lembaga) mengakui kepentingan mengekalkan sistem kawalan dalaman dan amalan pengurusan risiko yang mantap serta tadbir urus korporat yang baik bagi melindungi dana pendeposit dan aset **TH**. Lembaga menyedari tanggungjawabnya untuk memastikan kecukupan dan kewibawaan sistem kawalan dalaman dan pengurusan maklumat daripada segi kewangan dan bukan kewangan.

Sistem kawalan dalaman yang kukuh membolehkan Lembaga menjalankan operasinya dengan cekap dan berkesan, memastikan laporan kewangan yang tepat, prosedur kerja yang mantap serta mematuhi undang-undang dan peraturan yang ditetapkan. Walau bagaimanapun, perlu diakui bahawa, disebabkan oleh batasan-batasan sedia ada dalam mana-mana sistem kawalan dalaman, sistem tersebut direka untuk mengurus dan bukan menghapus risiko kegagalan mencapai objektif. Justeru, ia hanya mampu memberi jaminan munasabah, bukan muktamad terhadap salah nyata atau kerugian yang ketara.

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

- Struktur organisasi yang mempunyai panduan yang jelas mengenai kebertanggungjawaban, penurunan kuasa dan tanggungjawab di semua peringkat;
- Penubuhan pelbagai jawatankuasa dengan terma rujukan berhubung peranan dan tanggungjawab semua jawatankuasa ditakrifkan dengan jelas bagi membantu pihak pengurusan mengurangkan risiko kewangan, risiko pelaburan dan risiko operasi serta urusan keselamatan secara menyeluruh;

The Board of Directors (the Board) recognises the importance of maintaining good internal control, risk management practices and corporate governance to safeguard the depositors' funds and **TH**'s assets. Ultimately, the Board is cognisant of its responsibility to ensure effectiveness, adequacy and integrity of internal control and 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 laws and regulations. Nevertheless, it must be acknowledged that due to the limitations inherent in any system of internal control, the system is designed to manage rather than eliminate the risk of failure to achieve the objectives. Accordingly, it can only provide reasonable but not absolute assurance against material misstatement or loss.

The control system is designed to ensure that the risks faced by the Board in its effort to achieve its objectives can be identified and managed, but not entirely eliminated, to an acceptable level. The main features of existing internal control at **TH** and the Group are:

i. Organisational Structure and Administration

- An organisational structure with clearly defined lines of accountability, empowerment and responsibility at all levels;
- Establishment of various committees with terms of reference on the roles and responsibilities of these committees are clearly defined to assist the management in mitigating financial, investment and operational risks, as well as overall security matters;

- Manual Kuasa Tabung Haji (MKTH) menetapkan tahap dan hadkuasa pengurusan setiap jabatan bagi meningkatkan akauntabiliti serta memantapkan kawalan dalaman. MKTH dibentangkan dan diluluskan oleh Lembaga. Sebarang pindaan memerlukan kelulusan Lembaga, manakala pindaan berbentuk operasi pula memerlukan kelulusan Jawatankuasa Pengurusan Eksekutif. Pemantauan pematuan MKTH dijalankan oleh Pengurusan dan Bahagian Pengurusan Audit Dalam bagi memastikan kawalan dalaman bukan sahaja wujud, tetapi dilaksanakan dan berfungsi dengan berkesan;
- TH menyediakan Manual Pengurusan Pejabat dan Tadbir Urus Tabung Haji (MPTU) sebagai usaha memperkemas serta meningkatkan tadbir urus sistem pengurusan dan pentadbiran pejabat. Manual ini merupakan rujukan berpusat yang komprehensif, seragam, praktikal serta boleh diaplikasi di semua pejabat TH dan menjadi peraturan yang diguna pakai;
- Bahagian Pengurusan Audit Dalaman melapor terus kepada Jawatankuasa Audit. Bahagian tersebut menyediakan penilaian bebas terhadap kecukupan dan kewibawaan sistem kawalan dalaman serta memaklumkan jabatan-jabatan mengenai sebarang risiko yang ketara. Audit dilaksana berdasarkan pelan audit tahunan yang diluluskan oleh Jawatankuasa Audit;
- Bagi memantau sistem kawalan dalaman anak-anak syarikat, TH telah mengarahkan penubuhan Jabatan/Bahagian Audit Dalaman dalam syarikat-syarikat tersebut. Selain daripada itu, TH juga mewakilkan sekurang-kurangnya seorang Ahli Lembaga atau pegawai daripada pengurusan TH bagi mengawal setiap anak syarikatnya;
- Bahagian Pengurusan Audit Dalam juga mengaudit jabatan-jabatan di ibu pejabat, pejabat-pejabat cawangan dan anak-anak syarikatnya;
- Pemeriksaan tunai dan lawatan mengejut dibuat ke pejabat-pejabat cawangan TH secara berterusan;
- TH Authority Manual (MKTH) sets the level and limit of management authority to enhance accountability and strengthen internal control of each department. MKTH was deliberated and approved by the Board. Any amendments will need the Board's approval, while operational amendments requires authorisation of Executive Management Committee. Monitoring of MKTH compliance was done by the Management and Internal Audit Division to ensure that the internal controls do not only exist but are also implemented and function effectively;
- TH provides Tabung Haji Office Management and Governance Manual in an effort to streamline and improve the governance of office management and administration systems. The Manual is a centralised reference that is comprehensive, uniformed, practical and can be applied at all TH offices and has become adopted regulations;
- The Internal Audit Division reports directly to the Audit Committee. The division provides an independent assessment on the adequacy and integrity of internal control system and subsequently notifies all 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 for the establishment of Internal Audit Departments/ Divisions within its subsidiaries. In addition, TH assigns at least one Board Member or an officer from the management of TH to monitor each subsidiary;
- The Internal Audit Division also audits the departments at the head office, branch offices and subsidiaries;
- Surprise visits and cash inspections are continuously conducted at TH branch offices;

- Bahagian Integriti pula bertanggungjawab membentuk persekitaran perniagaan yang adil, telus dan bebas daripada rasuah, penyelewengan dan salahguna kuasa. Ia turut bertanggungjawab meningkatkan keberkesanan perniagaan dan amalan tadbir urus korporat terbaik bagi kepentingan pihak berkepentingan. Bahagian ini juga berperanan meningkatkan kecekapan penyampaian perkhidmatan dan kawalan dalaman serta menerapkan budaya integriti dalam organisasi; dan
- Bahagian Pengurusan Risiko (BPR) berperanan mewujudkan budaya pengurusan risiko yang kukuh dan mantap; dimanifestasikan melalui pemahaman yang jelas tentang kewujudan elemen risiko dalam setiap keputusan yang diambil dan aktiviti perniagaan yang dijalankan di semua peringkat. BPR juga telah mengembangkan fungsinya untuk mengurus risiko pematuhan yang mungkin boleh berlaku jika **TH** tidak mematuhi undang-undang, polisi dalaman, atau tatakerja yang boleh menyebabkan kerugian kewangan, dikenakan tindakan undang-undang dan kehilangan reputasi.

ii. 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 Jemaah 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 di Jabatan Perdana Menteri;
- Panel ini juga menasihati Pengurusan **TH** mengenai kaedah melaksanakan kawalan dalaman dan aktiviti pelaburan **TH** yang berkesan sebagai usaha untuk mempertingkatkan nilai pelaburannya serta memperoleh pulangan yang kompetitif;
- Fungsi Panel Pelaburan adalah seperti berikut:
 - Menilai dan menasihati Pengurusan mengenai dasar-dasar pelaburan **TH**;
 - Mempertimbangkan dan mengesyorkan setiap cadangan berkaitan;
 - Pembelian dan penjualan pelaburan ekuiti jangka panjang;

- The Integrity Division is responsible to create business environment that is fair, transparent and free from bribery, malpractices and misuse of authority. It is also responsible for enhancing business effectiveness and promotes best practices in corporate governance for the interest of stakeholders. It is also part of Division's role to increase service delivery efficiency and internal control, and nurturing the culture of integrity within organisation; and
- The role of Risk Management Division (RMD) is to inculcate a robust and sound risk management culture; manifested through clear understanding of the existence of risk elements in each level of decisions made and business activities undertaken. RMD had expanded its function to include managing risk of compliance that may arise if **TH** fails to adhere to the law, internal policies, or business conduct which may cause financial losses, legal actions and loss of reputation.

ii. Investment

- Pursuant to **Section 11(1) Tabung Haji Act 1995 (Act 535)**, an Investment Advisory Committee known as the Investment Panel was set up to advise the Board in discharging its duties to deliberate and approve any viable investment proposals prior to submission to the Minister in the Prime Minister's Department for approval;
- In an effort to enhance **TH** value of investments and in ensuring competitive returns, the Panel also advises **TH** Management on the effective method in implementing internal control and investment activities;
- The functions of the Investment Panel are as follows:
 - To assess and advise the Management on **TH's** investment policies;
 - To deliberate and recommend any proposals relating to:
 - Acquisition and disposal of long-term equity investments;

- Pelaburan hartanah;
 - Pelaburan dalam instrumen pasaran wang dan bon;
 - Peruntukan dana untuk pelaburan ekuiti jangka pendek dan pelantikan pengurus aset luar;
 - Menilai keperluan pembiayaan anak-anak syarikat **TH**;
 - Penstrukturan semula pelaburan-pelaburan **TH** sedia ada;
 - Keberkesanan dasar alokasi aset;
 - Pelantikan dan penamatan perkhidmatan sesebuah institusi kewangan sebagai pengurus aset;
 - Mengkaji kedudukan kewangan **TH** dari semasa ke semasa; dan
 - Mempertimbangkan sebarang perkara yang difikirkan sesuai.
- Aktiviti pelaburan dilaksanakan melalui proses kelulusan yang terperinci. Semua cadangan pelaburan berpotensi perlu melalui Bahagian Pengurusan Risiko, Jawatankuasa Penilaian Portfolio dan kemudiannya dikemukakan kepada Panel Pelaburan yang akan memberi pandangan serta nasihat dan sebelum dibentangkan kepada Lembaga untuk persetujuan;
 - Cadangan pelaburan seterusnya dikemukakan untuk kelulusan Lembaga yang mana ahlinya tidak terlibat dengan Panel Pelaburan. Keputusan bagi sesuatu cadangan pelaburan tidak dilakukan sebelum kelulusan diperoleh di setiap peringkat jawatankuasa berkaitan;
 - Cadangan pelaburan tersebut seterusnya akan dibentangkan kepada Menteri untuk mendapatkan kelulusan akhir daripada beliau; dan
 - Penerangan di atas jelas menggambarkan pengasingan kuasa yang digunakan oleh **TH** dalam proses pengurusan pelaburannya. Semua cadangan pelaburan mestilah disahkan Panel Pelaburan yang bebas yang ahlinya terdiri daripada pakar undang-undang Syariah dan ahli perniagaan profesional terkemuka.
- Property investments;
 - Investments in money market instruments and bonds;
 - Allocation of funds for short-term equity investments and appointment of external asset managers;
 - Evaluation of **TH** subsidiaries' financing requirements;
 - Restructuring of existing **TH** investments;
 - Effectiveness of asset allocation policy;
 - Appointment and termination of a financial institution as asset managers;
 - Review **TH's** financial position from time to time; and
 - Consider any matters deemed necessary.
- Investment activities are implemented via a thorough approvals process. All prospective proposals must go through Risk Management Division, Portfolio Review Committee and subsequently presented to Investment Panel for their opinion and advice before they are tabled to the Board for initial approval;
 - The proposals are then submitted for the Board's approval whose members are not involved in the Investment Panel. No decisions will be made until approvals are secured at every committee level;
 - Consequently, the proposed investments will be presented to the Minister for his final approval; and
 - The above clearly exemplifies segregation of power adopted by **TH** in its investment management process. All investment proposals must be endorsed by the independent Investment Panel whose members comprise Shariah Law experts and distinguished business professionals.

iii. Perkhidmatan Operasi dan Pendeposit

- Perkhidmatan pengeluaran dan simpanan melalui mesin ATM/CDM dengan kerjasama Bank Islam, Bank Rakyat dan Maybank Islamic telah mempertingkatkan kemudahan bagi pelanggan mengurus dan mengendalikan sendiri urusan perbankan mereka, selain berurusan di kaunter-kaunter **TH** di seluruh Malaysia; dan
- Penggunaan Pusat Khidmat Tabung Haji membolehkan **TH** mengendalikan sebarang pertanyaan atau aduan daripada orang ramai terutamanya pelanggan **TH** secara lebih cekap dan berkesan.

iv. Kewangan

- Sistem Pengurusan Kewangan di **TH**, sentiasa dipertingkatkan bagi memantapkan lagi amalan perakaunan, kewangan dan pelaporan **TH**;
- Dari sudut pengurusan bajet, **TH** mengamalkan budaya berbelanja secara berhemah di mana bajet yang diluluskan oleh Lembaga tidak semestinya akan dibelanjakan. Laporan bajet bulanan dihantar kepada penyelaras bajet Jabatan atau Bahagian bagi tujuan pemantauan dan kawalan; dan
- Perbelanjaan **TH** dibuat mengikut keperluan tanpa berkompromi terhadap kualiti perkhidmatan yang disediakan kepada para pelanggannya.

v. Sistem dan Teknologi

- Sistem aplikasi utama **TH** iaitu Sistem Pendeposit, Haji, Hartanah dan Sumber Manusia sentiasa dipertingkatkan bagi memantapkan kawalan dan memastikan proses kerja berjalan dengan lebih cekap dan berkesan. Urusan perolehan juga dilaksanakan menerusi Sistem Perolehan Elektronik bagi meningkatkan kecekapan dan kawalan dalam segala prosesnya;
- **TH** menggunakan kaedah Pengurusan Risiko Bersepadu dalam menguruskan risikonya. Ini membolehkan pihak pengurusan menjalankan penilaian risiko secara komprehensif dan mengawal risiko yang telah dikenal pasti dengan lebih berkesan, melaporkan keputusan dan menyediakan cadangan dengan lebih tepat serta memperkemaskan kawalan, proses dan latihan dalam pengurusan risiko di **TH**;

iii. Operations and Depositors Services

- Withdrawal and deposit services through Bank Islam, Bank Rakyat and Maybank Islamic ATM/CDM terminals had enhanced our customers' convenience in managing and taking control of their banking transactions, apart from performing their transactions at **TH** counters nationwide; and
- The usage of Tabung Haji Contact Centre allows **TH** to handle queries and complaints by the general public, especially **TH** customers, in a more efficient and effective manner.

iv. Finance

- **TH's** Financial Management System undergoes continuous improvement to strengthen its accounting, financial and reporting practices;
- From budget management perspective, **TH** practises prudent culture whereby budgets approved by the Board are not necessarily spent. Monthly budget reports are sent to a budget coordinator for each department or division for monitoring and control purposes; and
- **TH** spending is based on needs without compromising on the quality of service provided for its customers.

v. Technology and System

- **TH** core application systems namely the Depositor, Haji, Properties and Human Resource are continuously improved to enhance control and ensure work processes run efficiently and effectively. Procurement management is also conducted via Electronic Procurement System to enhance efficiency and control of whole processes;
- **TH** uses Enterprise Risk Management in managing its risks. This enables the management to conduct a more comprehensive risk assessment and effectively control identified risks, report results and provide recommendations more accurately and streamline controls, processes and trainings in **TH** risk management;

- Dalam pematuhan kepada Akta Pencegahan Pengubahan Wang Haram dan Pencegahan Pembiayaan Keganasan Hasil daripada Aktiviti Haram 2001 (AMLATFPUAA), **TH** terus mempertingkatkan keupayaannya dalam menjejaki dan mengesan transaksi-transaksi yang mencurigakan dengan terlaksananya Sistem AML/CFT yang disepadukan dengan Sistem Pendeposit. Sesi latihan dan penerangan berkaitan AML/CFT dibuat secara berterusan bagi membantu anggota **TH** memahami isu ini dengan lebih baik lagi;
- Bagi memastikan perkhidmatan komputer yang lebih mantap serta mengurangkan risiko dalam menyokong operasi perniagaan dan perkhidmatan kepada pelanggan, **TH** telah memindahkan Pusat Data **TH** ke lokasi yang lebih baik, 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 Pusat Arahan Operasi yang menyediakan perkhidmatan 24 jam sehari, 7 hari seminggu dan 365 hari setahun;
- **TH** sentiasa komited dalam menyediakan 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; dan
- Empat Jabatan/Bahagian telah dapat mengekalkan serta memperbaharui persijilan tersebut iaitu:
 - Bahagian Haji (Pengurusan dan Operasi Perkhidmatan Haji di Malaysia dan Arab Saudi);
 - Bahagian Khidmat Pendeposit dan Operasi (Penyampaian Perkhidmatan Pelanggan dan Tabungan **TH**);
 - Bahagian Pentadbiran dan Perolehan (Perkhidmatan Pengurusan Perolehan **TH**); dan
 - Bahagian Pemasaran dan Penyewaan (Perkhidmatan Pemasaran Penyewaan Ruang Niaga).
- **TH** juga akan terus komited untuk memperluaskan pelaksanaan SPK MS ISO 9001:2008 di semua jabatan atau bahagian secara berperingkat.
- In compliance with the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 (AMLATFPUAA), **TH** continues to enhance its capability in tracking and detecting dubious transactions with the implementation of AML/CFT, which were integrated into the Depositor System. Training and briefing sessions pertaining to AML/CFT are carried out on continuous basis to help **TH's** personnel to understand the subject matter better;
- 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 for 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; and
- Four Departments/Divisions 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 and **TH** Savings);
 - Administration and Procurement Division (**TH's** Procurement Management Services); and
 - Marketing and Leasing Division (Business Space Rental Marketing Services).
- **TH** commits to progressively expand the implementation of SPK MS ISO 9001:2008 to all departments or divisions.

vi. Pengurusan Sumber Manusia

- Pengurusan sumber manusia adalah elemen penting dalam sistem kawalan dalaman kerana keberkesanannya bergantung kepada keterlibatan anggota semua peringkat. Justeru, **TH** sentiasa menekankan peningkatan tahap profesionalisme di kalangan anggota melalui proses pengambilan, program latihan dan sistem penilaian prestasi yang bersesuaian;
- **TH** juga telah menetapkan Indeks Penilaian Prestasi sebagai asas untuk membuat penilaian tahunan ke atas prestasi pengurusan pertengahan dan tertinggi;
- **TH** juga telah menguatkuasakan peraturan-peraturan tata tertib iaitu Peraturan-Peraturan Tata tertib Tabung Haji 2010 dan Peraturan-Peraturan Tabung Haji (Jawatankuasa Tata tertib dan Jawatankuasa Rayuan Tata tertib) 2010;
- **TH** telah mewujudkan Polisi Deklarasi Integriti dalam urusan Perolehan **TH** di mana pembida/orang awam dan anggota **TH** diperlukan membuat perisytiharan secara bertulis untuk tidak terlibat dalam amalan rasuah;
- **TH** komited untuk menjadi sebuah organisasi yang mewujudkan persekitaran perniagaan yang adil, telus serta bebas daripada gejala rasuah seperti mana dizahirkan dalam Ikrar Integriti Korporat **TH**. Bagi tujuan tersebut, **TH** telah menyediakan saluran e-Whistleblowing di laman webnya untuk maklumbalas atau aduan;
- **Dasar Bagi Pendedahan Maklumat Tentang Salah Laku Di Tempat Kerja (Whistleblowing Policy)** diwujudkan bagi memastikan proses pelaporan maklumat salah laku anggota dibuat mengikut kaedah dan cara yang diperuntukkan oleh polisi dalaman dengan telus dan berkesan. Ini merupakan salah satu usaha berterusan **TH** mempertingkatkan kualiti urus tadbir korporat. Melalui dasar ini, pendedahan maklumat dibuat seawal mungkin dengan mudah dan membolehkan **TH** mengambil langkah segera. Pewujudan dasar ini juga dapat memberi perlindungan kepada pemberi maklumat untuk membuat laporan kepada pihak bertanggungjawab menerima serta meneliti aduan tersebut dan pada masa yang sama melindungi kerahsiaan pemberi maklumat;

vi. Human Resource Management

- Human resource management is a key element in internal control system as its effectiveness is dependent on the involvement of staff at all levels. Hence, **TH** had always emphasized on improving the level of professionalism among staff through appropriate process of recruitment, training and performance evaluation system;
- **TH** had also developed a Performance Assessment Index as a basis to make annual assessment on the performance of its middle and senior management;
- **TH** has also enforced disciplinary regulations through the Tabung Haji Disciplinary Regulations 2010 and Tabung Haji Regulations (Disciplinary Committee and Disciplinary Appeal Committee) 2010;
- **TH** has established an Integrity Pact Policy in **TH** Procurement process where bidders/members of the public and **TH** staff are required to make a written declaration not to get involved in corrupt practices;
- **TH** is committed to be an organization that creates fair, transparent and independent business environment that is free from corruptions as stated in **TH** Corporate Integrity Pledge. For that purposes, **TH** has provided e-Whistleblowing channel on its website to receive feedbacks or complaints;
- The **Whistleblowing Policy** was put in place to ensure that reporting process for cases of staff misconduct is carried out in accordance with procedures and methods provided by internal policy in a transparent and effective manner. This is one of many **TH** continuous efforts to enhance quality of its corporate governance. This policy facilitates for earliest possible reporting of misconduct and enables **TH** to take initial steps promptly. The policy is designed to provide protection to the whistleblowers when they lodge their reports to authorised party responsible to receive and verify the report, and at the same time protect the confidentiality of the whistleblowers;

PENYATA KAWALAN DALAMAN | Statement of Internal Control

- Kursus pengukuhan kecekapan kerja dan ceramah integriti diberikan kepada anggota bagi memantapkan pemahaman berkaitan prosedur kerja, dasar serta peraturan sedia ada di samping menerapkan sikap akauntabiliti dan pematuhan kepada prosedur dan peraturan kerja; dan
- Dasar pusingan kerja terutamanya di kalangan anggota juruwang dilaksanakan secara berperingkat serta berterusan.
- Job competency enhancement 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; and
- Job rotation policy, especially among tellers, has been implemented in stages and on continuous basis.

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, menganalisis dan mengurus risiko utama yang mungkin dihadapi sepanjang tahun. Proses tersebut akan selalu dikaji oleh Lembaga Pengarah melalui Jawatankuasa Audit dan pemeriksaan akan dilaksana berpandukan 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 akan terus dilaksanakan secara berterusan.

Penyata ini telah disediakan sejajar dengan kelulusan Lembaga Pengarah bertarikh 27 April 2016.

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, analysing 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 27 April 2016.

LAPORAN JAWATANKUASA AUDIT

Audit Committee Report

JAWATANKUASA AUDIT

Jawatankuasa Audit telah ditubuhkan pada 1 Januari 1989. Rujukan dan pelantikan ahli yang berkuat kuasa 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 2015

Jawatankuasa ini terdiri daripada Pengarah-Pengarah Bukan Eksekutif. Senarai Ahli Jawatankuasa Audit (JKA) tahun 2015 adalah seperti berikut:

AUDIT COMMITTEE

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

2015 AUDIT COMMITTEE MEMBERSHIP

The Committee comprises Non-Executive Directors. Members of the Audit Committee for 2015 are as follows:

Nama Name	Status Jawatan Position
Tan Sri Dato' Hashim Meon Mesyuarat JKA 73 pada 10 Disember 2015 73rd Audit Committee Meeting on 10 December 2015	Pengerusi Chairman
Dato' Ghazali Awang - Mesyuarat JKA 71 pada 6 April 2015 71st Audit Committee Meeting on 6 April 2015 - Mesyuarat JKA Khas 72 pada 25 Mei 2015 Special 72nd Audit Committee Meeting on 25 May 2015	
Tan Sri Othman Mahmood*	Wakil Jabatan Perdana Menteri Representative of Prime Minister's Department
Tan Sri Dr. Mohd Irwan Serigar Abdullah	Wakil Perbendaharaan Treasury Representative
Ketua Audit Dalam / Chief Internal Audit	Setiausaha Secretary

* Dilantik sebagai Pengerusi Jawatankuasa Audit pada 25 Februari 2016 bagi menggantikan Tan Sri Dato' Hashim Meon yang bersara pada 1 Januari 2016 | [Appointed as Chairman of Audit Committee on 25 February 2016 replacing Tan Sri Dato' Hashim Meon who retired on 1 January 2016.](#)

KEKERAPAN MESYUARAT

Jawatankuasa Audit telah bermesyuarat sebanyak tiga (3) kali sepanjang tahun 2015 iaitu pada tarikh berikut:

Bilangan	Tarikh
1	6 April 2015
2 (Khas)	25 May 2015
3	10 Disember 2015

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.

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;
- Memperoleh akses kepada semua sumber yang diperlukan bagi menjalankan tugasnya;
- Memperoleh akses kepada semua maklumat dan dokumen yang berkaitan dengan semua aktiviti;
- Komunikasi secara langsung dengan juruaudit luar dan dalam serta Pengurusan Kumpulan **TH**;
- Mendapatkan khidmat nasihat profesional atau guaman yang mempunyai pengalaman dan kepakaran yang berkaitan; dan
- Mengadakan mesyuarat dengan juruaudit luar dan dalam.

FREQUENCY OF MEETING

The Audit Committee met three (3) times in 2015 on the following dates:

No	Date
1	6 April 2015
2 (Special)	5 May 2015
3	10 December 2015

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 Senior Management of **TH** will attend as invitees.

TERMS OF REFERENCE, DUTIES AND RESPONSIBILITIES OF AUDIT COMMITTEE

Terms of Reference

The Audit Committee is given authority by the Board to:

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

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 dilaksanakan berkesan;
- Memastikan juruaudit mempunyai kuasa menjalankan tugas mereka;
- Memastikan penambahbaikan dilaksanakan demi mengukuhkan kawalan dalaman;
- Memastikan tiada sebarang urusaniaga yang boleh menimbulkan konflik kepentingan dan mencetuskan keraguan terhadap integriti Pengurusan **TH**;
- Mengkaji struktur Bahagian Audit Dalam untuk memperbaiki dan meningkatkan kecekapan serta keberkesanan 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 berdasarkan piawaian industri dan amalan sejagat yang terbaik; dan
- Mengkaji keperluan dan latihan yang diperlukan oleh anggota Audit Dalam bagi melaksanakan tugas dengan lebih kompeten, efisien dan efektif.

Duties And Responsibilities

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

- Determination of scope of audit and the internal audit plan;
- Ensure that the internal policies, procedures and guidelines, internal control and operations implemented are effective;
- Ensure auditors have the authority to carry out their duties;
- Ensure improvement actions are implemented for firmer internal control;
- Ensure that no transactions may give rise to conflict of interests and raise 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; and
- Review staff requirements and their training needs to ensure that Internal Audit staffs are competent, efficient and effective to conduct audit works.

LAPORAN PENGURUSAN RISIKO

Risk Management Report

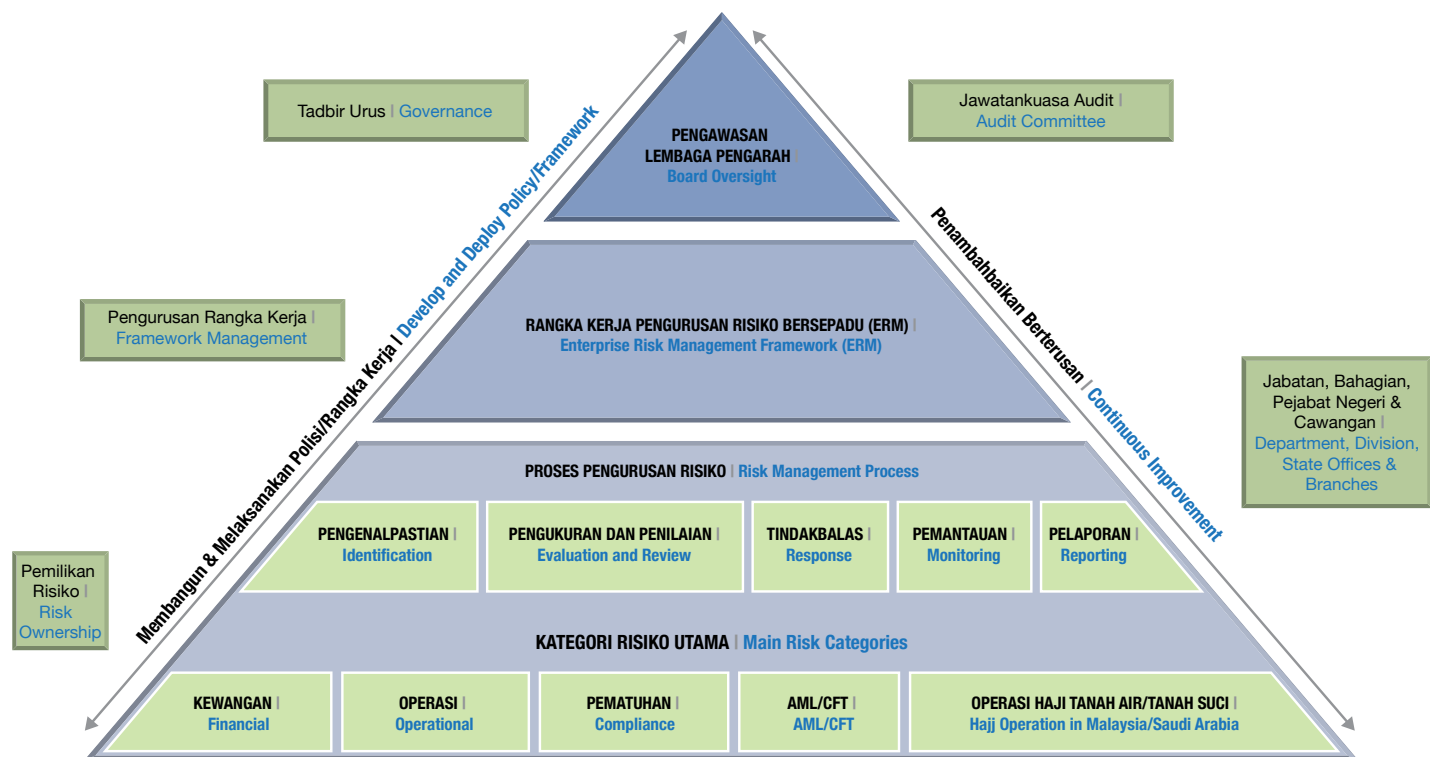
Dengan persekitaran perniagaan yang semakin kompleks dan pantas berubah, penggunaan pendekatan Pengurusan Risiko Bersepadu (*Enterprise Risk Management* atau *ERM*) diguna pakai secara berkesan bagi setiap aktiviti di semua peringkat di **TH**. Pendekatan ERM dapat menghubungkan semua potensi risiko di seluruh peringkat organisasi supaya dapat dikendali dan diurus berdasarkan kepada toleransi risiko dan pelan mitigasi untuk memastikan objektif strategik **TH** tercapai.

Kaedah ERM menerangkan secara menyeluruh mengenai peranan dan tanggungjawab setiap pihak berkepentingan di **TH** seperti di bawah :-

As business environment becoming more complex and fast-changing, the Enterprise Risk Management (ERM) approach is used effectively at all level of activities in **TH**. The ERM approach links all potential risks throughout **TH** so that it can be handled and managed based on the risk tolerance and mitigation plan to ensure **TH**'s strategic objectives are achieved.

The ERM framework approach that explains the roles and responsibilities of the stakeholder in **TH** are as follows:-

RANGKA KERJA ERM: GAMBARAN KESELURUHAN, TUGAS DAN TANGGUNGJAWAB
ERM FRAMEWORK: OVERVIEW, ROLES & RESPONSIBILITIES



RISIKO KEWANGAN

Risiko-risiko utama yang merangkumi risiko kewangan adalah risiko pelaburan, risiko kecairan dan risiko pasaran. Definisi risiko-risiko ini adalah seperti berikut:-

- Risiko Pelaburan ditakrifkan sebagai perbezaan daripada pulangan pendapatan yang bakal diperolehi daripada sesuatu pelaburan. Risiko-risiko dari aktiviti pelaburan yang dijalankan oleh **TH** boleh menyebabkan kemerosotan nilai pelaburan akibat daripada perubahan keadaan seperti pasaran, kelembapan ekonomi atau juga keadaan persekitaran yang penuh dengan ketidaktentuan dan juga sukar untuk diramal. Kegagalan untuk menguruskan risiko pelaburan dengan berhemat dan berdedikasi akan memberi kesan yang negatif kepada pulangan **TH**;
- Risiko Kecairan ditakrifkan sebagai ketidakupayaan untuk mendapat dana yang mencukupi tepat pada masanya dan pada kos yang munasabah bagi memenuhi komitmen kewangan apabila tiba masanya. Risiko kecairan utama **TH** adalah kecairan pasaran di mana **TH** tidak dapat menjual atau merealisasikan aset tertentu tanpa kerugian yang besar yang boleh mengakibatkan risiko kehilangan pendapatan akibat penjualan aset secara mendadak untuk memenuhi obligasi pengeluaran deposit secara besar-besaran oleh pendeposit dan obligasi-obligasi yang lain; dan
- Risiko Pasaran iaitu risiko di mana nilai portfolio, sama ada yang berkaitan dengan pelaburan atau perdagangan, akan berkurangan disebabkan perubahan pada harga pasaran, kadar pertukaran wang asing atau harga ekuiti dan komoditi dan juga keadaan politik dan ekonomi global.

FINANCIAL RISK

The key risks within financial risks include investment risk, liquidity risk and market risk. The definitions of these risks are as follows:-

- Investment Risk is defined as the difference of the income return to be obtained from an investment. Risks of investment activities undertaken by **TH** may cause impairment of the investment as a result of changes in circumstances such as market sluggishness, economic slowdown or uncertain and unpredictable environment. Failure to manage investment risk prudently and effectively will give negative impact to returns of **TH**;
- Liquidity Risk is defined as the inability to obtain sufficient funds in a timely manner and at reasonable cost to meet financial commitments in due course. The main liquidity risk of **TH** is market liquidity whereby **TH** is unable to sell or realize certain assets without large losses, which can result in the risk of loss of income due to sudden sale of assets to meet obligations of deposit withdrawals by depositors and other obligations; and
- Market Risk is the risk where the value of the portfolio, either related to investment or trade, diminishes due to changes in market prices, unfavourable foreign exchange rates, sluggishness in equity prices and commodities as well as unstable political situation and weakening global economy.

LAPORAN PENGURUSAN RISIKO | Risk Management Report

Pengurusan Risiko Pelaburan

Prinsip Penilaian Risiko Pelaburan adalah seperti berikut:-

Investment Risk Management

Principles of Investment Risk Assessment are as follows:-

No	Prinsip Utama Key Principles	Penerangan Description
1.	Bebas daripada Sebarang Pengaruh Free from Influences	Fungsi penilaian risiko di Bahagian Pengurusan Risiko adalah bebas daripada Jabatan/ Bahagian yang mengurus hal-hal berkaitan perniagaan. The function of risk assessment in Risk Management Division is independent of the Department/Division that manages business related matters.
2.	Budaya Risiko Risk Culture	TH berusaha untuk mewujudkan satu budaya di mana: • Pengurusan risiko adalah penting dan diletak pada suatu tahap yang tinggi; • Ia sebagai bahagian penting dalam semua aktiviti pelaburan; dan • Ia sebagai tanggungjawab semua kakitangan. TH strives to create a culture where: • Risk management is vital and placed at a higher level; • Is considered to be an integral part in all investment activities; and • Is seen as the responsibility of all employees.
3.	Pengenalpastian Risiko Risk Identification	Mengenalpasti semua potensi risiko yang mungkin memberi kesan kepada pencapaian setiap aktiviti pelaburan atau objektif strategik TH . Identify all potential risks that may affect the outcome of each investment activity or strategic objectives of TH .
4.	Pengukuran & Penilaian Risiko Risk Measurement & Evaluation	Setiap potensi risiko dinilai secara komprehensif dan semua penilaian dibuat berdasarkan proses yang standard. Risiko diukur berdasarkan kebarangkalian dan impaknya kepada TH . Each potential risk is assessed in a comprehensive manner and all evaluations are based on standard procedures and processes. Risks are measured based on the probability and impact to TH .
5.	Tindakbalas Response	Suatu tindakbalas atau keputusan mesti dibuat untuk mengenalpasti pelbagai pilihan untuk mengurus risiko tersebut sama ada menerima, mengurangkan, memindah atau mengelak risiko yang telah dikenalpasti. A response or decision must be made to identify the various options to manage these risks either to accept, mitigate, transfer, or to avoid the risks that have been identified.
6.	Pemantauan Monitoring	Pemantauan yang berterusan dibuat untuk menentukan sama ada tindakbalas risiko yang telah dilaksanakan itu berkesan. Untuk pemantauan yang lebih berkesan, suatu mekanisme isyarat amaran awal atau petunjuk risiko utama diwujudkan untuk setiap risiko yang kritikal. Continuous monitoring is made to determine the effectiveness of the risk control measures that have been implemented. For more effective monitoring, a mechanism of early warning signal or key risk indicator is created for each critical risk.
7.	Pelaporan Reporting	Laporan prestasi berkala untuk semua kelas aset termasuk had pendedahan atau had tumpuan dan juga pendedahan risiko dibuat secara berterusan. Periodic performance reports for all asset classes including exposure limits or concentration limits and also risk exposures are made on an on-going basis.

Pengurusan Risiko Kecairan

- Sasaran **TH** adalah untuk menangani masalah kecairan dengan mempunyai aset berkecairan tinggi. Pengurusan risiko kecairan **TH** adalah dengan memantau obligasi dan komitmen sedia ada dengan menganggarkan aliran tunai yang berpunca dari aset dan liabiliti mengikut tempoh matang aset pelaburan yang berbeza dan dengan menetapkan had kecairan yang selari dengan cadangan Alokasi Aset Strategik (SAA); dan
- Pengurusan risiko kecairan semasa krisis pula memerlukan **TH** mengaktifkan Pelan Kontingensi Krisis Kecairan yang menggariskan tatacara pengawalan krisis serta tindakan wajar yang meminimakan sebarang kerugian dan reputasi **TH**.

Pengurusan Risiko Pasaran

- Keadaan pasaran adalah suatu keadaan yang tidak boleh dijangka. Walaupun pakar ekonomi dapat memberi beberapa petunjuk untuk menentukan keadaan dan kedudukan pasaran, namun ianya masih belum kukuh untuk memberi kepastian terhadap pasaran tertentu;
- Pengukuran risiko pasaran **TH** adalah berdasarkan kepada beberapa model risiko seperti pengiraan *Value-at-Risk* (VAR), *Sharpe Ratio*, *Beta*, *Kemeruapan (Volatility)*, *Modified Duration* dan penggunaan pengiraan *Altman Z-Score*. Beberapa petunjuk risiko utama (KRI) juga telah digunakan untuk mengukur keadaan pasaran dan impaknya terhadap portfolio pelaburan **TH**; dan
- Selain itu, pengurusan risiko pasaran juga menggunakan analisis ujian tekanan (*stress test*) yakni dengan mengambil senario-senario dari keadaan pasaran yang lepas dan andaian yang tidak mustahil berlaku yang dapat memberi gambaran implikasinya kepada portfolio pelaburan **TH** sekiranya ia berlaku. Ianya juga dapat membantu pengurusan untuk mengenalpasti dan mengawal risiko pasaran yang boleh mengakibatkan kerugian yang lebih ketara.

Liquidity Risk Management

- The primary target of **TH** to manage liquidity risk is to have adequate liquid assets. Liquidity risk is managed based on the obligations and commitments by estimating the cash flows arising from all its assets and liabilities according to their respective maturity and setting the liquidity limits parallel to the proposed Strategic Assets Allocation (SAA); and
- Liquidity risk management during the crisis on the other hand requires **TH** to activate the Liquidity Crisis Contingency Plan which outlines the procedures for controlling the crisis as well as actions to minimize losses and reputational impact to **TH**.

Market Risk Management

- Market condition is indeed unpredictable. While the market experts can provide some indicators to determine the situation and market position, they are still not adequate to mitigate the overall risks;
- Market risk in **TH** is measured based on the number of models and tools such as the calculation of Value-at-Risk (VAR), Sharpe Ratio, Beta, Volatility, the Modified Duration and calculation of Altman Z-Score. A number of key risk indicators (KRI) have also been used to measure market conditions and its impact to **TH**'s investment portfolio; and
- In addition, stress test analysis is also carried out by taking scenarios from the past market conditions and assumptions that are not impossible to happen, which provides an overview of the implications to the investment portfolios if it happens. It also helps the management to identify and control the market risk which could diminish the portfolio values.

RISIKO OPERASI

Risiko operasi didefinisikan sebagai risiko kerugian kepada **TH** akibat daripada kecacatan atau kegagalan di dalam proses dalaman, pekerja atau manusia, sistem teknologi, persekitaran luaran dan keadaan-keadaan yang tidak diduga.

Risiko operasi sedia wujud di dalam semua produk dan perkhidmatan, aktiviti dan proses, sistem teknologi utama dan sokongan serta jabatan dan bahagian yang menjalankan operasi atau aktiviti perniagaan secara langsung atau tidak langsung. Oleh itu, semua anggota di setiap peringkat di **TH** adalah bertanggungjawab untuk mengurus dan mengawal risiko operasi yang timbul daripada aktiviti perniagaan yang mereka jalankan.

Inisiatif Pelaksanaan Pengurusan Risiko Operasi Bersepadu

Secara asasnya, inisiatif pengurusan risiko operasi yang dilaksanakan di setiap jabatan dan bahagian di **TH** adalah seragam dan konsisten berdasarkan adaptasi dari Rangka Kerja ERM.

Beberapa inisiatif telah dirancang untuk memastikan pengurusan risiko yang berkesan dan menyeluruh ke atas aktiviti, proses dan operasi di jabatan dan bahagian di **TH**. Antara inisiatif yang telah berjaya dilaksanakan adalah:-

- Membangunkan sistem *Enterprise Risk Management* (ERM) bagi mengumpul, merekod, menyimpan dan memproses data-data berkenaan risiko dan mekanisme kawalan secara sistematik dan seragam. Sistem ini membolehkan maklumat-maklumat risiko diperolehi melalui laporan pengurusan, papan pemuka (*dashboard*), kad skor, amaran (*alerts*) dan pemberitahuan (*notifications*) kepada pengguna-pengguna sistem yang telah didaftarkan;
- Melantik Pengurus Besar setiap Bahagian menjadi *Risk Champion* (RC) yang akan menjadi pemilik mutlak risiko-risiko yang dikenalpasti dan memastikan mekanisme kawalan dilaksanakan dengan berkesan;
- Melantik seorang Pengurus atau Pengurus Kanan setiap jabatan/bahagian menjadi *Risk Co-ordinator* (RO) yang akan membantu RC di dalam menguruskan risiko-risiko yang berada di dalam lingkungan tanggungjawab mereka;

OPERATIONAL RISK

Operational risk is defined as the risk of loss resulting from defects or failures in **TH's** internal processes, employees or human, technology systems, external environments and unforeseen circumstances.

Operational risk is inherent in all products and services, activities and processes, key technology and support systems and in all departments and divisions undertaking the business activities directly or indirectly. For this reason, all **TH's** employees are responsible for managing and controlling the operational risks generated from their respective business activities.

Implementation of Enterprise Operational Risk Management Initiatives

The operational risk management initiatives are implemented with uniformity and consistent to the adopted ERM Framework across all departments and divisions in **TH**.

There are several initiatives planned to ensure effective and comprehensive risk management in **TH's** department and division activities, processes and operations. Among the initiatives that were successfully implemented are:-

- Developed an Enterprise Risk Management (ERM) system for collecting, recording, storing and processing a systematic and consistent risks and control mechanisms data. The system allows registered user to obtain risks information from risk management reports, dashboard, scorecards, alerts and notifications;
- Appointed Risk Champion (RC) among the respective Division's General Manager as the absolute owner of the identified risks and to ensure effective implementation of control mechanisms;
- Appointed Risk Coordinator (RO) among the Managers or Senior Managers of the respective Department/Division to assist RC in managing risks responsibilities;

- Mengadakan latihan pengurusan risiko dengan menganjurkan bengkel pengurusan risiko yang dihadiri oleh RC dan RO yang telah dilantik. Latihan ini telah mendedahkan RC dan RO kepada metodologi risiko, kad skor risiko dan penggunaan sistem pengurusan risiko **TH** yang secara langsung membolehkan pemindahan pengetahuan kepada mereka yang terlibat;
- Membuat semakan dan penilaian semula risiko operasi secara *one-to-one* bersama-sama dengan RC dan RO bagi membina profil risiko dan pemetaan profil risiko di atas Kad Skor Risiko jabatan dan bahagian; dan
- Membuat ujian Pelan Kesyinambungan Perniagaan **TH** dan Operasi Haji Tanah Suci melalui Latihan *TableTop* bagi menentukan sama ada pelan yang telah dibangunkan adalah praktikal dan boleh digunakan untuk menangani insiden-insiden bencana.

PENCEGAHAN PENGUBAHAN WANG HARAM DAN PENCEGAHAN PEMBIAYAAN KEGANASAN HASIL DARIPADA AKTIVITI HARAM (AMLATFPUAA) 2001

Sejak tahun 2013, **TH** sebagai sebuah institusi yang mengambil deposit, telah diwartakan sebagai institusi pelapor di mana, **TH** dikehendaki oleh undang-undang untuk mengambil langkah-langkah pencegahan untuk mengelakkan institusi mereka daripada digunakan sebagai saluran aktiviti pengubahan wang haram dan pembiayaan keganasan (ML/CFT). Bagi memastikan pematuhan kepada Akta AMLATFPUAA 2001 dan garis panduan yang dikeluarkan oleh Bank Negara Malaysia, pelbagai inisiatif pematuhan telah diadakan.

Program AMLATFPUAA 2001 yang telah dijalankan oleh **TH** adalah seperti berikut:-

- Menjalankan penilaian risiko;
- Penekanan kepada Usaha Wajar Pelanggan;
- Penyerahan Laporan Transaksi yang Mencurigakan (STR) dan Laporan Transaksi Tunai (CTR), penyelenggaraan dan penyimpanan rekod transaksi; dan
- Pelaksanaan program pematuhan AML/CFT.

- Organized risk management workshop training for the appointed RC and RO. This training is to expose the RC and RO to the risk methodology, scorecards and the usage of **TH**'s risk management system as well as knowledge transfer in risk management;
- Reviewed and re-evaluated the operational risks with RC and RO on one-to-one basis to build risk profile and mapping on Risk Scorecard of the department and division; and
- Conducted TableTop Exercise on **TH**'s Business Continuity Plan and Holy Land Hajj Operations to determine how practical is the plan's execution and its application during disaster incidences.

ANTI MONEY LAUNDERING, ANTI TERRORISM FINANCING AND PROCEEDS FROM UNLAWFUL ACTIVITIES ACT (AMLATFPUAA) 2001

Since 2013, **TH** as a deposit taking institution, have been gazetted as a reporting institution required by law to take precautionary measures in order to hinder **TH** from being used as a conduit for money laundering and counter terrorism financing (ML/CFT). In order to ensure that **TH** abide to the AMLATFPUAA 2001 and the guidelines issued by Bank Negara Malaysia, various compliance initiatives have been undertaken.

AMLATFPUAA 2001 programs that have been carried out by **TH** so far are as follows:-

- Conducted risk assessment;
- Emphasis on Customer Due Diligence;
- Submission of Suspicious Transaction Reports (STRs) and Cash Threshold Report (CTR), maintenance and record keeping; and
- Implementation of the AML / CFT compliance program.

LAPORAN PENGURUSAN RISIKO | Risk Management Report

Sepanjang tahun 2015, **TH** meneruskan usahanya untuk membangunkan dan meningkatkan usaha pematuhan AMLATFPUAA dengan :-

- Memperkukuh rangka kerja operasinya;
- Mempertingkatkan pemantauan risiko ML/CFT; dan
- Meningkatkan kapasiti pengetahuan dan kemahiran anggota-anggotanya.

RISIKO PEMATUHAN

Risiko Pematuhan ditakrifkan sebagai risiko atau kegagalan untuk mematuhi keperluan undang-undang dan peraturan dalaman seperti polisi dan garis panduan yang boleh memberi kesan kepada operasi **TH**. Bahagian Pengurusan Risiko akan berusaha mencapai misi yang ditetapkan dengan cara yang berikut :

- Mengenalpasti dan menguruskan keperluan risiko pematuhan dan kewajipan yang dihadapi oleh **TH**;
- Mengintegrasikan pematuhan pengurusan risiko terhadap kawal selia ke dalam operasi perniagaan **TH**;
- Memudahkan amalan pematuhan pengurusan risiko di seluruh **TH**; dan
- Membangunkan dan melaksanakan aktiviti pemantauan dan penyeliaan untuk menilai, menguji dan melaporkan tahap pematuhan kawal selia seluruh **TH**.

MELANGKAH KE HADAPAN

Bahagian Pengurusan Risiko akan terus memberi tumpuan dan meningkatkan keupayaan di dalam penggunaan ERM untuk memastikan bahawa risiko kegagalan dapat dikenalpasti dan diuruskan dengan berhemah. Peningkatan keupayaan ERM juga akan diperluaskan kepada Kumpulan dan Anak-anak Syarikat di masa akan datang.

Bahagian Pengurusan Risiko adalah komited untuk memberi tumpuan di dalam meningkatkan keupayaan mengurus risiko-risiko yang timbul, serta mengukuhkan budaya pengurusan risiko untuk terus mewujudkan persekitaran di mana setiap ahli **TH** mampu untuk mengenalpasti risiko dan mengambil kira kesannya apabila membuat keputusan.

Throughout year 2015, **TH** continues its effort to develop and enhance AMLATFPUAA compliance by:-

- Strengthening the framework for its operations;
- Improving monitoring of ML/CFT risks; and
- Increasing the capacity of knowledge and skills of its employees.

COMPLIANCE RISK

Regulatory compliance risk is defined as risk or failure to comply with applicable regulatory requirements impacting **TH's** operations. Risk Management Division will strive to achieve its mission in the following manner:

- Identifying and managing regulatory compliance risk and obligations faced by **TH**;
- Integrating regulatory compliance risk management into **TH's** business operations;
- Facilitating strong regulatory compliance risk management practices across **TH**; and
- Developing and implementing monitoring and supervision activities to assess, test and report the level of regulatory compliance across **TH**.

MOVING FORWARD

Risk Management Division will continuously enhance its capabilities in ERM in order to ensure that the risks of failure can be identified and managed prudently. The facilitation of the risk management process may also be extended to the Group and its Subsidiaries in the future.

Risk Management Division is committed to focus on improving the ability to manage risks, strengthen risk management culture and to continuously create an environment in which every member of **TH** is able to identify risks and take into account its impact and consequences when making business decisions.

LAPORAN INTEGRITI

Integrity Report

PELAN INTEGRITI TH

Sebagai sebuah organisasi Islam unggul di negara ini, **TH** harus muncul sebagai sebuah organisasi yang tinggi tahap kewibawaannya. Ini boleh dicapai bukan sahaja dengan meningkatkan kepakaran dan kompetensi kerja, malah melalui pengukuhan tahap integriti dan moral yang tinggi di kalangan anggotanya.

Sejajar dengan hasrat tersebut, **TH** telah menambahbaik standard amalan tadbir urusnya dengan mempertingkatkan tahap integriti, ketelusan dan ketinggian sahsiah tanpa bertolak ansur kepada penyelewengan, rasuah serta mutu perkhidmatan yang boleh dipertikai oleh masyarakat umum. Justeru, **TH** memberi penekanan kepada usaha membina penghayatan dan pembudayaan terhadap integriti sebagai pendekatan untuk menyemai jiwa integriti ke dalam diri semua anggota **TH**.

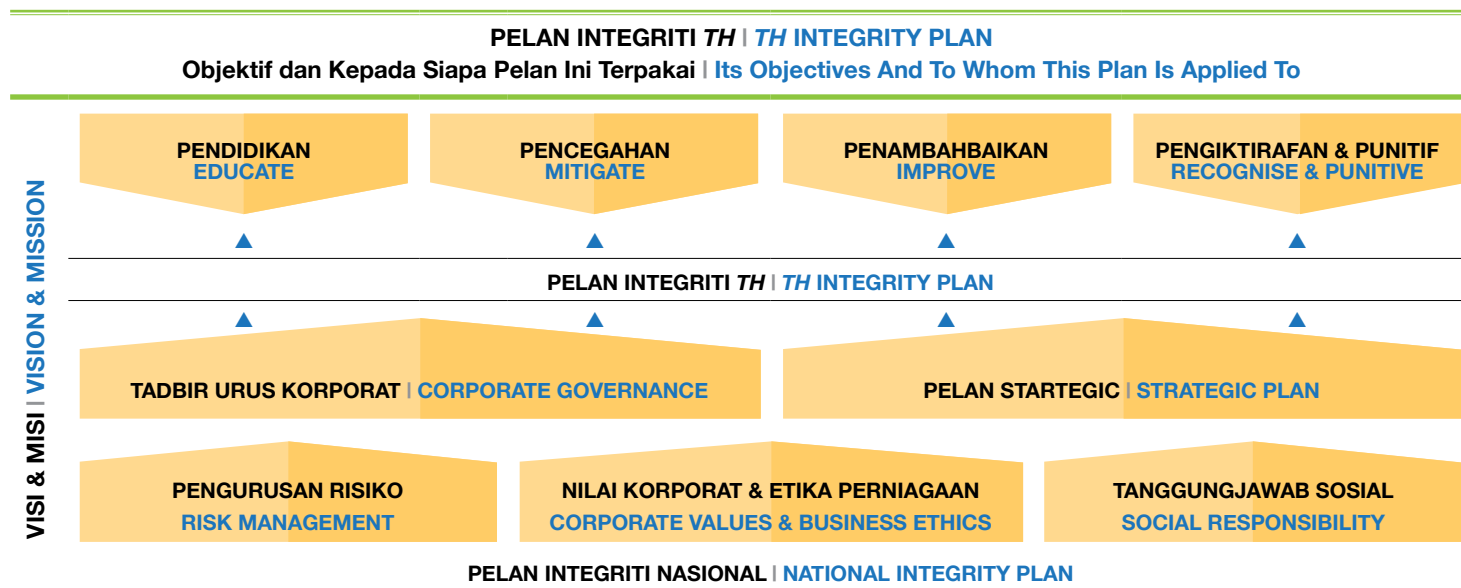
Bagi mencapai matlamat tersebut, **TH** telah menyediakan Pelan Integriti **TH** bagi tahun 2014 hingga 2020. Pelan ini menggariskan strategi teras yang direalisasi melalui program yang dirancang untuk menyemarakkan pembudayaan akhlak, etika dan integriti dalam semua aspek pelaksanaan tugas dan penyampaian perkhidmatan kepada pemegang berkepentingan dan pelanggan.

TH INTEGRITY PLAN

As the nation's ideal Islamic organisation, **TH** has to emerge as an organisation with high level of credibility. This is achievable not merely by enhancing the level of expertise and work competencies, but more importantly, by strengthening the level of integrity and moral standard of its personnel.

To this end, **TH** is improving its standard of governance by enhancing the level of integrity, transparency and morality without compromising on malpractices, graft and substandard quality of service which could be questioned by the public at large. Thus, **TH** is emphasizing on initiatives that develop the sense of appreciation and acculturation of integrity as an approach to inculcate the spirit of integrity in the hearts of **TH** personnel.

In fulfilling these objectives, **TH** has drawn up a **TH** Integrity Plan which covers a period spanning from 2014 to 2020. The plan outlines several strategic thrusts realised through programs that foster behavioural, ethical and integrity culture in every aspect of duty discharged and service delivered to its stakeholders and customers.



OBJEKTIF PELAN INTEGRITI **TH**

- 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 pendeposit **TH**;
- Melaksanakan Tanggungjawab Sosial Korporat (CSR) dan Tanggungjawab Integriti Sosial (SIR) yang lebih efektif untuk peningkatan kualiti hidup dan kesejahteraan masyarakat;
- Meningkatkan kecekapan dalam sistem penyampaian perkhidmatan dan kawalan dalaman;
- Penerapan dan pembudayaan integriti dalam organisasi; dan
- Memastikan status kewangan yang mampan dan efektif.

KEPADA SIAPA PELAN INI TERPAKAI

- Semua anggota **TH** dan anak-anak syarikat **TH**;
- Mana-mana syarikat atau orang peseorangan yang berurusan dengan **TH** berkaitan perkhidmatan atau pembekalan; dan
- Mana-mana orang atau pihak yang dibayar gaji/elaun oleh **TH** bagi apa-apa aktiviti.

OBJECTIVES OF **TH** INTEGRITY PLAN

- Create a business environment that is fair, transparent and with integrity; free from corruption, malpractice and misuse of authority;
- Enhance the effectiveness of best practice in corporate governance and business ethics for the benefit of **TH** stakeholders and depositors;
- Exercise more effective Corporate Social Responsibility (CSR) and Social Integrity Responsibility (SIR) to enhance quality of life and social well-being of the community;
- Enhance service delivery and internal control systems;
- Inculcate and imbed integrity culture in the organisation; and
- Ensure sustainable and effective financial status.

TO WHOM THIS PLAN IS APPLIED TO

- All personnel of **TH** and its subsidiaries;
- Any companies or individuals who deal with **TH** in relation to any service or supply rendered; and
- Any individuals or parties who are paid by **TH** with salaries/allowances in relation to any activities undertaken.

RANGKA KERJA PELAN INTEGRITI **TH** | **TH INTEGRITY PLAN FRAMEWORK**NILAI TERAS **TH** | **TH CORE VALUES**KOD ETIKA KERJA | **CODE OF WORK ETHICS**KOD ETIKA PERNIAGAAN (COBE) | **CODE OF BUSINESS ETHICS (COBE)****POLISI DAN PROSEDUR**
POLICIES & PROCEDURES**SISTEM DAN PROSES**
SYSTEMS & PROCESSES**ANGGOTA DAN BUDAYA**
PERSONNEL & CULTURE

Polisi pencegahan rasuah dan suapan:
Corruption and graft preventative policies:

1. Pengenalan
Introduction
2. Pemberian dan penerimaan hadiah
Giving and receiving gifts
3. Manual perolehan dan pek integrity
Procurement manual and integrity pact
4. Deposit & Pengeluaran
Deposit and withdrawal
5. Pengisytiharan harta
Wealth Declaration
6. Konflik kepentingan
Conflict of interest
7. Pekerjaan luar
Outside work
8. Penggubalan Wang Haram (AMLFA)
Anti-Money Laundering
9. Fungsi pengawasan
Monitoring function
10. Pendedahan Salah Laku
Whistleblowing
11. Anggota
Staff
12. Ahli Lembaga Pengarah
Board of Directors

Laporan Dalam, pengendalian rungutan dan aduan.
Internal reports, complaints and grousers management.

Audit dalaman dan siasatan.
Internal audit and investigation.

Manual kewangan **TH** dan kawalan dalaman.
TH finance and internal control manual.

Polisi pendedahan maklumat salah laku dan saluran pelaporan melalui emel, telefon, surat menyurat ke Bahagian Integriti atau hadir sendiri ke pejabat Bahagian Integriti.
Whistleblowing policy and channelling of reports through e-mail, telephone, correspondence to Integrity Division or lodge in person at the Integrity Division.

- Laman web Integriti (e-Whistleblowing);
- Portal Integriti.
- Integrity website (e-whistleblowing);
- Integrity portal.

Pengisytiharan Kepentingan.
• *Integrity Pact* (Pelanggan Dalam & Luar);
• Pengisytiharan Harta; dan
• Penerimaan Hadiah.
Declaration of Interests
• *Integrity Pact* (internal and external customers);
• *Asset declaration*; and
• *Acceptance of gifts.*

Pengambilan dan pengurusan penilaian kerja anggota (KPI).
Recruitment and management of personnel Key Performance Indicator (KPI) evaluation.

Pelan Pengurusan Risiko Rasuah (CRM).
Corruption Risk Management Plan (CRM).

Pengiktirafan kepada anggota **TH** yang berintegriti & cemerlang.
Recognition for TH personnel who possess high level of integrity and excellence.

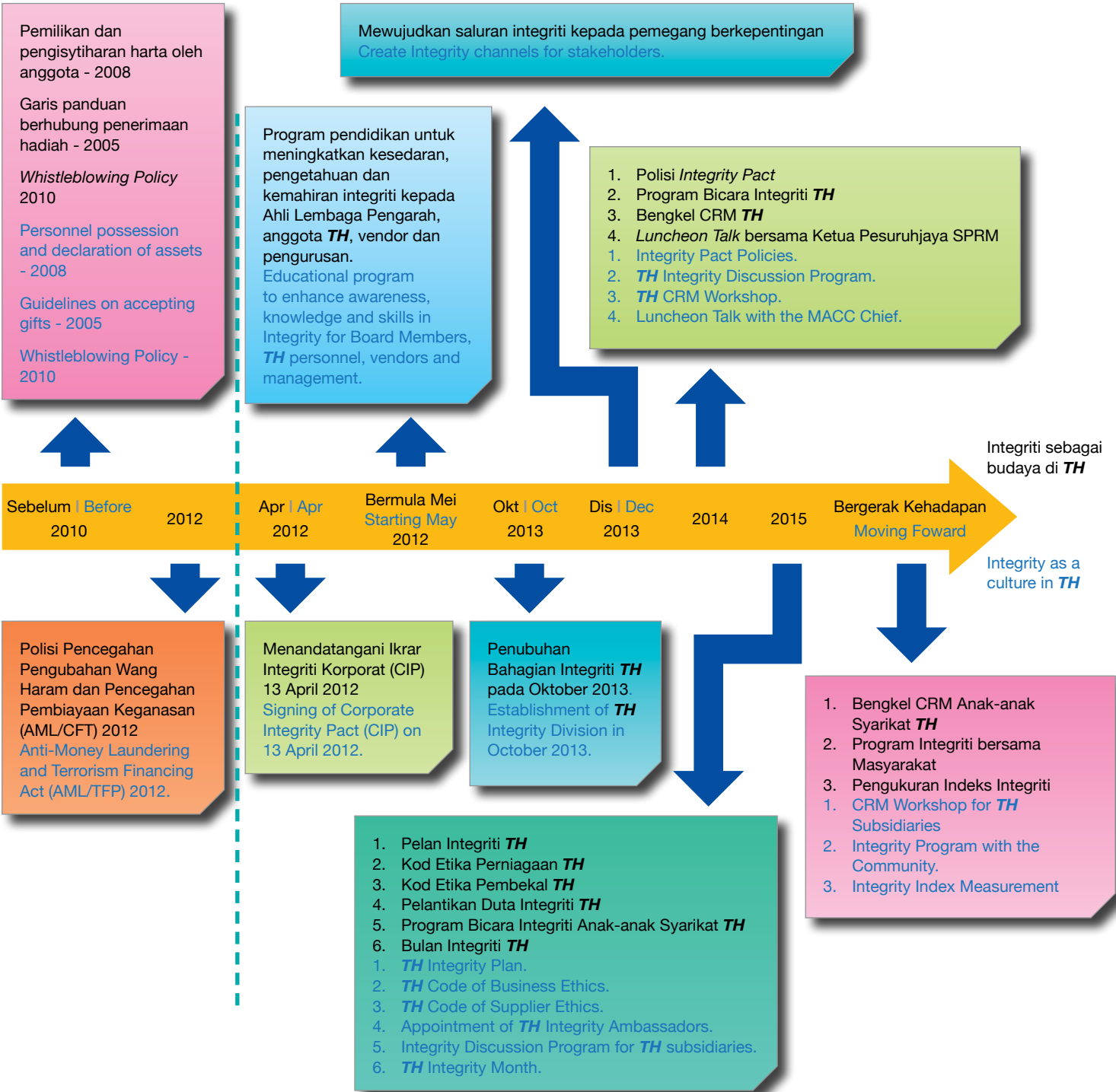
Pelindungan kepada pemberi maklumat.
Protection for whistleblowers.

Pelantikan Duta Integriti di **TH** dan anak-anak Syarikat **TH**.
Appointment of Integrity Ambassadors at TH and its subsidiaries.

Latihan kesedaran dan pendidikan etika dan integriti Ahli Lembaga Pengarah dan anggota.
Awareness course and ethics and integrity education for TH Board of Directors and personnel.

Mewujudkan inventori sahsiah warga **TH**.
Creating TH citizens' personality inventory.

USAHA LEMBAGA TABUNG HAJI MEMERANGI RASUAH: SIFAR TOLERANSI RASUAH
LEMBAGA TABUNG HAJI'S CORRUPTION ERADICATION INITIATIVE: ZERO TOLERANCE TO CORRUPTION



KOD ETIKA PERNIAGAAN TH

Salah satu komponen dalam Pelan Integriti ini ialah Kod Etika Perniagaan **TH** yang telah dibentuk dan diluluskan oleh Lembaga Pengarah **TH** untuk dikuatkuasakan mulai April 2015. Kod Etika Perniagaan **TH** adalah satu set nilai dan peraturan yang merupakan sebahagian daripada usaha untuk memelihara reputasi baik serta membina kecemerlangan perniagaan **TH**.

TH percaya bahawa tatalaku perniagaan yang telus dan tinggi tahap integritinya secara konsisten mampu mendorong kesetiaan dan kepercayaan semua pihak yang berkepentingan dalam **TH** dan ummah.

Kod Etika Perniagaan **TH** telah dirancang untuk mencapai matlamat berikut:

TH CODE OF BUSINESS ETHICS

One of the components in the Integrity Plan is **TH** Code of Business Ethics which was developed and approved by the Board of Directors and implemented with effect from April 2015. The Code spells out a set of values and rules as part of an initiative to uphold good reputation and build excellence into **TH** business.

TH believes that a business conduct that is consistently transparent and has high degree of integrity will drive loyalty and trust among its stakeholders as well as the ummah.

TH Code of Business Ethics was drafted to achieve the following objectives:

MATLAMAT KOD ETIKA PERNIAGAAN TH | OBJECTIVE OF TH CODE OF BUSINESS ETHICS

1. Kod ini digubal berdasarkan nilai-nilai yang terkandung dalam Piagam Pelanggan **TH** dan ia melambangkan komitmen **TH** dalam menegakkan amalan perniagaan yang beretika dan berintegriti.

The Code was drafted based on values as described under **TH** Customer Charter, and it reflects **TH** commitment in withholding an ethical and high degree of integrity in its business practice.

2. Kod ini adalah panduan yang menggariskan kelakuan yang boleh diterima dan kelakuan yang tidak boleh diterima dari sudut undang-undang dan etika dalam menjalankan perniagaan **TH**.

The Code is a guideline that outlines acceptable and unacceptable behaviours based on legal and ethical perspectives while transacting **TH** business.

3. Kod etika ini adalah elemen penting yang mampu membantu **TH** mengenal pasti dan menguruskan isu-isu berkaitan etika dan memupuk budaya nilai-nilai yang telah digariskan selaras dengan Visi dan Misi **TH**.

The code of ethics is an important element which will assist **TH** in identifying and handling issues related to ethics and in fostering values outlined by **TH** in line with its Vision and Mission.

KOD ETIKA PEMBEKAL TH

Pembangunan Kod Etika Pembekal ini bermula hasil daripada kesedaran tentang kepentingan isu integriti dalam mengekalkan piawaian yang tinggi dalam tadbir urus korporat **TH**.

Kod etika pembekal yang dibangunkan ini menggariskan prinsip dan tahap tingkah laku yang diharap daripada setiap pembekal, para pekerja mereka, sub-kontraktor dan sub-pembekal **TH** supaya dipatuhi semasa menyediakan barangan atau perkhidmatan untuk dibekalkan kepada **TH**.

Pembekal hendaklah memastikan bahawa Kod ini dikongsi bersama semua individu yang ditugaskan untuk melaksanakan kerja bagi atau bagi pihak **TH**, dan semua tugas berkaitan dengan **TH** dilaksanakan oleh individu yang mempunyai kemahiran, kepakaran dan pensijilan yang diperlukan untuk menegakkan prinsip dan memenuhi standard dalam Kod.

Prinsip-prinsip yang terkandung dalam Kod ini adalah selaras dengan visi dan misi **TH** dan ia boleh dicapai dengan mengekalkan tahap piawaian yang tinggi dalam tadbir urus korporat **TH**. Bagi membasmi kemungkinan berlaku gejala rasuah atau penipuan dalam perolehan, pengurusan perolehan **TH** telah dimantapkan dengan meningkatkan tahap akauntabiliti, ketelusan, integriti dan kemampuannya.

Semua pembekal dan wakil mereka yang berurusan dengan **TH** diwajibkan mematuhi seluruh prinsip, polisi dan peraturan yang dinyatakan dalam Kod ini.

TH CODE OF SUPPLIER ETHICS

TH Code of Supplier Ethics arose as a result of our awareness on the importance of integrity in maintaining a high degree of standard in **TH** corporate governance.

The Code outlines the principles and behaviour expected of and to be complied by vendors, their staff, sub-contractors and sub-suppliers of **TH** while preparing goods or services to be supplied to **TH**.

Suppliers have to ensure that the Code is shared with all individuals assigned to serve **TH**, and all duties related to **TH** are carried out by individuals with appropriate skills, expertise and any certification required, shall comply with the principles and standards of the Code.

The principles within the Code are in line with **TH** vision and mission and they are realised by maintaining a high degree of standards in **TH** corporate governance. In eradicating the possibility of corruptions or misappropriations in procurement, **TH** has strengthened its procurement management by enhancing its degree of accountability, transparency, integrity and sustainability.

All suppliers and their representatives in dealings with **TH** are obligated to comply with the whole principles, policies and rules stated under this Code.

BULAN INTEGRITI TH

Bagi memupuk semangat integriti di kalangan kumpulan sasarannya, **TH** telah menjalankan kempen untuk membina kesedaran mengenainya dengan menganjurkan Bulan Integriti **TH** pada sepanjang bulan November 2015. Kempen pendidikan selama sebulan ini bertujuan untuk meningkatkan tahap pengetahuan, kesedaran dan kemahiran anggota **TH** dan pihak berkepentingan dalam pengurusan integriti ke arah pembentukan budaya integriti yang mantap dalam **TH**.

Bulan Integriti **TH** dianjurkan untuk mencapai matlamat berikut:

1. Memberi kefahaman tentang Integriti supaya ia dihayati dan diamalkan sebagai budaya oleh anggota **TH**, pendeposit, jemaah haji dan semua pihak yang berkepentingan; dan
2. Meningkatkan kecekapan dalam sistem penyampaian perkhidmatan dan kawalan dalaman.

Bertema 'Integriti Amalan Saya', kempen Bulan Integriti **TH** telah dilaksanakan di semua peringkat, termasuk di Ibu Pejabat **TH** dan semua Pejabat **TH** Cawangan.

Pelbagai aktiviti dan pertandingan dilaksanakan dalam bulan integriti **TH** seperti berikut:

1. Kuiz disemua kaunter pejabat **TH** cawangan.
2. Pertandingan menulis esei **TH** kepada orang awam.
3. Pertandingan melukis dan mewarna ahli Kelab TaHa.
4. Pertandingan lukisan kartunis **TH**.
5. Pertandingan slogan integriti, pidato integriti dan teka silang kata.
6. Pertandingan pejabat paling berintegriti.

TH INTEGRITY MONTH

To foster the spirit of integrity among its target group, **TH** initiated an awareness development campaign by organising **TH** Integrity Month throughout November 2015. The month long educational campaign is designed to enhance the level of knowledge, awareness, and skills of its personnel and stakeholders towards the development of a high degree of integrity culture within **TH**.

TH Integrity Month was organised for the following objectives:

1. To provide a better understanding of Integrity as a culture that is stood for and practised by **TH** personnel, depositors, hajj pilgrims and stakeholders; and
2. Enhancing efficiency in service delivery and internal control systems.

Themed 'Integrity is My Practice', **TH** Integrity Month campaign was held at all levels, including at **TH** Head Office and all **TH** Branch Offices.

Multiple activities and competitions were held in **TH**'s integrity month. Among are: -

1. Quizzes at all office counters in **TH** branches.
2. **TH**'s Essay writing competition open to the public.
3. Drawing and colouring competition for Kelab TaHA members.
4. **TH**'s cartoon drawing competition.
5. Creating an Integrity slogan competition, Integrity debate and crossword puzzles.
6. Integrity based competitions for offices.

PERANAN JAWATANKUASA INTEGRITI DAN TADBIR URUS (JITU)

TH telah menubuhkan JITU berdasarkan Pekeliling Arahan Perdana Menteri No. 1 Tahun 2014. Mesyuarat JITU **TH** yang pertama telah diadakan pada 15 Oktober 2014 dan seterusnya tiga mesyuarat tambahan telah diadakan pada tahun 2015.

Peranan dan tanggungjawab JITU **TH** adalah untuk mengenal pasti isu, masalah dan langkah-langkah penambahbaikan berdasarkan kepada sumber-sumber berikut:

1. Enam terma rujukan untuk memantapkan keutuhan sistem pengurusan pentadbiran kerajaan meliputi perkara-pekerjaan berikut: dasar dan perundangan, sistem dan prosedur penyampaian perkhidmatan, tindakan pengesanan, punitif dan pemulihan, pembudayaan nilai-nilai murni dan kod etika, pengurusan pelanggan dan membina permuafakatan dengan pihak berkepentingan.
2. Laporan audit, antaranya laporan audit negara dan laporan audit dalam.

PERANAN DUTA INTEGRITI **TH**

Mesyuarat Jawatankuasa Pengurusan Eksekutif **TH** yang berlangsung pada 26 Mac 2015 telah memberi persetujuan kepada pelaksanaan Pelan Integriti **TH** yang antara meluluskan pelantikan Duta Integriti **TH** di peringkat Jabatan, Bahagian dan Pejabat **TH** Cawangan.

Sehubungan itu, **TH** telah melantik Duta Integriti **TH** di kalangan Ketua Jabatan, Ketua Bahagian di bawah Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif **TH**, Pengurus Besar Operasi pejabat Cawangan dan Pengarah **TH** Negeri.

Duta Integriti berperanan melestarikan dan membudayakan integriti dalam **TH** dengan cogan kata “Integriti Amalan Saya”. Duta Integriti juga telah mewujudkan Jawatankuasa Integriti bagi membantu mereka memainkan peranan dan mengerakkan fungsi integriti di peringkat Jabatan dan pejabat cawangan. Bengkel Duta Integriti telah diadakan pada 5 dan 6 Mei 2015 di TH Hotel Kelana Jaya untuk semua Duta Integriti. Hasil daripada bengkel tersebut, setiap Duta Integriti telah menyediakan Pelan Tindakan Integriti Jabatan/Negeri masing-masing berdasarkan empat pendekatan iaitu pendidikan, pencegahan, penambahbaikan dan pengiktirafan & punitif yang menyokong Pelan Integriti **TH**.

INTEGRITY AND GOVERNANCE COMMITTEE (IGC) ROLE

TH had established IGC in accordance with the Prime Minister’s Directive Circular No. 1 Year 2014. The first **TH** IGC Meeting was held on 15 October 2014 and three additional meetings were held in 2015.

TH IGC role and responsibility is to identify issues, problems and improvement measures based on the following sources:

1. Six terms of reference to reinforce the government’s administration management systems integrity include the followings: policy and legislation; service delivery systems and procedures; detection, punitive and rehabilitation actions; acculturation of virtuous values and code of ethics; customer management and fostering cooperation with the stakeholders.
2. Audit report, vis-à-vis, national audit report and internal audit report.

THE ROLES OF **TH** INTEGRITY AMBASSADOR

TH Executive Management Committee Meeting on 26 March 2015 had agreed with the implementation of **TH** Integrity Plan. The meeting had also approved the appointment of **TH** Integrity Ambassadors at **TH** Department, Division and Branch Office levels.

To this end, **TH** has appointed **TH** Integrity Ambassadors among the Heads of Departments, Heads of Divisions under the Group Managing Director and **TH** Chief of Executive Officer, General Manager of Branch office Operation and **TH** State Directors.

The role of an Integrity Ambassador is to sustain and acculturate integrity at **TH** with the slogan “Integrity Is My Way”. The Integrity Ambassador program has also established an Integrity Committee to assist them in carrying out their role and to drive integrity function at Department and branch office levels. To this end, an Integrity Ambassador Workshop was conducted on the 5th and 6th May 2015 at the TH Hotel Kelana Jaya for all Integrity Ambassadors. As a result from the workshop, every Integrity Ambassador had prepared a an Integrity Action Plan for his/her respective Departments/States based on the four approaches, namely education, preventive, improvement and recognition & punitive that support the whole idea behind **TH** Integrity Plan.

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, rundingan meja bulat, dokumen integriti dan beberapa pendekatan lain untuk manfaat anggota **TH**, Ahli Lembaga Pengarah **TH**, Ketua-ketua anak syarikat, pembida, petender, pelanggan **TH** dan pihak-pihak berkepentingan.

PENDEDAHAN KEPENTINGAN

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

Manakala mekanisme kawalan dalaman bagi memastikan isu-isu tadbir urus dan pematuhan terhadap percanggahan kepentingan dan salah laku, **Peraturan-Peraturan Tata Tertib 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.

DASAR BAGI PENDEDAHAN MAKLUMAT TENTANG SALAH LAKU DI TEMPAT KERJA (POLISI WHISTLE BLOWING)

Tabung Haji 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*).

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 bagi mengelakkan pelanggaran salah laku.

INTEGRITY AND COMPLIANCE

TH develop, plan and implement programs to enhance the knowledge, awareness and skills of integrity management through various communication methods, namely “Bicara Integriti” roadshow, forums, round table discussions, integrity documents and other approaches designed for **TH** personnel, Members of **TH** Board of Directors, Chiefs of **TH** subsidiaries, bidders, tenderers, **TH** customers and other stakeholders.

DISCLOSURE OF INTEREST

Section 9, Tabung Haji Act 1995 [Act 535] provides that any member of the Board who directly or indirectly owns or receives, by his/her own self or through partnership or agent, shall declare the type and level of the share or interest to the Board.

While internal control mechanism ensures all governance issues and the compliance towards conflicts of interest and wrongdoings, **Disciplinary Regulations of Tabung Haji 2010** stipulates that all personnel of **TH** who have or potentially shall have any conflict of interest must make a full disclosure to his/her Head to avoid any damage to integrity values in furthering their duties.

WHISTLEBLOWING POLICY ON MISCONDUCT AT WORKPLACE

Tabung Haji is committed in promoting and upholding the highest standard of integrity, transparency and ethics, as well as good practice in Corporate Governance at the workplace and among the staff. To this end, **TH** had enforced the Whistleblowing Policy on Misconduct at Workplace since 2010.

The Integrity Division has established internal reporting channels for any **TH** personnel or the public to report on misconduct or breach of integrity to the Division where the whistleblower identity shall be protected in accordance with the whistleblowing policy. This is a transparent mechanism in ensuring that the standard of integrity is continuously observed and controlled to prevent any misconduct.

Pendedahan boleh disalurkan melalui mana-mana saluran berikut dan semua maklumat yang diterima adalah bertaraf sulit:-

- Emel kepada whistle@th.gov.my;
- Secara bertulis kepada Bahagian Integriti, Lantai 15, Bangunan Tabung Haji, 201 Jalan Tun Razak, Kuala Lumpur;
- Hubungi talian 03 2054 3317 dari Isnin hingga Jumaat (8.00 pagi hingga 5.00 petang); atau
- Hadir ke pejabat Ketua Pegawai Integriti.

Satu unit telah diwujudkan iaitu Saluran Aduan Dalaman yang menjalankan fungsi maklumbalas pantas dan tanda amaran awal untuk memainkan peranan sebagai ejen perubahan dan melaksanakan semakan yang seimbang supaya maklumat yang diterima adalah berasas dan tidak berunsur fitnah. Fungsi ini juga selari dengan peranan Bahagian Integriti iaitu untuk mengesan dan mengesah seperti tertera dalam Pekeliling Perkhidmatan Bilangan 6 Tahun 2013 berhubung Penubuhan Unit Integriti di Semua Agensi Awam.

Reporting can be performed through any of these channels and all information received will be treated as confidential:-

- Email to whistle@lth.gov.my;
- In writing to the Integrity Division, Level 15, Bangunan Tabung Haji, 201 Jalan Tun Razak, Kuala Lumpur;
- Contact 03 2054 3317 from Mondays to Fridays during office hours (8.00 am to 5.00pm); or
- Visit the office of the Integrity Chief Officer.

A dedicated unit, Internal Complaint Channel, was established to carry out the quick respond and early warning signal functions that act as an agent of change and check & balance in ensuring that all information received is well founded and has no defamatory element. This function is also in line with the role of Integrity Division, which is to track and validate as outlined in the Service Circular Number 6 Year 2013 on the Establishment of Integrity Unit at All Public Agencies.

LAPORAN SYARIAH

Shariah Report

PEWUJUDAN BAHAGIAN SYARIAH

Sebagai sebuah institusi kewangan Islam unggul dan antara pengurus dana Islam terbesar negara, **TH** perlu sentiasa memastikan bahawa segala aktiviti perniagaan dan urusan-urusan kewangannya mematuhi prinsip-prinsip Syariah.

Selaras dengan penubuhan Jawatankuasa Penasihat Syariah **TH** (JPS), Bahagian Syariah telah diwujudkan bagi memainkan peranan sebagai perantara di antara pengurusan **TH** dan JPS **TH** dengan mandat untuk memastikan bahawa segala aktiviti perniagaan, perkhidmatan, operasi dan kewangan Kumpulan **TH** mematuhi prinsip-prinsip dan hukum-hakam Syariah.

Antara fungsi Bahagian Syariah ialah:

- Memastikan amalan, perniagaan dan operasi Kumpulan **TH** adalah patuh Syariah;
- Berkhidmat sebagai urusetia dan sekretariat kepada JPS **TH** dan bertindak sebagai perantara di antara Pengurusan **TH** dan JPS **TH**;
- Menjalankan penyelidikan Syariah mengenai urusan, pelaburan, produk, perkhidmatan dan lain-lainnya yang dicadangkan oleh **TH**;
- Mengemukakan pandangan daripada perspektif Syariah dan menjawab apa-apa persoalan mengenai isu-isu Syariah yang berkaitan dengan perniagaan dan operasi **TH**, yang dibangkitkan oleh pihak pengurusan dan kakitangan;
- Menjalankan semakan Syariah secara berkala dengan kerjasama dan penyelerasan bahagian/jabatan lain yang berkaitan seperti Audit Dalaman, Undang-undang dan lain-lain;
- Membantu proses Audit Syariah apabila dijalankan oleh Bahagian Audit Dalaman;
- Membantu Bahagian Pengurusan Risiko dalam mengenalpasti, mengurangkan dan menjalankan pembetulan terhadap apa-apa risiko pematuhan Syariah;

THE ESTABLISHMENT OF A SHARIAH DIVISION

Being the nation's renowned Islamic financial institution and among the largest Islamic fund manager, **TH** has to consistently ensure that its business activities and financial transactions comply with Shariah principles.

The Shariah Division was established in conjunction with the establishment of **TH** Shariah Advisory Committee (SAC), to play its role as an intermediary between **TH** management and SAC. The mandate is to ensure that all business, service, operations and financial activities of **TH** Group are in compliance with the Shariah principles.

The functions of Shariah Division inter alia include:

- To ensure that the practice, business and operations of **TH** Group are in compliance with the Shariah principles;
- To serve as the secretariat and secretary to **TH** SAC and act as an intermediary between **TH** Management and **TH** SAC;
- To conduct Shariah research on transactions, investments, products, services and others as proposed by **TH**;
- Presents opinions from Shariah perspective and answers any questions with regard to Shariah issues related to **TH** business and operations raised by the management and staff;
- Perform periodic Shariah review in collaboration and in coordination with other related divisions/departments such as Internal Audit, Legal or others;
- Assist in Shariah Audit process as and when the Internal Audit Division conduct such audit;
- Assists Risk Management Division in identifying, reducing, and rectifying any Shariah compliance risks;

- Menjalankan program-program latihan Syariah dengan kerjasama dan penyelarasan dengan Bahagian/Jabatan yang berkaitan seperti Jabatan Sumber Manusia dan lain-lainnya; dan
- Mewakili **TH** dalam apa-apa perkara berkaitan Syariah seperti mana yang dikehendaki oleh pihak pengurusan dalam mana-mana urusan dengan pihak luar seperti Jabatan-jabatan/agensi Kerajaan, pihak swasta, pengawalselia yang berkaitan, pelanggan dan orang ramai.
- Conducts Shariah training programs in collaboration and in coordination with other related Divisions/Departments such as Human Resource Department and others; and
- Represents **TH** in any matters related to Shariah as required by the management in any transactions with outside parties such as government departments/agencies, the private sectors, related regulatory bodies, customers and the general public.

MESYUARAT JAWATANKUASA PENASIHAT SYARIAH LEMBAGA TABUNG HAJI

Sebagai sekretariat kepada JPS **TH**, Bahagian Syariah bertanggungjawab mengendalikan Mesyuarat Jawatankuasa Penasihat Syariah **TH** yang diadakan secara berkala. Sepanjang tahun 2015, JPS **TH** telah mengadakan mesyuarat sebanyak tiga (3) kali pada tarikh-tarikh seperti berikut:

LEMBAGA TABUNG HAJI SHARIAH ADVISORY COMMITTEE MEETINGS

As secretariat to **TH** SAC, Shariah Division is responsible in arranging the **TH** SAC meeting. During 2015, **TH** SAC conducted three (3) meetings on the following dates:

Bilangan Number	Tarikh Date
1/2015 (6)	20 April 2015
2/2015 (7)	14 Ogos August 2015
3/2015 (8)	26 November 2015

DASAR AMALAN TADBIR URUS SYARIAH LEMBAGA TABUNG HAJI (TH)

Amalan tadbir urus Syariah yang efektif dan kondusif adalah sangat penting bagi memastikan kelangsungan kepatuhan Syariah di samping memantapkan pematuhan dan pengawasan penyeliaan bagi aktiviti perniagaan, perkhidmatan, operasi dan urusan kewangan Kumpulan **TH**.

Justeru itu, bagi mencapai tujuan tersebut, Bahagian Syariah telah memperkenalkan Dasar Amalan Tadbir Urus Syariah yang menjadi garis panduan yang menyeluruh dalam menangani isu-isu Syariah dan proses-proses berkaitan kepatuhan Syariah di **TH**.

Antara objektif utama Dasar Amalan Tadbir Urus Syariah **TH** ialah:

- I. Untuk menggariskan prinsip-prinsip tadbir urus Syariah di bawah Dasar Amalan Tadbir Urus Syariah **TH**;
- II. Untuk menyediakan satu panduan yang komprehensif kepada Lembaga Pengarah, JPS dan Pengurusan **TH** dalam menunaikan tanggungjawab masing-masing terhadap perkara yang berhubungan dengan Syariah;
- III. Untuk menggariskan fungsi yang berhubungan dengan semakan Syariah, audit Syariah, pengurusan risiko Syariah dan penyelidikan Syariah;
- IV. Untuk menggariskan peranan, fungsi dan tanggungjawab JPS;
- V. Untuk menggariskan peranan, fungsi dan tanggungjawab Bahagian Syariah; dan
- VI. Untuk menggariskan hubungan antara JPS dan Pengurusan **TH**.

LEMBAGA TABUNG HAJI (TH) SHARIAH GOVERNANCE PRACTICE POLICY

It is essential to have an effective and conducive Shariah governance to ensure a continuous Shariah compliance apart from strengthening compliance and oversight of business activities, services, operations and financial dealings of **TH** Group.

Hence, in realising the objective, the Shariah Division has introduced a Shariah Governance Practice Policy as a comprehensive guideline in addressing Shariah issues and Shariah compliance related processes at **TH**.

The main objectives of **TH** Shariah Governance Practice Policy are:

- I. To outline Shariah governance principles under the **TH** Shariah Governance Practice Policy;
- II. To provide a comprehensive guideline to the Board of Directors, SAC and **TH** Management in undertaking their respective responsibilities related to Shariah matters;
- III. To outline functions related to Shariah review, Shariah audit, Shariah risk management, and Shariah research;
- IV. To outline roles, functions and responsibilities of SAC;
- V. To outline roles, functions, and responsibilities of Shariah Division; and
- VI. To outline the relation between SAC and **TH** Management.

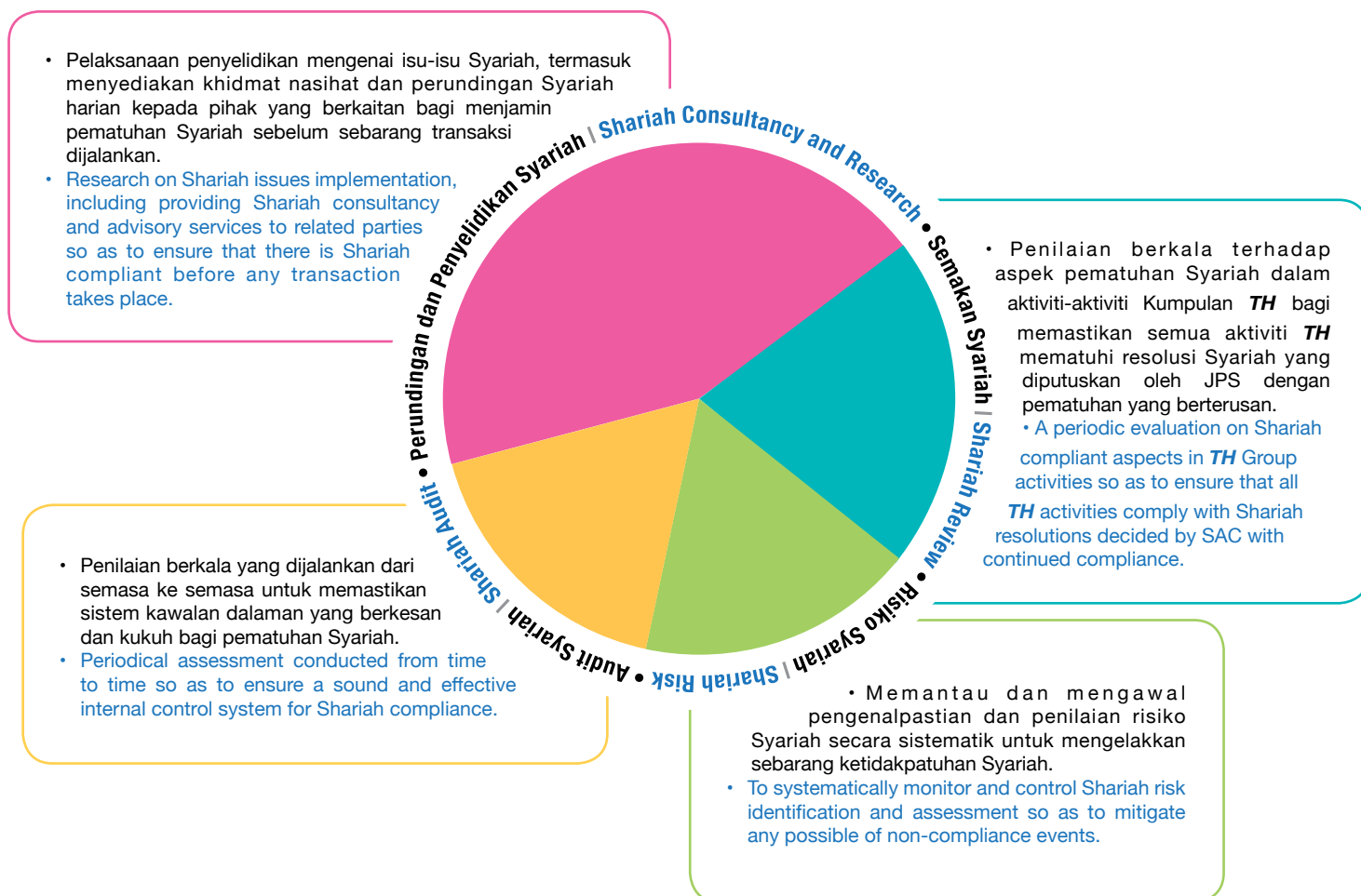
Secara amnya Dasar Amalan Tadbir Urus Syariah **TH** ini terdiri daripada bahagian-bahagian berikut:

In general, **TH** Shariah Governance Practice Policy comprises the following parts:

BAHAGIAN PART I	Prinsip Am General Principles • Infrastruktur tadbir urus Syariah TH yang mantap yang memberi penekanan kepada peranan fungsi utama dalam memastikan pelaksanaan tadbir urus Syariah yang berkesan. • An effective Shariah governance implementation requires a strong TH Shariah governance infrastructure which emphasises on the role of its main functions.
BAHAGIAN PART II	Pengawasan, Akauntabiliti & Tanggungjawab Oversight, Accountability & Responsibility • Akauntabiliti dan tanggungjawab setiap petugas utama Kumpulan TH yang terlibat dalam pelaksanaan Tadbir Urus Syariah yang terdiri daripada Lembaga Pengarah, Jawatankuasa Penasihat Syariah (JPS) dan Pihak Pengurusan. • Accountability and responsibility of each TH Group main task force involved in the implementation of the Shariah Governance comprises of the Board of Directors, Shariah Advisory Committee (SAC) and the Management.
BAHAGIAN PART III	Kebebasan Independence • Kebebasan JPS hendaklah dipatuhi pada setiap masa dalam melaksanakan tugas mereka untuk membuat pertimbangan yang objektif dan bermaklumat. • In making an objective and well-informed decision, the independence of SAC shall be observed at all time while conducting their duties.
BAHAGIAN PART IV	Kecekapan Efficiency • Mana-mana orang yang bertanggungjawab seperti yang digariskan dalam tadbir urus Syariah TH hendaklah memiliki kecekapan yang diperlukan dan sentiasa meningkatkan pengetahuan dan kefahaman serta mengikuti perkembangan mengenai isu-isu terkini. • Any responsible persons as outlined under the TH Shariah governance must posses the level of proficiency required and are always improving their knowledge and keep abreast with latest issues.
BAHAGIAN PART V	Kerahsiaan & Ketekalan Confidentiality & Consistency • Maklumat dalaman dan istimewa yang diperolehi oleh JPS dalam menjalankan tugas mereka adalah sulit dan hendaklah disimpan pada setiap masa dan tidak disalahgunakan. • Pengekalan etika profesional, pertimbangan dan ketekalan bagi memastikan pematuhan terhadap prinsip-prinsip Syariah. • Internal and private information obtained by SAC while conducting their duties, are confidential and must be securely kept at all time and are not to be missused. • Maintain professional ethics, consideration and consistency so as to ensure compliance to Shariah principles.
BAHAGIAN PART VI	Pematuhan Syariah Shariah Compliance • Fungsi pematuhan Syariah yang teguh yang terdiri daripada semakan Syariah dan audit Syariah dan disokong oleh proses kawalan pengurusan risiko. • A strong Shariah compliant function comprises of Shariah review and Shariah audit and it is supported by a risk management control process.
BAHAGIAN PART VII	Perundangan dan Penyelidikan Syariah Shariah Advisory and Research • Fungsi pematuhan dan struktur Syariah yang mantap yang terdiri daripada proses perundangan dan penyelidikan Syariah. • A robust Shariah compliance functions and structure comprise of Shariah advisory and research process.

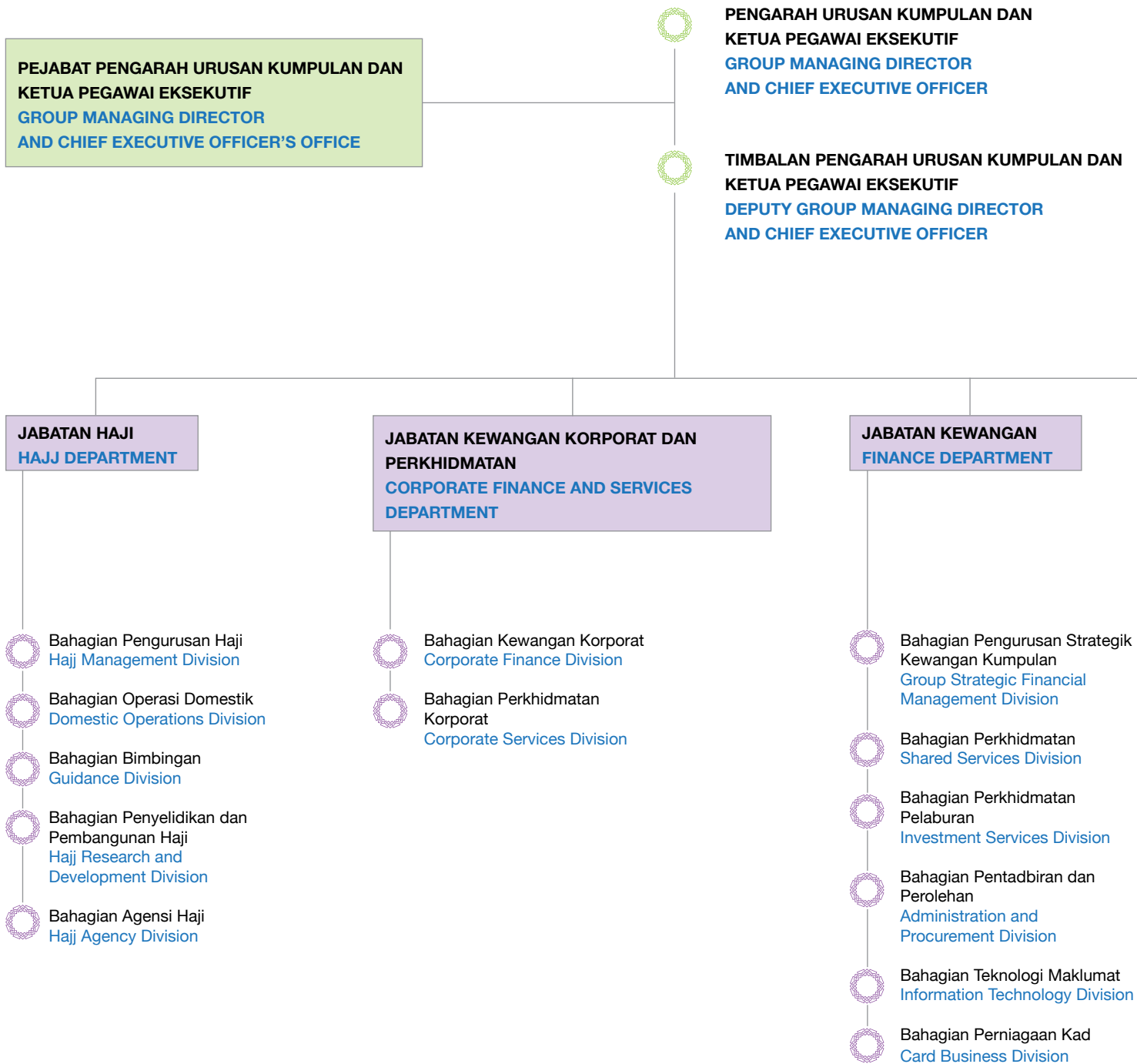
Tadbir urus Syariah yang berkesan dapat dilaksanakan melalui fungsi-fungsi berikut:

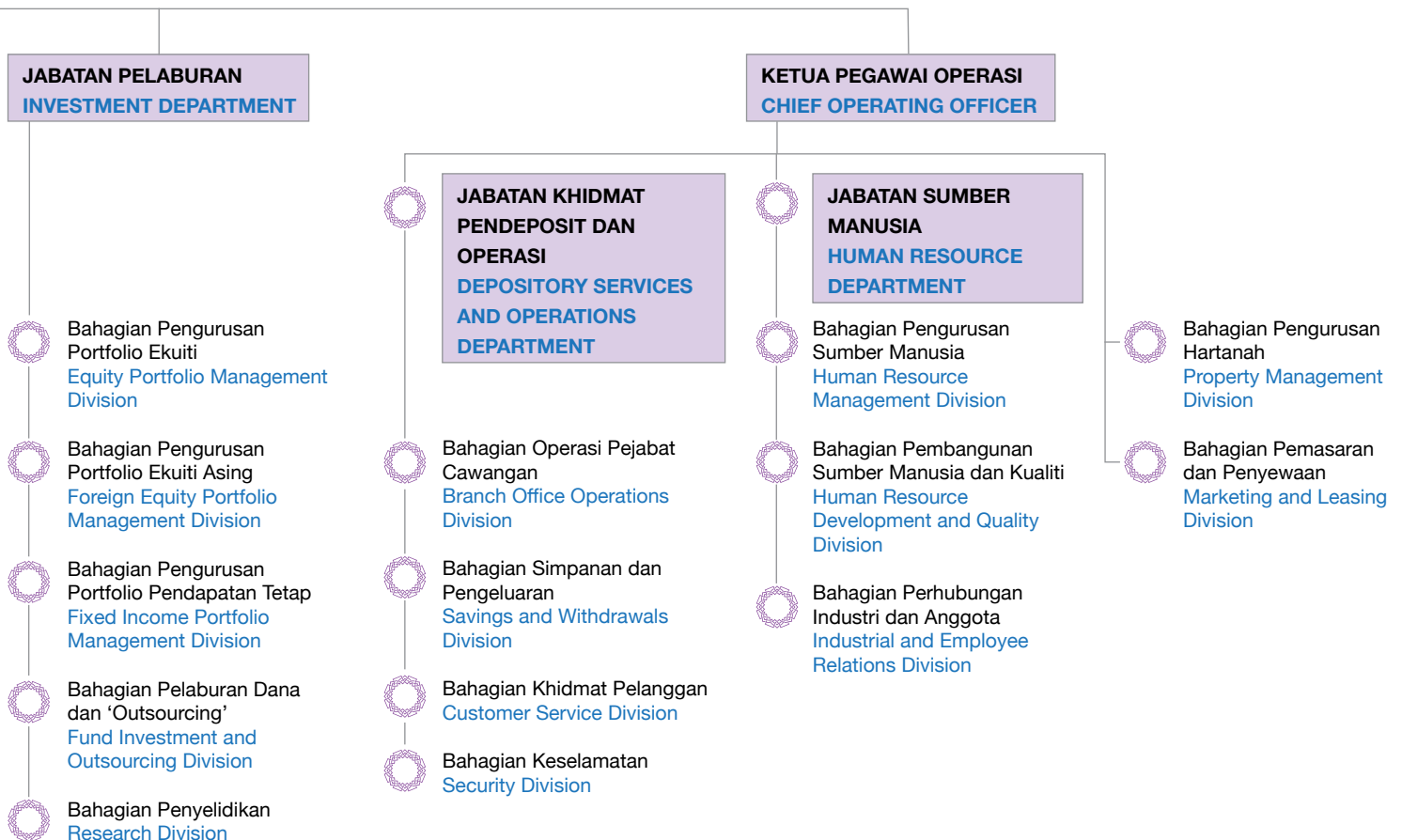
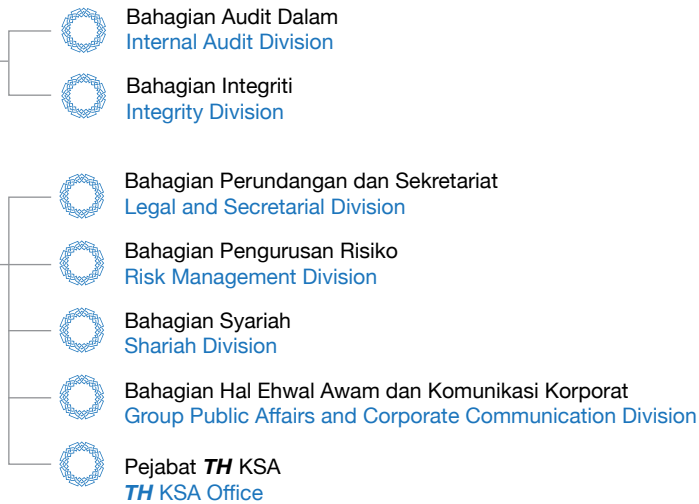
An effective Shariah governance is implemented through the following functions:



CARTA ORGANISASI TH 2015

TH 2015 Organisation Chart





BARISAN PENGURUSAN KANAN

Senior Management

TAN SRI ISMEE ISMAIL ❖

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



❖ **DATO' JOHAN ABDULLAH**

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



DATUK ROZAIDA OMAR ❖

Ketua Pegawai
Kewangan Kumpulan
Group Chief
Financial Officer



ABD KADIR SAHLAN ❖

Ketua Pegawai Pelaburan
Chief Investment Officer



❖ **DATO' SYED SALEH
SYED ABDUL RAHMAN**
Pengurus Besar Kanan Haji
Senior General Manager Hajj



❖ **DATO' ADI AZUAN ABDUL GHANI**
Ketua Pegawai Operasi
Chief Operating Officer



❖ **RIFINA MD. ARIFF**
Pengurus Besar Kanan
Kewangan Korporat dan
Perkhidmatan
Senior General Manager
Corporate Finance and Services



❖ **MOHD HISHAM HARUN**
Pengurus Besar Kanan
Sumber Manusia
Senior General Manager
Human Resource



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



❖ **DATIN 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



❖ **IMRAN MOHAMMAD
KHAYAT**
Pengurus Besar Syariah
General Manager Shariah



**DATO' JOHAN
ABDULLAH**
Timbalan Pengarah
Urusan Kumpulan dan
Ketua Pegawai Eksekutif
Deputy Group Managing
Director and Chief Executive
Officer



**DATO' REDHUAN
SABARUDDIN**
Pengaroh TH KSA
Director TH KSA



❖ **ANIS ZUHANI
AHMAD**
Pengurus Besar
Hal Ehwal Awam dan
Komunikasi
Korporat Kumpulan
General Manager Group
Public Affairs and
Corporate Communications



❖ **HAZLINA
MOHD KHALID**
Penasihat Undang-Undang
Legal Advisor



JABATAN KEWANGAN

Finance Department

❖ **DATUK ROZAIDA OMAR**
Ketua Pegawai Kewangan Kumpulan
Group Chief Financial Officer



❖ **NOR AIDA AHMAD**
Pengurus Besar
Pengurusan Strategik
Kewangan Kumpulan
General Manager Group
Strategic Financial
Management



❖ **NORUL HUDA MOHD SIDEK**
Pengurus Besar
Pentadbiran dan
Perolehan
General Manager
Administration and
Procurement



❖ **MOHAMED AMEEN S.M.A ABDUL WAHAB**
Pengurus Besar
Perniagaan Kad
General Manager
Card Business



❖ **CHE GAYAH SALLEH**
Ketua Bahagian
Perkhidmatan Pelaburan
Head of Investment
Services



❖ **ANISUATI YAHYA**
Ketua Perkhidmatan
Head of Shared Service



❖ **AMRAN ABDUL LATIP**
Ketua Bahagian
Teknologi Maklumat
Head of Information
Technology



JABATAN PELABURAN

Investment Department



❖ **ABD KADIR SAHLAN**
Ketua Pegawai Pelaburan
Chief Investment Officer

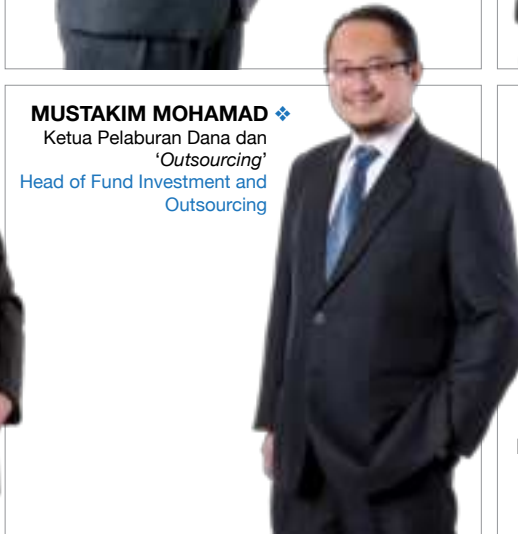
❖ **AHMAD SUHAIMEE ISMAIL**
Ketua Pengurusan Portfolio Ekuiti
Head of Equity Portfolio Management



❖ **MOHD FAZLI ZAINAL**
Ketua Pengurusan Portfolio Ekuiti Asing
Head of Foreign Equity Portfolio Management



❖ **MUSTAKIM MOHAMAD**
Ketua Pelaburan Dana dan
'Outsourcing'
Head of Fund Investment and
Outsourcing



❖ **HAMDAN RASID**
Ketua Pengurusan Portfolio
Pendapatan Tetap
Head of Fixed Income
Portfolio Management



❖ **MOHAMAD IKHWAN BAKREN**
Ketua Penyelidikan
Head of Research



JABATAN HAJI

Hajj Department



❖ **DATO' AHMAD RUZMAN
AHMAD RAZALI**
Pengurus Besar
Operasi Domestik
General Manager
Domestic Operations



❖ **NURRINANUWAR
SHAMSUDDIN**
Pengurus Besar
Pengurusan Haji
General Manager
Hajj Management

❖ **DATO' SYED SALEH
SYED ABDUL
RAHMAN**
Pengurus Besar Kanan
Haji
Senior General Manager
Hajj



❖ **TENGKU AZIZ
RAJA ABDULLAH**
Pengurus Besar
Bimbingan
General Manager
Guidance



❖ **MAT ADMARA
ALANG AZIZDIN**
Pengurus Besar
Agensi Haji
General Manager
Hajj Agency



❖ **DATO' AHMAD
SOHAIMI ABD RAHIM**
Pengurus Besar
Penyelidikan dan
Pembangunan Haji
General Manager
Hajj Research and
Development



JABATAN KHIDMAT PENDEPOSIT DAN OPERASI

Depository Services and Operations Department

❖ 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



❖ DATO' ADI AZUAN ABDUL GHANI

Ketua Pegawai Operasi
Chief Operating
Officer



❖ KHAIRUL 'A'ZIHAR RAPAR

Pegawai Khas
Ketua Pegawai Operasi
Special Officer to
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



❖ MOHAMMAD SAIMI MAT SOM

Pengurus Besar
Khidmat Pelanggan
General Manager
Customer Service



❖ MD. RIDZA MD. ZAIN

Pengarah Negeri
Gantian I
State Director
Relief I



❖ HELENA HASHIM

Pengarah Negeri
Gantian II
State Director
Relief II



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 KEWANGAN KORPORAT DAN PERKHIDMATAN

Corporate Finance and Services Department

❖ **RIFINA MD. ARIFF**
Pengurus Besar Kanan
Kewangan Korporat dan Perkhidmatan
Senior General Manager
Corporate Finance and Services



❖ **HAZZELINA BINTI HASSAN**
Pengurus Besar Kewangan Korporat
General Manager Corporate Finance



❖ **NIK ABDUL HAMID SHUKRI
NIK ABDULLAH**
Pengurus Besar Perkhidmatan Korporat
General Manager Corporate Services



PENGARAH-PENGARAH *TH* NEGERI

TH State Directors



❖ **ZAKARIAH @ ZAKARIA
PUTEH**
Pengarah Negeri
State Director
TH Perlis



❖ **MUHAMAD HAMDAN OMAR**
Pengarah Negeri
State Director
TH Kedah



❖ **MOHAMAD
ABAS**
Pengarah Negeri
State Director
TH Pulau Pinang



❖ **NAWAWI ISHAK**
Pengarah Negeri
State Director
TH Perak



❖ **MOHD SAWAL
ABONG**
Pengarah Negeri
State Director
TH Selangor



❖ **ZAITON MOHD YUSOFF**
Pengarah Negeri
State Director
TH Wilayah Persekutuan



❖ **MOHAMAD KHAIRI
DASEMIN**
Pengarah Negeri
State Director
TH Negeri Sembilan

**MUSALIMAH ❖
MUSTAFA**
Pengarah Negeri
State Director
TH Melaka



**MOHD NASIR ❖
MOHD YUSOFF**
Pengarah Negeri
State Director
TH Johor



**DATO' 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



❖ DATIN NURLAILA SAID
Pengarah Negeri
State Director
TH Sabah



**ROZIMIN AHAMED ❖
KAMIL**
Pengarah Negeri
State Director
TH Sarawak



**BERSATU MENUJU
KECEMERLANGAN**

UNITED TOWARDS EXCELLENCE



BERSATU TEGUH
Stronger Together



TAN SRI ISMEE ISMAIL

PSM, PJN, SSAP, SSIS, DHMS, DSNS

Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif

Group Managing Director and Chief Executive Officer

ULASAN OPERASI

Operational Review



Alhamdulillah, dengan rahmat dan izin Allah SWT, Lembaga Tabung Haji (TH) berjaya menghasilkan prestasi kewangan yang kekal teguh meskipun terpaksa mengharungi satu perjalanan sukar dan mencabar sepanjang tahun 2015.

Alhamdulillah, with Allah's will and blessings, despite facing a difficult and challenging journey during 2015, Lembaga Tabung Haji (TH) had succeeded in generating a strong financial performance during 2015.

Pada tahun kewangan berakhir 31 Disember 2015, **TH** telah membuktikan kekuatan fundamentalnya dengan menghasilkan pendapatan mencecah RM4.47 bilion, iaitu peningkatan sebanyak 36% berbanding RM3.29 bilion pada tahun 2014. Keuntungan bersih selepas zakat pula meningkat sebanyak 19%, kepada RM3.53 bilion daripada RM2.98 bilion pada tahun 2014. Sepanjang tempoh sepuluh tahun lepas, **TH** telah merekodkan keuntungan bersih terkumpul sebanyak RM18.32 bilion.

Secara amnya, perancangan alokasi aset strategik dan pengurusan risiko secara berhemat bukan sahaja telah membolehkan **TH** menjana pulangan kepada pendeposit, malah Nilai Aset Boleh Direalisasi pada 31 Disember 2015 kekal kukuh berjumlah RM64.74 bilion berbanding liabiliti kepada pendeposit sebanyak RM59.55 bilion. Nilai Portfolio Bersih Terlaras pada 31 Disember 2015 yang berjumlah RM1.44 bilion kekal positif walaupun selepas pengakruan bayaran bonus sebanyak RM3.22 bilion.

Indicating its strong fundamentals, for the year ended 31 December 2015, **TH** posted a 36% rise in income, from RM3.29 billion in 2014 to RM4.47 billion in 2015. Net profit after zakat soared by 19%, to RM3.53 billion from RM2.98 billion in 2014. For the past ten years, **TH** recorded an accumulated net profit of RM18.32 billion.

Generally, prudent strategic asset allocation planning and risk management had not only enabled **TH** to yield satisfactory return to depositors but the Realisable Asset Value (RAV) as at 31 December 2015 stood strong at RM64.74 billion as compared to liabilities to depositors of RM59.33 billion. The Net Worth Adjusted ("NWA") as at 31 December 2015 which amounted to RM1.44 billion remained positive even after accruing for bonus payout of RM3.22 billion.



Jumlah tunai dan bersamaan tunai **TH** sebanyak RM10.99 bilion pada 31 Disember 2015 adalah mencukupi untuk memenuhi pembayaran bonus sebanyak RM3.22 bilion.

Walaupun beroperasi dalam keadaan ekonomi yang tidak menentu, diburukkan lagi dengan persepsi negatif yang dilemparkan oleh pihak-pihak tidak bertanggungjawab, keyakinan pendeposit terhadap keteguhan dan kewibawaan **TH** kekal mantap. Buktinya, dana pendeposit **TH** pada tahun ini kekal berkembang dengan peningkatan sebanyak 15% kepada RM62.55 bilion berbanding RM54.36 bilion pada tahun sebelumnya. Sepanjang tempoh sepuluh tahun, dana pendeposit **TH** menunjukkan peningkatan sebanyak lebih empat kali ganda, daripada RM13.32 bilion pada awal tahun 2006. Bilangan pendeposit **TH** juga turut mencatatkan pertambahan daripada 8.61 juta pendeposit pada tahun 2014 kepada 8.85 juta pendeposit pada tahun 2015.

TH's cash and cash equivalent which stood at RM10.99 billion at 31 December 2015 was sufficient to meet the bonus payout of RM3.22 billion.

Regardless of uncertain operating environment and negative perception spewed by irresponsible parties towards **TH**, depositors' level of confidence on **TH** during the year remained strong. This is proven with the positive position of **TH** depositors' fund, which grew by 15% to RM62.55 billion compared to RM54.36 billion in the previous year. For the past ten years, **TH** depositors' fund had increased by more than four folds, from RM13.32 billion in early 2006. The number of **TH** depositors had also increased from 8.61 million in 2014 to 8.85 million accounts in 2015.



Sebagai ganjaran terhadap kesetiaan pendeposit dan selari dengan keputusan kewangan 2015 yang memberangsangkan, **TH** telah membuat pembayaran Hibah (Bonus) Tahunan sebanyak 5% kepada semua pendeposit dan Hibah (Bonus) Haji sebanyak 3% khusus untuk pendeposit yang belum mengerjakan ibadah haji. Jumlah keseluruhan Hibah (Bonus) pendeposit bagi tahun 2015 melibatkan pembayaran berjumlah RM3.22 bilion.

Pada Musim Haji 1436H/2015M, kos tanggungan subsidi haji oleh **TH** telah meningkat daripada RM6,175 kepada RM7,290 seorang jemaah. **TH** meneruskan tanggungan subsidi bagi setiap seorang Jemaah Haji Muassasah yang menunaikan haji untuk kali pertama bagi membolehkan bayaran haji kekal pada harga RM9,980 seorang sejak tahun 2009. Sejak 10 tahun lalu, **TH** telah menanggung sebanyak RM815 juta subsidi haji.

In rewarding our depositors' loyalty and in line with the favourable 2015 financial results, **TH** made a pay-out of 5% Annual *Hibah* (Bonus) to all depositors and a special Hajj *Hibah* (Bonus) of 3% for depositors who have yet to perform their hajj. For 2015, total payment of depositors' *Hibah* (Bonus) was RM3.22 billion.

During the 1436H/2015M Hajj Season, **TH** hajj subsidy increased from RM6,175 to RM7,290 per pilgrim. **TH** continued to provide this subsidy for each Muassasah Hajj Pilgrim who performed their hajj for the first time, so the hajj payment remains at RM9,980 per pilgrim since 2009. For the last 10 years, **TH** has spent a total of RM815 million for hajj subsidy alone.



TH juga melalui cabaran getir sewaktu Operasi Haji Musim 1436H, apabila berlakunya insiden kren tumbang di Masjidil Haram dan rempuhan di Mina yang meragut lapan nyawa Jemaah Haji Malaysia. Namun, Alhamdulillah, tragedi yang berlaku dapat kita hadapi bersama dengan baik tanpa mengganggu kelancaran operasi haji secara keseluruhannya. Ia juga membuktikan keteguhan dan semangat juang yang tinggi di kalangan para anggota dalam menghadapi ujian dan cabaran.

Tahun 2015 juga merupakan tahun yang bermakna kepada **TH** sebagai Syarikat Pelaburan Berkaitan Kerajaan (GLIC) selepas berjaya melalui Program Transformasi Syarikat Berkaitan Kerajaan (GLC) sepanjang tempoh 10 tahun. Pentauliahian ini meletakkan **TH** di tapak yang lebih kukuh dari segi prestasi kewangan, penginstitusian tadbir urus yang baik serta sumbangan manfaat yang lebih luas dan berkesan kepada pembangunan sosio-ekonomi negara.

TH juga terus memainkan peranan menyokong agenda Pemerkasaan Ekonomi Bumiputera melalui pelancaran Dana Bumiputera Al-Ansar **TH** yang memberi bantuan modal kepada usahawan kecil Bumiputera Islam untuk mengembangkan perniagaan mereka.

The collapsed crane incident at the Masjidil Haram and the Mina stampede that cost eight lives of Malaysian Hajj Pilgrims during the 1436H Hajj Operation were truly a challenging period for **TH**. However, Alhamdulillah we managed to gather our strengths after the tragedies without causing any disruption to the hajj operation in general. This has clearly proven the strength and resilience of our staff in facing the difficult and trying moment.

2015 was also a significant year for **TH** as the Government-Linked Investment Company (GLIC) after successfully graduated from the 10 year GLC Transformation Programme. This achievement symbolises a glorious transformation, which place **TH** on firmer footing for improved financial performance, better governance institutionalisation and effective contribution of benefits to the nation's socio-economic development.

The launch of **TH** Bumiputera Al-Ansar Fund marked **TH**'s continued role in supporting the Bumiputera Economy Empowerment agenda by providing capital assistance for Muslim Bumiputera small entrepreneurs to expand their business.



Lebih membanggakan, pada tahun 2015, buat julung-julung kalinya **TH** telah menganjurkan Bulan Integriti **TH** bagi memupuk integriti di kalangan anggota di semua peringkat. Pelbagai program yang bertujuan membina semangat integriti telah dilaksanakan dan ia jelas menunjukkan komitmen padu **TH** dalam memupuk nilai-nilai murni dalam diri anggota selaras dengan ajaran Islam.

Saya dengan ini membentangkan laporan terperinci operasi **TH** bagi tahun berakhir 31 Disember 2015.

More encouraging, in 2015, for the first time we launched **TH** Integrity Month to inspire integrity amongst staff at all levels. Various programmes intended to develop the spirit of integrity were implemented, and this demonstrated **TH** solid commitment in inculcating the esteemed values amongst its staff which are also in line with the teachings of Islam.

I am pleased to present the detailed **TH** operations report for the year ended 31 December 2015.

PERKHIDMATAN PELANGGAN

Customer Service

Pada tahun 2015, pendeposit **TH** telah meningkat kepada 8,850,316 orang. Jumlah ini merupakan penambahan sebanyak 236,406 orang berbanding tahun sebelumnya.

Perkembangan positif ini menunjukkan **TH** terus mendapat kepercayaan dan menjadi pilihan utama umat Islam di Malaysia dalam urusan tabungan mereka.

Sejajar dengan peningkatan bilangan pendeposit, **TH** terus komited dalam menyediakan perkhidmatan pelanggan pada aras tertinggi bagi memenuhi permintaan dan ekspektasi mereka.

PERLUASAN TAWARAN PRODUK PERKHIDMATAN ELEKTRONIK

Bagi memenuhi keperluan yang semakin bertambah, **TH** telah meneruskan jalinan kerjasama strategik dengan beberapa bank komersial di Malaysia. Langkah tersebut bertujuan untuk menambah baik tahap kualiti serta akses pendeposit kepada perkhidmatan **TH**. Kerjasama strategik ini bukan sahaja memudahkan dan meluaskan akses pendeposit kepada perkhidmatan **TH**, malah mereka juga boleh menjalankan urusan mereka pada bila-bila masa walau di mana jua.

Senarai di bawah menunjukkan pelaksanaan perkhidmatan elektronik melalui beberapa rakan strategik pada tahun 2015 yang telah meningkatkan jumlah keseluruhan akses perkhidmatan **TH**:

Rakan Strategik Strategic Partners (ATM/CDM/CICO)		
Bank Islam	1,046	touchpoints
Bank Rakyat	845	touchpoints
Maybank	3,893	touchpoints
Jumlah Total	5,784	touchpoints

Rakan Strategik Strategic Partners (Uniteller)		
Bank Islam	144	touchpoints
Bank Rakyat	172	touchpoints
Jumlah Total	316	touchpoints

In 2015, **TH** recorded a total of 8,850,316 depositors, an increased by 236,406 people compare to previous year.

This positive development shows that **TH** is one of the preferred choices for savings, and trusted by the Malaysian Muslims.

In line with the depositors' increase, **TH** continue to provide the highest level of customer service to meet depositors needs and expectations.

ELECTRONIC SERVICE PRODUCT EXPANSION

To meet the needs of its growing number of depositors, **TH** had continued its strategic partnership with several commercial banks in Malaysia. The initiative is to improve **TH** service quality and accessibility for its depositors. Besides providing convenience and expanded access to various **TH** services, the strategic partnership has also enabled depositors to carry out their transactions at any time and location.

The list below shows electronic services implemented in 2015 through collaborative arrangements with its strategic partners which have increased **TH** overall service access:



Perluasan perkhidmatan elektronik yang telah ditawarkan kepada pelanggan untuk tahun 2015 telah menunjukkan peningkatan transaksi yang ketara.

Expansion of the electronic services offered to customers in 2015 showed a significant increase in transaction.

Tahun Year	ATM/CDM (Transaksi Transactions)	Uniteller Unitellers (Transaksi Transactions)	Jumlah Total (Transaksi Transactions)
2014	5,693,627	951,926	6,645,553
2015	6,119,158	941,632	7,060,790

KEPELBAGAIAN PERKHIDMATAN ATAS TALIAN

Peningkatan bilangan pendeposit yang turut meliputi Gen X dan Gen Y menyaksikan golongan pendeposit generasi ini memilih khidmat atas talian melalui e-THiJARI dan Maybank2U sebagai saluran perkhidmatan pilihan utama. Saluran ini menjadi pilihan mereka kerana ia menawarkan perkhidmatan yang mudah dicapai tanpa mengira masa atau lokasi.

TH sentiasa menggalakkan penggunaan perkhidmatan atas talian di kalangan pendeposit baharu dengan mempromosi kelebihanannya di media cetak serta media elektronik.

MULTIPLE ONLINE SERVICES

The increase in the number of depositors which include Gen X and Gen Y has witnessed the generation of depositors to choose e-THiJARI and Maybank2U as their choice of service channels. This is due to their easy reach, irrespective of time or location.

TH continuously encourages new depositors to use online services by promoting their advantages on print and electronic media.

Tahun Year	Perkhidmatan Atas Talian Online Services		Jumlah Total (Transaksi Transactions)
	e-THiJARI (Transaksi Transactions)	Maybank2U (Transaksi Transactions)	
2014	157,862	548,938	706,800
2015	394,094	1,050,463	1,444,557

Perkhidmatan Atas Talian **TH** melalui e-THiJARI dan Maybank2U telah meningkat lebih sekali ganda transaksi pada tahun 2015 berbanding pada tahun sebelumnya.

The usage of **TH** Online Services through e-THiJARI and Maybank2U has increased by more than doubled transactions in 2015 as compared to a year before.



MERAKYATKAN PERKHIDMATAN

Sebagai langkah berterusan untuk menambah baik kualiti perkhidmatannya, **TH** telah membuka operasi kaunternya di 46 buah cawangan terpilih pada hari Sabtu minggu pertama setiap bulan. Inisiatif ini memberi peluang kepada pendeposit yang tidak dapat meluangkan masa untuk berurusan pada hari bekerja untuk melaksanakan urusan mereka di **TH** pada hujung minggu.

Perkhidmatan di hujung minggu ini secara tidak langsung turut memberi kemudahan kepada pendeposit yang berada di luar kawasan yang tiada cawangan **TH** untuk berurusan di pejabat **TH** terdekat pada hujung minggu. Lokasi pejabat cawangan **TH** di setiap negeri yang beroperasi pada Sabtu minggu pertama setiap bulan di seluruh negara ditunjukkan dalam jadual di bawah.

HUMANISING SERVICES

As part of an on-going effort to improve service quality, **TH** opens its counter operations at 46 selected branches on every first Saturday of each month. The service has enabled its depositors who could not perform their transactions on weekdays to do so on weekends.

The service rendered on first weekends of every month had also conveniently served depositors in areas which has no **TH** branch. The locations of **TH** offices nationwide operate on the first Saturday every month are as shown in the table below.

Perlis	TH Kangar
Kedah	TH Jitra, TH Kulim, TH Sungai Petani, TH Baling, TH Guar Chempedak, TH Pendang
Pulau Pinang	TH Bayan Lepas, TH Bukit Mertajam, TH Kepala Batas
Perak	TH Bagan Serai, TH Teluk Intan, TH Taiping
Wilayah Persekutuan	TH Putrajaya, TH Jalan Tun Razak
Selangor	TH Kelana Jaya, TH Batu Caves, TH Klang, TH Shah Alam, TH Banting, TH Sungai Besar, TH Bangi,
Johor	TH Batu Pahat, TH Muar, TH Kota Tinggi, TH Kluang, TH Segamat
Negeri Sembilan	TH Seremban, TH Tampin
Melaka	TH Masjid Tanah
Kelantan	TH Kota Bharu, TH Pasir Mas, TH Pasir Puteh, TH Tanah Merah, TH Bachok
Terengganu	TH Kuala Terengganu, TH Besut, TH Kemaman, TH Dungun
Pahang	TH Temerloh, TH Pekan
Sabah	TH Kota Kinabalu, TH Tawau, TH Sandakan
Sarawak	TH Sibu, TH Miri



TH dari semasa ke semasa meningkatkan imej korporat dalam aspek penyampaian perkhidmatan yang melibatkan pelanggan seiring dengan nilai pasaran. Pemakaian anggota di barisan hadapan difokuskan untuk memberi imej positif, ceria dan berwawasan dalam melaksanakan tugas.

Pelancaran pakaian anggota barisan hadapan **TH** telah dirasmikan oleh YB Mejar Jeneral Dato' Seri Jamil Khir bin Baharom (B), Menteri di Jabatan Perdana Menteri pada 23 Mei 2015 bertempat di Adya Hotel, Langkawi.

PENJENAMAAN PEJABAT **TH** MENINGKATKAN KUALITI PERKHIDMATAN

Penyampaian perkhidmatan yang cemerlang melalui saluran perkhidmatan yang cekap menjadi faktor penentu kepuasan pendeposit.

Usaha menambah baik kualiti perkhidmatan melalui penjenamaan semula kaunter di pejabat cawangan **TH** di seluruh negara telah memberi keselesaan kepada para pendeposit yang menjalankan urusan mereka di cawangan tersebut.

Sehingga akhir Disember 2015, sebanyak 42 pejabat cawangan **TH** di seluruh Malaysia telah selesai menjalani proses penjenamaan semula.

Beberapa rancangan penjenamaan serta pembukaan cawangan baru dan Pusat Perkhidmatan Kewangan Islam Setempat (IFiC) akan turut dilaksanakan pada tahun 2016.



TH from time to time elevates the corporate image in the service delivery aspect which involves customers, in line with the existing market value. The attire of the front line staff is focused to present positive image, cheerful and visionary in delivering services.

The **TH** frontlines uniform was launched by YB Major General Dato' Seri Jamil Khir bin Baharom (R), Minister in the Prime Minister's Department on 23 May 2015 at the Adya Hotel in Langkawi.

SERVICE QUALITY ENHANCEMENT THROUGH **TH** OFFICE REBRANDING

Excellent service delivery through efficient service channels is a critical factor in ensuring satisfaction amongst depositors.

Rebranding exercise as part of service quality improvement at **TH** branches nationwide has provided comfort to depositors who conduct their transactions at those branches.

As at the end of December 2015, 42 **TH** branch offices have completed their rebranding exercise.

A few rebranding exercises as well as opening of new branches and Islamic Financial Service Centre (IFiC) are to be carried out in 2016.

MENINGKATKAN INISIATIF PERKHIDMATAN MELALUI APLIKASI MUDAH ALIH

TH telah melaksanakan inisiatif baharu dikenali sebagai 'THIJARI' melalui Mobile Apps yang disediakan menerusi telefon pintar atau tablet secara atas talian dengan memuat turun melalui Aplikasi Playstore untuk sistem operasi Android atau Appstore untuk sistem operasi Apple.

Aplikasi ini merupakan platform dan pusat akses utama bagi menyalurkan maklumat terkini **TH** seperti berita, artikel, advertorial dan blog secara atas talian kepada pendeposit.

Ia membolehkan pendeposit **TH** dan orang ramai mendapatkan maklumat secara terus dengan lebih mudah, cepat, tepat dan terkini serta menepati kehendak dan keperluan mereka.

ENHANCING SERVICE INITIATIVE THROUGH MOBILE APPS

TH has launched a new initiative called 'THIJARI', an online Mobile Apps via smart phones or tablets which can be downloaded from the Play Store for Android or App Store for Apple operating system.

This application is the main platform and online access point for depositors to follow **TH** latest news, articles, advertorials as well as blog.

It is a direct, easy, quick and accurate manner for **TH** depositors and the public to get the latest information they require.



Bil. No.	Skop Analisis Scope of Analysis	Suku 1 Quarter 1 2015	Suku 2 Quarter 2 2015	Suku 3 Quarter 3 2015	Suku 4 Quarter 4 2015	Purata Average
1.	Perkhidmatan Kaunter Counter Service	99.7%	99.7%	99.6%	99.6%	99.7%
2.	Tabung Haji Contact Centre (THCC)	100.0%	99.2%	100.0%	99.7%	99.7%
Jumlah Purata Average Total						99.7%

INDEKS KEPUASAN PELANGGAN

TH menggunakan Indeks Kepuasan Pelanggan (IKP) bagi mengukur tahap kepuasan pelanggan dalam penyampaian perkhidmatan yang diberikan.

Jumlah keseluruhan IKP **TH** meningkat daripada 95.5% pada tahun 2014 kepada 99.7% bagi tahun 2015.

CUSTOMER SATISFACTION INDEX

TH uses Customer Satisfaction Index (CSI) as the main indicator to measure its service delivery performance.

On average, **TH** CSI has shown an increase from 95.5% in 2014 to 99.7% in 2015.

PERKHIDMATAN HAJI

Haji Service

Alhamdulillah, Operasi Haji Musim 1436H telah berjalan dengan baik dan lancar, hasil komitmen padu oleh semua petugas Haji Tanah Air dan Tanah Suci. Walaupun Operasi Musim Haji 1436H telah diuji dengan dua insiden besar; tragedi kren tumbang di Masjidil Haram dan rempuhan di Mina di samping cuaca yang terlalu panas, namun kesemuanya telah dapat ditangani dengan penglibatan optimum di semua peringkat pengurusan bagi memastikan objektif dan matlamat operasi tercapai.

Semua jemaah haji telah selamat berwuquf pada 9 Zulhijjah 1436H bersamaan Rabu, 23 September 2015, kecuali tiga (3) orang yang tidak sedarkan diri akibat masalah kesihatan.

OPERASI HAJI 1436H

Kos Haji bagi setiap Jemaah Musim Haji 1436H/2015M meningkat kepada RM17,270 berbanding RM16,155 pada musim haji sebelumnya di sebabkan peningkatan kos penginapan, pengangkutan dan sebagainya. Namun demikian, bayaran haji Jemaah Malaysia Muassasah kali pertama masih kekal pada RM9,980 hasil tanggungan subsidi yang diberikan oleh **TH**.

	Kategori Category	Bayaran Haji Hajj Payment
1	Pakej Muassasah bagi yang belum pernah menunaikan haji Muassasah Package for those who have not performed hajj	RM9,980
2	Pakej Muassasah bagi yang pernah menunaikan haji Muassasah Package for those who have performed hajj	RM17,270
3	15 Pakej Pengelola Jemaah Haji dan TH Travel & Services Sdn Bhd 15 Hajj Pilgrim Organiser Packages and TH Travel & Sevices Sdn Bhd	RM19,900 hingga to RM189,990

Kuota yang diberikan untuk Jemaah Haji Malaysia bagi Musim Haji 1436H/2015M masih kekal 22,320 orang, dengan pengurangan sebanyak 20% daripada kuota asal 27,900 jemaah. Pengurangan kuota ini telah memasuki tahun ketiga sejak ia dikuatkuasakan bagi memberi laluan kepada projek pembangunan di Masjidil Haram.

Penerbangan ke Tanah Suci yang menggunakan pesawat Malaysia Airlines (MAS) dan Saudi Arabian Airlines (Saudia) berlepas dari lapan (8) lapangan terbang iaitu Lapangan Terbang Antarabangsa Kuala Lumpur (KLIA), Alor Setar, Bayan Lepas, Senai, Kuala Terengganu, Kota Bharu, Kuching dan Kota Kinabalu. Penerbangan pertama berlepas pada 16 Ogos 2015 (1 Zulkaedah 1436H) dan penerbangan pulang terakhir ke Tanah Air tiba pada 28 Oktober 2015 (15 Muharram 1437H).

Alhamdulillah, the 1436H Hajj Operation has gone through well, thanks to the commitment from all hajj personnel in Malaysia and in the Holy Land. Although we were faced with two heart-wrenching ordeals; the collapsed crane tragedy at Masjidil Haram and the stampede incident in Mina, as well as the scorching hot weather, all situations were duly handled through optimum involvement by all levels of management, thus ensuring the attainment of our operational objectives and goals.

Other than the three (3) pilgrims who were unconscious due to health complications, all other pilgrims performed their wuquf on 9 Zulhijjah 1436H or Wednesday, 23 September 2015.

1436H HAJJ OPERATION

The individual cost of performing hajj for the 1436H/2015M Hajj Season increased from RM16,155 to RM17,270 as a result of the hike in the cost of accommodation, transportation and other necessities. Nevertheless, subsidies provided by **TH** had enabled the hajj payment for Malaysian Muassasah Pilgrims who were performing hajj for the first time remained at RM9,980 per pilgrim.

The quota allocated for Malaysian Pilgrims for 1436H/2015M Hajj Season remained at 22,320 pilgrims; 20% less than the original allocation of 27,900 pilgrims. The reduced quota allocation was in its third year since it was imposed to make way for the development project of Masjidil Haram.

Flights to the Holy Land with Malaysia Airlines (MAS) and Saudi Arabian Airlines (Saudia) aircrafts departed from eight (8) airports, namely Kuala Lumpur International Airport (KLIA), Alor Setar, Bayan Lepas, Senai, Kuala Terengganu, Kota Bharu, Kuching and Kota Kinabalu. The first flight to the Holy Land departed on 16 August 2015 (1 Zulkaedah 1436H), while the last return flight arrived in Malaysia on 28 October 2015 (15 Muharram 1437H).

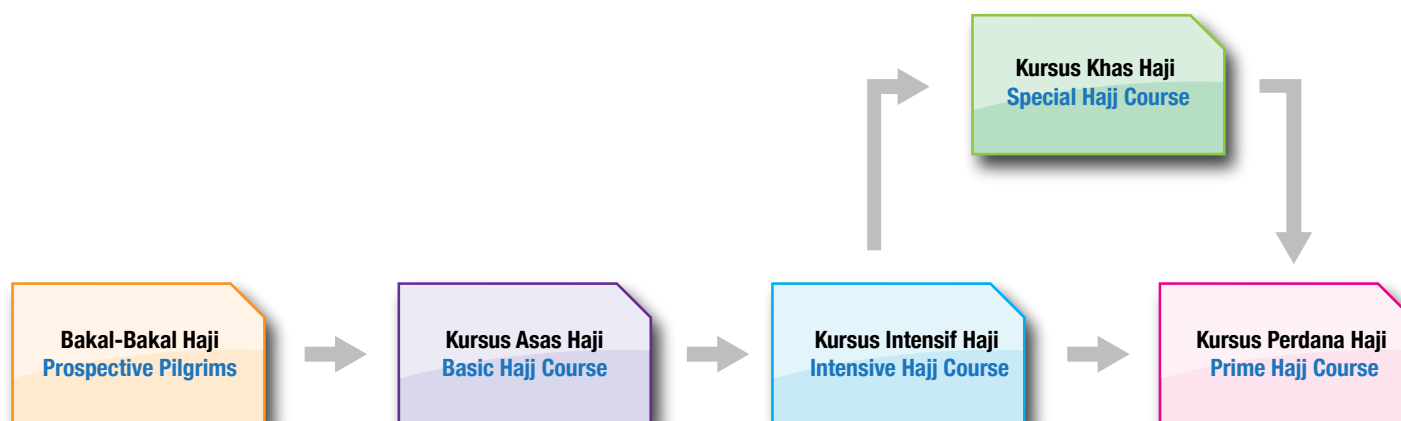
BIMBINGAN BERTERUSAN KEPADA JEMAAH HAJI

Selari dengan misi untuk memudah dan menyempurnakan urusan jemaah haji ke arah memperolehi haji yang mabrur, **TH** terus mempertingkatkan program-program bimbingan ibadat jemaah haji, kesihatan dan panduan pengurusan sendiri kepada semua bakal jemaah haji yang terpilih ke Tanah Suci. Kesemua kursus dilaksanakan di seluruh negara dengan modul yang komprehensif dan disampaikan oleh Pengkursus Ibadat Haji Tanah Air (PEKTA) yang terlatih.

CONTINUOUS GUIDANCE FOR PILGRIMS

In line with its mission to facilitate and help pilgrims to attain a mabrur hajj, **TH** continues to enhance its hajj ritual courses, health and self-management guidance programmes to all prospective pilgrims before leaving for the Holy Land. The courses were conducted nationwide using a comprehensive module and delivered by trained Country's Hajj Course Facilitators (PEKTA).

Jenis Kursus Type of Courses	Maklumat Kursus Course Details
Kursus Asas Haji Basic Hajj Course	• 17 siri kursus di 227 masjid seluruh negara. • 17 series course across 227 mosques nationwide • Teori ibadat haji, kesihatan dan pengurusan haji • Theory of hajj ritual, health and hajj management
Kursus Intensif Haji Intensive Hajj Course	• Pelaksanaan ibadat haji secara teori dan amali • Theory and practical performance of hajj rituals
Kursus Khas Haji Special Hajj Course	• Pelaksanaan ibadat haji secara amali untuk mereka yang perlu bimbingan tambahan • Hajj rituals practical training for those who needed further guidance
Kursus Perdana Haji Prime Hajj Course	• Latihan amali ibadat tawaf, saie, wuquf, mabit di Muzdalifah/Mina, melontar jamrah • Practical training on tawaf, saie, wuquf and mabit at Muzdalifah/Mina, pelting of pebbles at the jamrah • Penyampaian maklumat haji mutakhir sebelum berangkat ke Tanah Suci. • Relaying latest information about hajj before departure to the Holy Land.





Program pembelajaran ibadat haji turut disiarkan di televisyen, radio dan akhbar nasional antaranya:

- Program Seruan Haji di RTM @TV 1;
- Program Lambaian Kaabah di Radio IKIM.fm; dan
- Bicara Haji di akhbar Utusan Malaysia.

Selain itu, para bakal jemaah haji juga diberikan buku-buku berkaitan haji secara percuma seperti buku panduan ibadat haji dan umrah, buku doa dan risalah perjalanan haji.

Di Tanah Suci, program bimbingan ibadat dan kaunseling diteruskan di Makkah, Madinah, Arafah dan Mina oleh Pembimbing Ibadat Haji Tanah Suci (PIHTAS) menerusi siri-siri ceramah, Talian Ibadat Tanah Suci (TAIB) dan Talian Kauseling (PEKA).



The hajj learning programmes are also broadcasted in national television, radio and newspapers, such as:

- Seruan Haji programme on RTM @ TV 1;
- Lambaian Kaabah programme on IKIM Radio.fm; and
- Bicara Haji in Utusan Malaysia newspaper.

In addition, books on hajj are also given for free to the prospective pilgrims, which include hajj and umrah guidebooks, prayer book and pamphlets on the hajj passage.

In the Holy Land, ritual guidance and counselling programmes are conducted in Makkah, Madinah, Arafah and Mina by the Ibadah Guidance Team (PIHTAS) through series of talks, Hajj Ibadat Helpline (TAIB) and Counselling Helpline (PEKA).

PROGRAM PEMBANGUNAN PETUGAS HAJI

Pada musim haji yang lalu, lebih 800 orang petugas haji Operasi Haji Tanah Air (OHTA) dan Operasi Haji Tanah Suci (OHTS) yang terdiri daripada anggota **TH**, agensi-agensi kerajaan dan swasta telah menjalani satu siri kursus khas yang meliputi program pembangunan pengetahuan, rohani dan jasmani sebelum operasi haji bermula.

Semua program tersebut bermatlamat untuk melatih dan melahirkan petugas haji yang efisien, berilmu, cergas, bertanggungjawab dan berinformasi untuk memberi perkhidmatan terbaik kepada jemaah haji selaras dengan motto “Bersama Santuni Dhuyufurrahman”.

HAJJ PERSONNEL DEVELOPMENT PROGRAMME

During the last hajj season, more than 800 Country's Hajj Operation (OHTA) and Holy Land Hajj Operation (OHTS) personnel consisting of **TH**, government and private agencies' staff underwent a series of special course which included knowledge, spiritual and physical development programmes before the beginning of the hajj season.

These programmes are designed to train and produce efficient, knowledgeable, healthy, responsible and well-informed hajj personnel who are able to provide the best possible service to the pilgrims, in line with our motto “Bersama Santuni Dhuyufurrahman”.

Jenis Kursus Types Of Courses	Objektif Kursus Course Objectives
Kursus Teras Core Course	Menyediakan petugas haji yang mesra, bermaklumat dan mempunyai kerohanian yang tinggi Preparing hajj personnel who are friendly, well-informed and possess high spiritual awareness Meningkatkan kefahaman tentang ibadat haji Enhancing the understanding of hajj rituals Membina semangat kerja berpasukan Team building
Sesi Pemantapan Prosedur Kerja Work Procedures Enhancement Session	Pemantapan dokumentasi SPK ISO 9001 : 2008 Perkhidmatan Haji Improvement of SPK ISO 9001 : 2008 Hajj Services documentation Penyediaan Borang Soal Selidik kepada Jemaah Haji Preparation of Survey Forms for the Pilgrims
Kursus Pengukuhan Refresher Course	Pemahaman tugas dan peranan sebagai petugas haji semasa operasi haji Understanding the tasks and roles of hajj personnel during hajj operation Latihan simulasi aktiviti operasi haji Simulation training on hajj operations Menangani situasi kecemasan Handling of emergency situation

PERKHIDMATAN DI TANAH SUCI

Jemaah haji yang tiba di Lapangan Terbang Madinah atau Jeddah dibawa dengan khidmat bas khas ke hotel penginapan yang jaraknya tidak melebihi 200 meter dari Masjidil Nabawi, Madinah dan satu kilometer dari Masjidil Haram, Makkah. **TH** menyediakan pelbagai perkhidmatan bagi kemudahan dan keselesaan jemaah sepanjang tempoh berada di Tanah Suci.

Bil. No.	Jenis Perkhidmatan TH Types of TH Services	Kaedah Method
1	Bimbingan ibadat haji dan kaunseling Hajj ritual guidance and counselling	Ceramah Talks Talian Ibadat (TAIB) Hajj Ibadat Helpline (TAIB) Talian Kaunseling (PEKA) Counselling Helpline (PEKA)
2	Perkhidmatan kaunter kewangan Financial counter service	Simpanan/pengeluaran wang Depositing/withdrawing money Bayaran dam/qurban Dam payment/qurban
3	Katering Catering	Sajian makan 2 kali sehari Meals served twice a day Kafetaria dan kiosk Cafeteria and kiosk
4	Perubatan Medical	Rawatan hospital/klinik Hospital/clinic Rawatan pergigian Dental treatment

Selain itu, **TH** juga menyediakan perkhidmatan dan kemudahan lain yang dilaksanakan melalui ejen yang dilantik.

SERVICES IN THE HOLY LAND

Upon arrival at the Madinah or Jeddah Airport, hajj pilgrims will be transported by bus to their respective hotels, which are located not more than 200 meters from Masjidil Nabawi, Madinah and one kilometre from Masjidil Haram, Makkah. **TH** provides various services for the convenience and comfort of the pilgrims during their stay in the Holy Land.

In addition, **TH** also provides various other services and facilities, which are delivered by appointed agents.

Bil. No.	Jenis Perkhidmatan Types of Services	Ejen Agents
1	Kiriman bagasi ke Malaysia Baggage delivery to Malaysia	Pos Malaysia Berhad Nationwide Express Courier Sdn Bhd Shah Kargo Sdn Bhd
2	Bagasi City Check-In sebelum berangkat pulang ke Tanah Air Baggage City Check-in before departing home	Pembekal perkhidmatan tempatan di Arab Saudi Local service providers in Saudi Arabia
3	i-Talk i-Talk	Telekom Malaysia
4	Dobi Laundry	Pembekal perkhidmatan tempatan di Arab Saudi Local service providers in Saudi Arabia
5	Ziarah Makkah/Madinah Visiting Makkah/Madinah	Pihak Muassasah Muassasah



PENCAPAIAN TH

Musim Haji 1436H/2015M mencatatkan satu lagi lembaran penting kepada **TH** apabila diberikan pengiktirafan Sistem Pengurusan Haji MS ISO 90001:2008 di peringkat antarabangsa oleh SIRIM QAS International Sdn Bhd kerana berjaya mengekalkan kecemerlangan menyampaikan perkhidmatan kepada jemaah haji.

Pengiktirafan yang diberikan kepada Malaysia sebagai pengurus haji terkemuka oleh negara-negara serantau dan kerajaan Arab Saudi menjadi motivasi kepada **TH** untuk menjadi lebih kreatif dan inovatif dalam menambahbaik kaedah pengurusan haji di masa hadapan.

Selain itu, peningkatan pencapaian Indeks Prestasi Perkhidmatan Haji pada tahun 2015 pula membuktikan bahawa mutu perkhidmatan haji yang disediakan di Tanah Air dan Tanah Suci semakin meningkat saban tahun.

TH ACHIEVEMENT

TH recorded another success story during the 1436H/2015M Hajj Season when it was awarded with the international Hajj Management System MS ISO 9001:2008 recognition by SIRIM QAS International Sdn Bhd for its achievement in maintaining excellent service for hajj pilgrims.

The recognition given to Malaysia for being an excellent hajj manager by various countries in the region and by the Saudi Arabia government had motivated **TH** to be even more creative and innovative in improving the hajj management methods in the future.

Improvement in the Hajj Service Performance Index recorded in 2015 at the same time, reflected that the quality of hajj services provided in Malaysia and the Holy Land had notably enhanced each year.

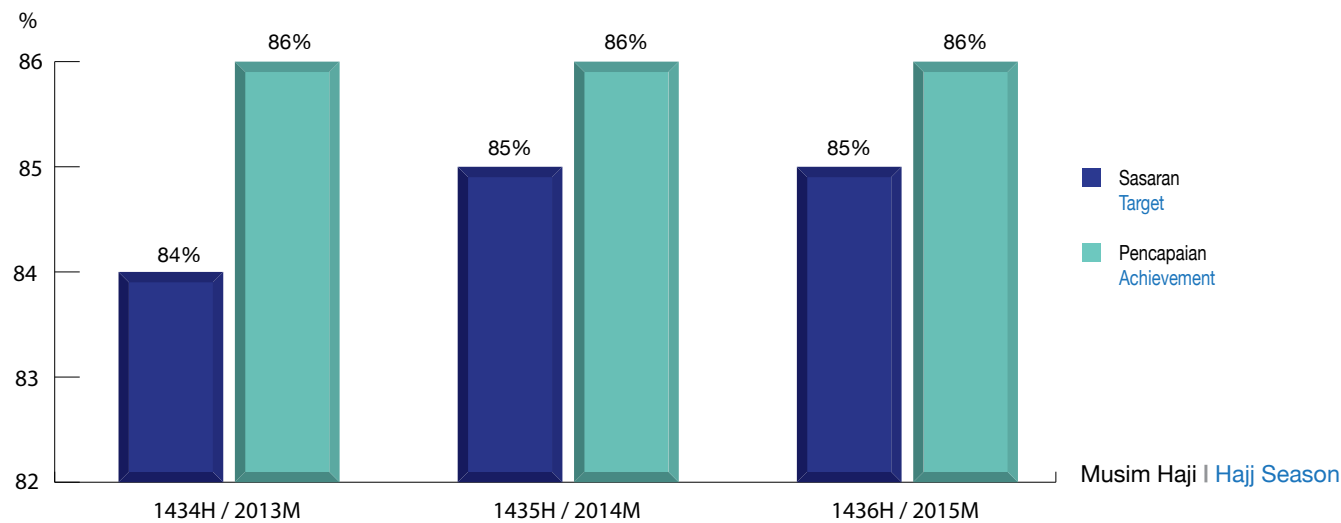
Perbandingan 3 tahun Indeks Prestasi Perkhidmatan Haji
Comparative Hajj Service Performance Index for 3 Years

1434H/2013M	1435H/2014M	1436H/2015M
95.41%	97.37%	98.03%

Skor Indeks Kepuasan Pelanggan yang diperoleh daripada maklum balas jemaah haji melalui borang soal selidik mengenai perkhidmatan yang disediakan oleh **TH** semasa operasi musim haji lalu juga menunjukkan peningkatan tahap kepuasan berbanding sasaran yang ditetapkan.

Customer Satisfaction Index Score obtained from hajj pilgrims' feedbacks through the survey form on **TH** services during the last hajj season operation also showed an increase in satisfaction level compared to the target set.

Perbandingan 3 Tahun Indeks Kepuasan Pelanggan | Comparative Customer Satisfaction Index For 3 Years



Saban tahun, **TH** terus mengadakan hubungan kerjasama baik dengan pelbagai agensi di bawah kerajaan negeri dan badan-badan berkepentingan di sepanjang OHTA. Pada masa yang sama, kerajaan juga sentiasa mengukuhkan hubungan kerjasama dua hala antara Malaysia dan kerajaan Arab Saudi. Hubungan erat tersebut diharap dapat menyokong kelancaran pengurusan haji pada masa depan.

Bagi mengukuhkan hubungan silaturrahim sesama saudara seagama di peringkat serantau, **TH** berkongsi idea dan ilmu melalui Nadwah Urusan Haji Negara Asia Tenggara (NUHAT) di Muzakarah Haji Peringkat Kebangsaan Kali Ke-32 bersama Indonesia, Singapura, Thailand, Brunei, China dan Filipina. Antara topik yang dibincangkan meliputi pengurusan haji, termasuk Kaedah Pembahagian Jemaah Haji mengikut Kloter (Indonesia) dan perkongsian pengalaman Malaysia dalam melaksanakan e-Haji. Di samping itu, Pengurusan **TH** juga melakukan lawatan ke pejabat Rombongan Haji Negara Indonesia dan Afrika Selatan semasa operasi haji di Tanah Suci.

Every year, **TH** continues to foster beneficial collaboration with agencies under the state governments and other interested parties in the OHTA. At the same time, the government is continuously strengthening bilateral cooperation between Malaysia and the Saudi Arabia government as the warm relationship is expected to help smoothen the running of future hajj management.

In strengthening the spirit of Muslim brotherhood at regional level, **TH** shared ideas and knowledge with countries within the region like Indonesia, Singapore, Thailand, Brunei, China and the Philippines through the South East Asia Hajj Management Seminar (NUHAT) at the 32nd National Hajj Dialogue. Among the topics discussed were hajj management, including Methods in Allotting Hajj Pilgrims by Kloter (Indonesia) and Malaysia's experience in the implementation of e-Haji. In addition, **TH** Management also visited the Indonesian and South African Hajj Mission Pilgrims Office during the hajj season in the Holy Land.



INOVASI DAN PENAMBAHBAIKAN

TH telah berjaya melaksanakan beberapa inovasi dan penambahbaikan pada Musim Haji 1436H antaranya:

- Memperkenalkan tagline sebagai peringatan kepada jemaah haji untuk dihayati semasa di Tanah Suci iaitu “Hadirku Sebagai DhuyufurRahman, Kembaliku Dengan Kemabruran”;
- Penyediaan Garis Panduan dan Kriteria Jemaah Haji Yang Tidak Boleh Melontar dan Tawaf Wada’ sebagai rujukan kepada Pembimbing Haji dan Pegawai Perubatan;
- Pengenalan kod warna mengikut Maktab bagi memudahkan urusan pergerakan jemaah haji serta bagasi semasa di Tanah Suci;
- Penggunaan **TH** Health Information System (**THHIS**) bagi pengurusan maklumat pesakit di kalangan jemaah haji;
- Perkhidmatan pergigian yang dimulakan pada Musim Haji 1435H dilengkapi dengan peralatan baharu yang lebih canggih;
- Terbitan risalah tempat bersejarah di Makkah sebagai rujukan para jemaah haji semasa berada di Makkah; dan
- Buku Soal Jawab Petugas Haji dimuatkan dengan segmen fiqh mengenai permasalahan ibadat umrah dan haji untuk petugas haji di Tanah Suci.



INNOVATION AND ENHANCEMENT

TH successfully implemented a number of innovation and enhancements during the 1436H Hajj Season, which include:

- Introducing the tagline, “Hadirku Sebagai DhuyufurRahman, Kembaliku Dengan Kemabruran”, as a reminder to the pilgrims the true purpose of them being in the Holy Land;
- Preparing a Guideline and Criteria for Pilgrims Who are Allowed Not to Perform Their Pelting of Pebbles and Tawaf Wada’ for the Hajj Counsellors and Medical Officers’ reference;
- The introduction of colour code according to Maktab to facilitate movements of hajj pilgrims and their baggage at the Holy Land;
- The application of **TH** Health Information System (**THHIS**) for patient’s information management among the pilgrims;
- Dental service which commenced during the 1435H Hajj Season, was equipped with new and more advanced equipment;
- Distribution of pamphlets about historical sites in Makkah for pilgrims’ reference during their stay in Makkah; and
- Hajj Staff Q&A Book was added with a fiqh segment about the issues on umrah and hajj rituals for the Holy Land hajj personnel.



INSIDEN KREN TUMBANG DI MASJIDIL HARAM DAN REMPUHAN DI MINA

Semasa Musim Haji 1436H, dua (2) insiden menyayat hati telah berlaku di Makkah yang mengakibatkan kehilangan ramai nyawa para jemaah haji dari seluruh dunia.

Kedua-dua kejadian itu adalah seperti berikut:

Kren tumbang di Masjidil Haram
Jumaat, 11 September 2015 (27 Zulkaedah 1436H); dan

Rempuhan di Jalan 204, Mina
Khamis, 24 September 2015 (10 Zulhijjah 1436H).

Dalam insiden kren tumbang, seramai tujuh (7) Jemaah Haji Malaysia (2 lelaki dan 5 perempuan) telah meninggal dunia, sementara seorang jemaah haji lelaki terkorban dalam rempuhan di Mina.

PROGRAM HIMPUNAN PERSAUDARAAN HUJJAJ (HISHAJ)

Pada setiap selepas musim haji, **TH** mengadakan Program Himpunan Persaudaraan Hujjaj (HISHAJ) di semua negeri dalam usaha mengekalkan roh dan falsafah haji di kalangan jemaah yang baru pulang dari Tanah Suci. Ianya merupakan satu majlis ilmu yang memberi peluang kepada jemaah haji bertemu dengan rakan-rakan jemaah haji dan merapatkan lagi ukhwah sesama mereka. Program yang bertujuan untuk mewujudkan rasa kasih sayang ini telah mendapat sambutan menggalakkan di kalangan jemaah pada setiap tahun.



THE COLLAPSED CRANE INCIDENT AT MASJIDIL HARAM AND STAMPEDE IN MINA

Two (2) heart-wrenching incidents occurred in Makkah during the 1436H Hajj Season, which resulted in the loss of hundreds of pilgrims' lives from all over the world.

Those incidents were:

The collapsed crane at Masjidil Haram
Friday, 11 September 2015 (27 Zulkaedah 1436H); and

Stampede along Street 204, Mina
Thursday, 24 September 2015 (10 Zulhijjah 1436H)

Seven (7) Malaysian Hajj Pilgrims (2 men and 5 women) lost their lives in the collapsed crane incident, while a male Malaysian pilgrim lost his life in the stampede incident in Mina.

HUJJAJ CONGREGATION PROGRAMME (HISHAJ)

TH organises the post-hajj season Hujjaj Congregation Programme (HISHAJ) at every state to keep the spirit and the philosophy of hajj alive among pilgrims who have just returned from the Holy Land. It is an event of knowledge, which also presents an opportunity for pilgrims to get together with their fellow pilgrims, thus, solidifying relationship (ukhwah) amongst them. Aimed to instil fraternal love, this programme receives tremendous response from pilgrims each year.



PELABURAN

Investment

PENGURUSAN PORTFOLIO EKUITI

Pelaburan dalam ekuiti tercatat patuh Syariah domestik merupakan salah satu aktiviti utama dalam memberikan pulangan pendapatan kepada **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.

2015 merupakan tahun yang mencabar bagi pasaran kewangan. Indeks FBM KLCI susut 3.9% dan mengakhiri tahun 2015 pada paras 1,692.5 mata. Ini adalah kali kedua berturut-turut Indeks FBM KLCI ditutup pada paras yang lebih rendah berbanding tahun sebelumnya. Penurunan ini adalah disebabkan oleh beberapa faktor seperti aliran keluar dana asing berjumlah hampir RM20 bilion dari pasaran ekuiti Malaysia dan harga minyak mentah dan minyak sawit mentah yang lebih rendah. Harga minyak mentah menjunam sebanyak 50% kepada paras USD57 setong pada tahun 2014 dan terus jatuh kepada paras USD30 setong pada akhir 2015. Harga minyak sawit pula jatuh 8.05% daripada harga purata RM2,415/tan pada tahun 2014 kepada RM2,235/tan pada tahun 2015.

Di samping itu, nilai matawang RM yang lemah berbanding USD pada tahun 2015 juga telah memberikan impak negatif kepada pasaran saham di Malaysia. Nilai RM telah jatuh sebanyak 18.41% daripada RM3.50/USD kepada RM4.29/USD di penghujung tahun 2015.

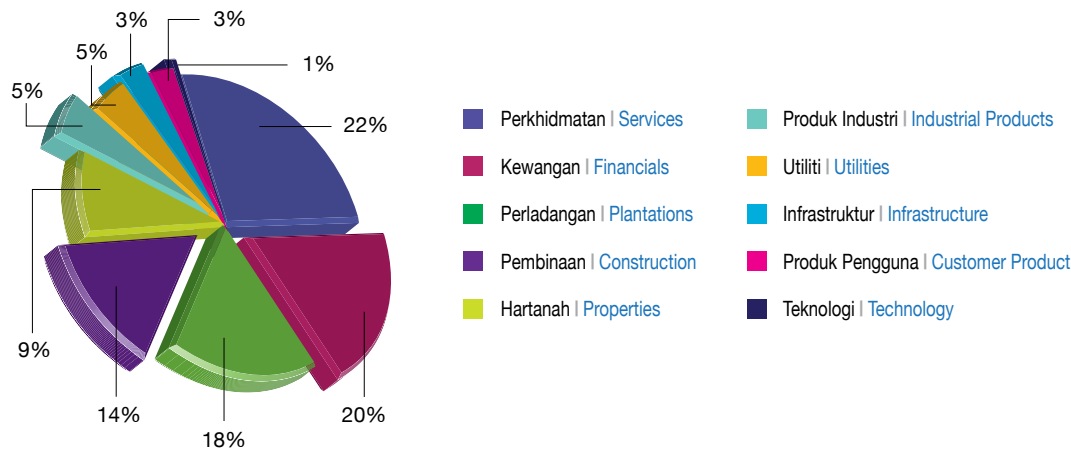
EQUITY PORTFOLIO MANAGEMENT

Domestic investment in Shariah-compliant listed equities is one of the main activities that provide income for **TH**. The main objectives of these investments are to generate competitive returns in line with appropriate levels of risks and to ensure that the capital invested is protected.

2015 was a challenging year for the financial market. The FBM KLCI index declined by 3.9% to close at 1,692.5 points at the end of 2015. This is the second consecutive year that the FBM KLCI index ended lower than the previous year. The drop in 2015 was mainly driven by several factors such as the outflow of funds from the Malaysian equity market totalling nearly RM20 billion and the continued low crude oil and Crude Palm Oil (“CPO”) prices. Crude oil price, after plunging about 50% to USD57 per barrel in 2014, fell further to about USD30 per barrel towards the end of 2015. Meanwhile, the price for CPO fell 8.05% from an average price of RM2,415/tonne in 2014 to RM2,235/tonne in 2015.

Furthermore, the weakening RM against USD in 2015 had also posted a negative impact on the Malaysian stock market. The RM fell by 18.41% from RM3.50/USD to RM4.29/USD at the end of 2015.

Pelaburan Ekuiti Tercatat Domestik Mengikut Sektor | Sectorial Breakdown of Domestic Listed Equities



Walaupun pasaran saham mencatatkan prestasi yang lemah pada tahun 2015, pelaburan dalam ekuiti tersenarai domestik tidak termasuk anak syarikat dan syarikat bersekutu telah mencatatkan keuntungan nyata sebanyak RM672.5 juta daripada jumlah pelaburan sebanyak RM12.1 bilion. Ini memberikan kadar pulangan nyata sebanyak 5.6%.

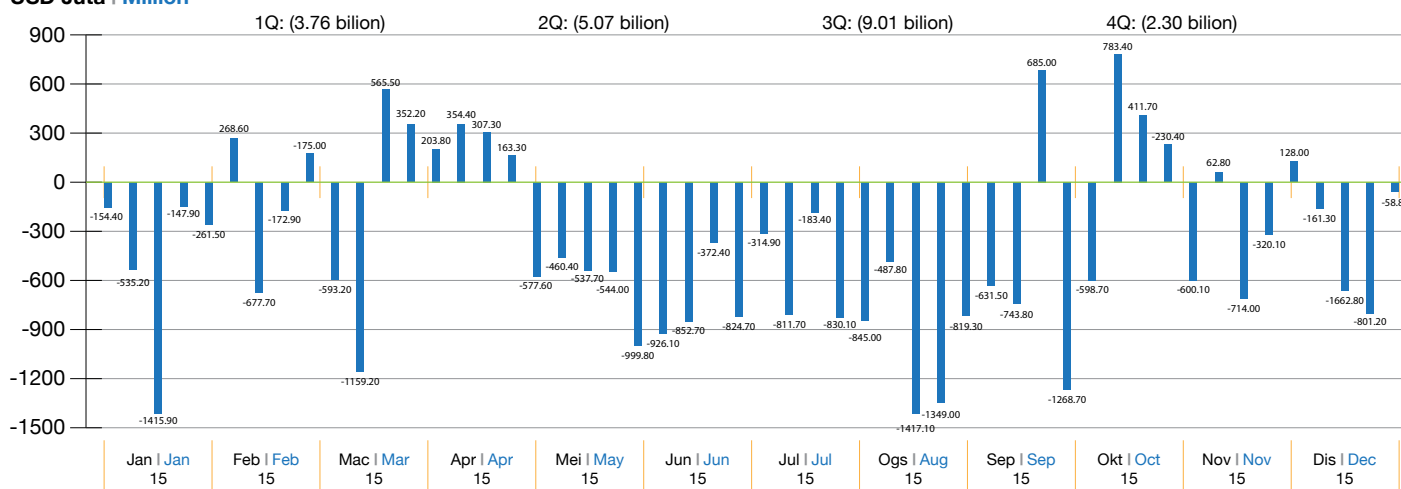
Pada tahun ini, **TH** telah meningkatkan pendedahan dalam sektor seperti perkhidmatan dan utiliti kerana pembayaran dividen yang kompetitif serta berdaya tahan. **TH** juga telah meneruskan pelaburan dalam sektor pembinaan berikutan jangkaan pengumuman projek utama yang telah dirancang tetapi belum diumumkan seperti projek MRT2, LRT3 dan lebuh raya Pan Borneo. Pada tahun 2015, pendedahan terbesar **TH** adalah dalam sektor perkhidmatan, kewangan dan perladangan.

However, despite the continued weakness in the market, **TH's** investments in domestic listed equities excluding subsidiaries and associates managed to record realised profit of RM672.5 million from total investment of RM12.1 billion. This gives a realised return of 5.6%.

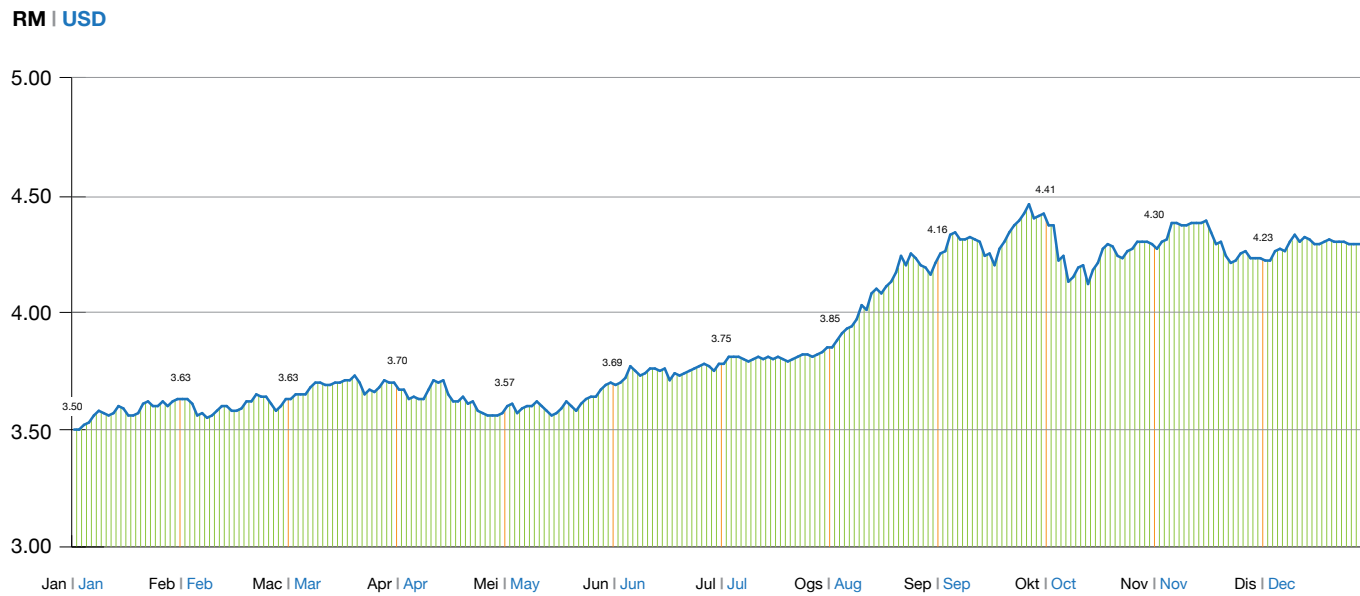
During the year, **TH** took the opportunity to increase its exposure in services and utilities sectors due to the sectors' attractive dividend prospects and defensive qualities. **TH** also continue to invest in the construction sector in anticipation of major projects that have been planned but yet to be awarded such as the MRT2, LRT3 and Pan Borneo Highway. In 2015, **TH's** largest exposures were in the services, financials and plantation sectors.

Aliran Tunai Bersih Mingguan untuk Pasaran Ekuiti Malaysia pada 2015 Weekly Net Fund Flows for Malaysian Equity Market in 2015

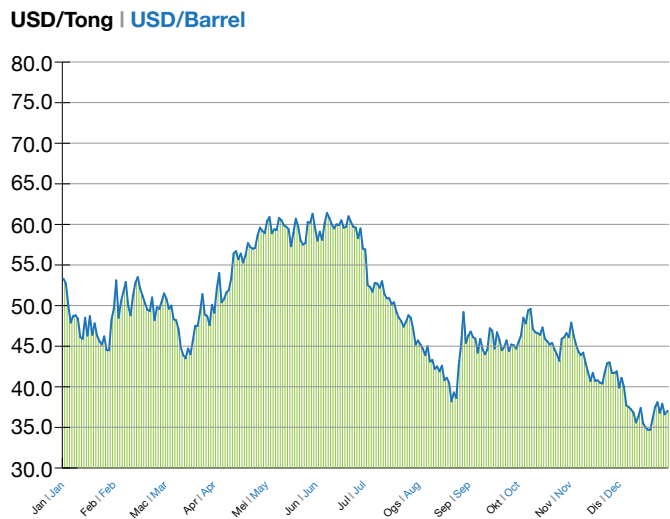
USD Juta | Million



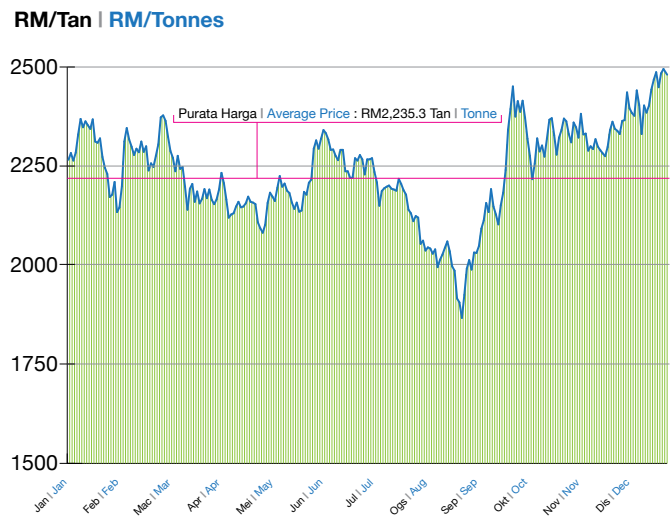
Pergerakan Matawang RM Berbanding USD pada 2015 | RM/USD Movement in 2015



Pergerakan Harga Minyak Mentah pada 2015
Crude Oil Price Movement in 2015



Pergerakan Harga Minyak Kelapa Sawit pada 2015
Crude Palm Oil Price Movement in 2015





PELABURAN DANA DAN OUTSOURCING

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.

Prestasi pengurus dana luaran sentiasa dipantau, untuk memastikan mereka sentiasa mematuhi mandat yang ditetapkan dan mampu mencapai sasaran pulangan sebagaimana ditetapkan oleh **TH**.

Bagi mandat ekuiti tersenarai, lapan (8) pengurus dana telah dilantik bagi tahun 2015, iaitu lima (5) untuk pasaran tempatan dan tiga (3) untuk pasaran Asia Pasifik (tidak termasuk Jepun). Jumlah dana yang diuruskan oleh pengurus dana luaran bagi mandat ekuiti tersenarai pada tahun 2015 bernilai RM1.3 bilion (2014: RM1.2 bilion), di mana 64% nilai dilaburkan di dalam pasaran domestik.

Bagi mandat ekuiti tidak tersenarai, **TH** masih mempunyai komitmen untuk melabur sebanyak RM1.2 bilion (2014: RM784.4 juta) dalam enam (6) dana domestik dan sembilan (9) dana antarabangsa. Portfolio dana ekuiti tidak tersenarai melabur dalam pelbagai sektor ekonomi dan lokasi geografi.

FUND INVESTMENT AND OUTSOURCING

The fund investment and outsourcing 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 external fund manager's performance is monitored and measured to ensure that they are able to comply with the mandate and achieve the target returns set by **TH**.

For listed equities mandate, eight (8) external fund managers were appointed for 2015 i.e. five (5) for domestic market and three (3) for Asia Pacific (ex-Japan) markets. Total funds outsourced through listed equities mandate in 2015 was valued at RM1.3 billion (2014: RM1.2 billion), of which 64% of the valued was invested in the domestic market.

For private equities mandate, **TH** remains committed to cumulatively invest RM1.2 billion (2014: RM784.4 million) in six (6) domestic funds and nine (9) international funds. The investment portfolio of the private equity funds are diversified into various economic sectors and geographical locations.

Perutusan mandat kepada dana ekuiti tidak tersenarai mengikut geografi adalah sebanyak 40% di Asia, 27% di Malaysia, 25% di Arab Saudi, 4% di negara-negara OIC dan 4% di negara-negara MENA (Asia Tengah dan Afrika Utara). Berdasarkan sektor ekonomi pula, 40% daripada dana dilaburkan ke dalam sektor pajakan aset, diikuti dengan 27% dalam sektor hartanah, 11% dalam sektor perdagangan/perkhidmatan, 8% dalam sektor perindustrian, 8% dalam sektor pengguna, 5% dalam sektor tenaga dan utiliti dan 1% dalam sektor kewangan. Sasaran Kadar Pulangan Dalam (IRR) bagi dana ekuiti tidak tersenarai adalah di antara 12% hingga 20% setahun.

Dalam tahun 2015, **TH** telah menerima agihan terakhir daripada satu (1) dana ekuiti tidak tersenarai luar negara yang telah tamat tempoh dana dengan pulangan IRR bersih 15% setahun.

Pada 31 Disember 2015, nilai buku bersih keseluruhan pelaburan dana *outsource* **TH** adalah berjumlah RM2.9 bilion peningkatan 28.4% berbanding RM2.3 bilion pada akhir tahun 2014.

Pelaburan dana *outsource* **TH** telah merekodkan jumlah perolehan kasar berjumlah RM159.4 juta bagi tahun 2015, iaitu peningkatan 7.8% berbanding RM147.8 juta yang di rekodkan bagi tahun 2014.

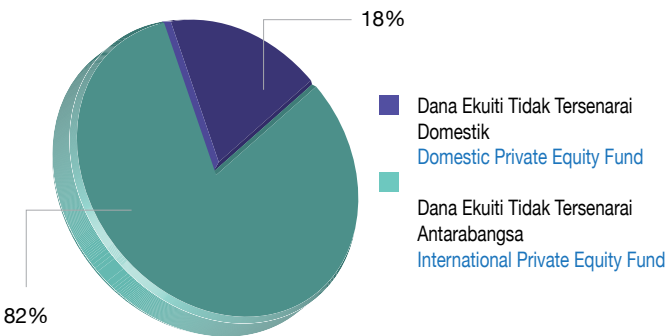
Geographically, 40% of the private equity funds are mandated in Asia, 27% in Malaysia, 25% in Saudi Arabia, 4% in OIC countries and 4% in MENA (Middle East and North Africa). By sectors, 40% of the funds are committed to the asset leasing, followed by 27% in real estate, 11% in trading/services, 8% in industrial product, 8% in consumer, 5% in energy & utility and 1% in financial sector. The targeted Internal Rate of Returns (IRR) for the private equity funds ranges from 12% to 20% per annum.

In 2015, **TH** has received a final disbursement from one of its foreign private equity fund which generates a net IRR of 15% per annum in line with its maturity.

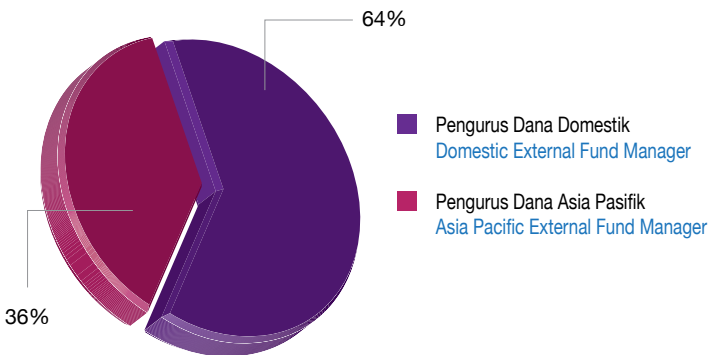
As at 31 December 2015, total net book value of **TH's** outsourced funds amounted to RM2.9 billion 28.4% higher than RM2.3 billion outsourced at the end of 2014.

TH's outsourced funds recorded gross income of RM159.4 million in 2015 or 7.8% higher compared to RM147.8 million recorded in 2014.

Dana Ekuiti Tidak Tersenarai (Domestik vs Antarabangsa)
Private Equity Fund (Domestic vs International)



Mandat Ekuiti Tersenarai (Domestik vs Asia Pasifik)
Listed Equities Mandate (Domestic vs Asia Pacific)



PENGURUSAN PORTFOLIO PENDAPATAN TETAP

Portfolio pendapatan tetap **TH** telah mencatatkan prestasi kewangan yang memberangsangkan dengan aset dan pendapatannya telah mencatat satu tahap yang lebih tinggi walaupun dengan cabaran ketidakpastian pasaran bon global dan domestik.

Sehingga 31 Disember 2015, nilai buku bersih keseluruhan portfolio pendapatan tetap adalah berjumlah RM29 bilion peningkatan 12% berbanding RM25.9 bilion yang dicatatkan pada 2014.

Jumlah perolehan **TH** dalam pelaburan portfolio pendapatan tetap bagi 2015, adalah sebanyak RM1.2 bilion iaitu peningkatan 9.4% berbanding RM1.1 bilion pada 2014.

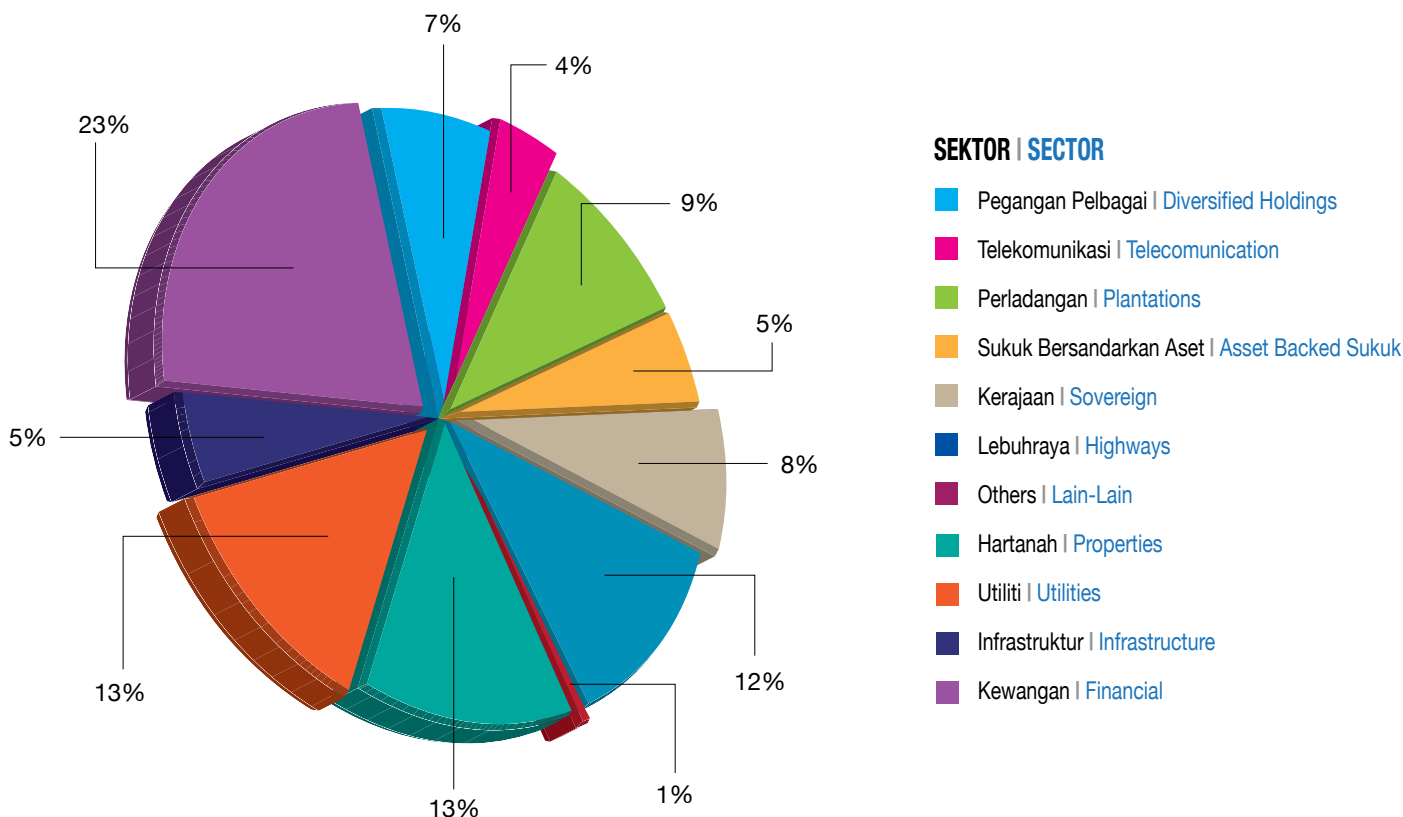
FIXED INCOME PORTFOLIO MANAGEMENT

TH's fixed income portfolio investment posted an encouraging 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 2015, the net book value of **TH's** fixed income portfolio was RM29 billion which was a 12% increase from the RM25.9 billion recorded in 2014.

TH recorded of RM1.2 billion from fixed income investment portfolio for 2015, a 9.4% increase compared to RM1.1 billion in 2014.

Keseluruhan Portfolio Sukuk bagi Tahun Berakhir 2015 (Sektor) Total Sukuk Portfolio Financial Year Ended 2015 (Sector)





Setakat 31 Disember 2015, saiz pasaran sukuk di Malaysia meningkat sebanyak 13.5% kepada RM604 bilion berbanding RM532 bilion pada akhir tahun 2014 bagi kedua-dua sukuk kerajaan dan korporat. Sukuk korporat adalah sebanyak RM213 bilion, peningkatan 4.9% berbanding RM203 bilion dicatatkan pada tahun 2014 (Sumber: Bond Pricing Agency Malaysia).

Kadar pulangan 10-tahun Terbitan Pelaburan Kerajaan (GII), sukuk bertaraf AAA dan AA2 ditutup lebih tinggi bagi tahun 2015. GII, AAA, dan AA2 ditutup 28, 17, dan 31 mata asas lebih tinggi masing-masing kepada 4.5%, 4.9%, dan 5.3%. Kadar pulangan (yield) yang meningkat mencerminkan pandangan optimis mengenai kenaikan kadar faedah yang akan berlaku di Amerika Syarikat.

As at 31 December 2015, the market size for sukuk in Malaysia increased by 13.5% to RM604 billion from RM532 billion recorded at the end of 2014 for both government and corporate. Corporate sukuk stood at RM213 billion, a 4.9% increase compared to RM203 billion recorded in 2014 (Source: Bond Pricing Agency Malaysia).

The yield of 10-year Government Investment Issue (GII), AAA and AA2 rated sukuk ended broadly higher for the year 2015. The GII, AAA, and AA2 closed 28 basis points (bps), 17 bps, and 31 bps higher to 4.5%, 4.9%, and 5.3% respectively. The yield rising trend reflected the optimistic view of an imminent interest rate hike in the United States.

PELABURAN | Investment

PENGURUSAN PORTFOLIO EKUITI ASING

Tahun 2015 merupakan tahun kedua **TH** melibatkan diri secara penuh dalam pelaburan portfolio ekuiti asing. Sehingga kini, portfolio pelaburan ekuiti asing tercatat **TH** merangkumi pelaburan di negara rantau Asia Pasifik iaitu Indonesia, Filipina, Thailand, Singapura, Australia, Korea Selatan, Taiwan dan China / Hong Kong. Pelaburan ekuiti asing tercatat **TH** menjangkau pelbagai sektor seperti sektor telekomunikasi, pengguna, hartanah, teknologi, utiliti, perladangan dan perkhidmatan kesihatan.

Seperti yang dijangkakan tahun 2015 merupakan tahun yang mencabar bagi pasaran saham global kesan kebimbangan pelabur atas kelembapan pertumbuhan ekonomi global terutama di China dan kejatuhan harga komoditi. Kebimbangan ini telah memberi sentimen negatif kepada pelabur terutamanya dikalangan negara-negara membangun. Walau bagaimanapun, **TH** berjaya merekodkan pulangan pelaburan yang memuaskan pada tahun semasa. Berdasarkan saiz dana sebanyak RM2.8 billion bagi tahun 2015, **TH** telah mencatatkan keuntungan nyata bersih sebanyak RM174.2 juta yang bersamaan dengan kadar pulangan pelaburan sebanyak 6.3% berbanding dengan pulangan sebanyak -6.9% yang dicatatkan oleh Indeks Dow Jones Islamic Asia Pasifik tidak termasuk Jepun (indeks penanda aras untuk pelaburan saham tercatat patuh syariah rantau Asia Pasifik).

Tahun 2016 dijangkakan satu lagi tahun yang mencabar untuk pelaburan ekuiti global disebabkan pertumbuhan ekonomi global yang tidak memberangsangkan. Walau bagaimanapun, **TH** akan terus fokus untuk menambah baik strategi pelaburan dengan meneroka peluang pelaburan di rantau ini dengan matlamat utama untuk meningkatkan pulangan pelaburan.

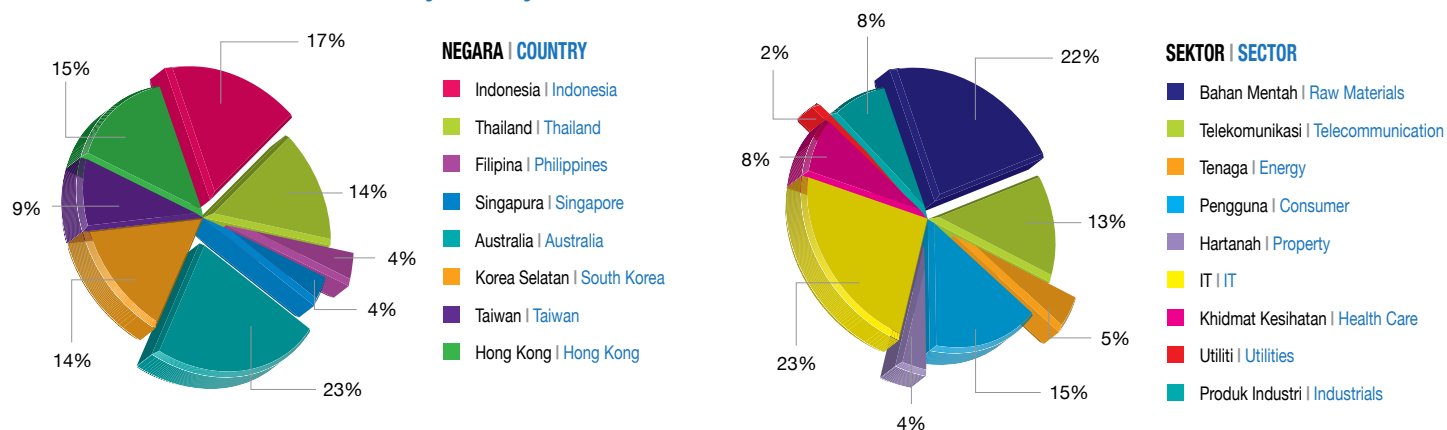
FOREIGN EQUITY PORTFOLIO MANAGEMENT

The year 2015 was the second full year of **TH** involvement in foreign equity portfolio investment. Currently, **TH's** investment portfolio consists of investment in listed equities across different countries in the Asia Pacific region namely Indonesia, Philippines, Thailand, Singapore, Australia, South Korea, Taiwan and China /Hong Kong. **TH's** investment exposure spans across multiple sectors such as telecommunication, consumer, property, technology, utilities, plantation and healthcare.

As expected, 2015 was another challenging year for the global equity dragged down by the concern over the weak global economic growth especially in China coupled with the weak commodity prices. These concerns had negatively impacted the investor sentiment especially in the emerging equity markets. Nevertheless, **TH** managed to record a satisfactory return for the year. Based on an average fund size of RM2.8 billion for 2015, **TH** recorded a net realized income of RM174.2 million which translates to ROI of 6.3% as compared to -6.9% return recorded by the Dow Jones Islamic Asia Pacific Ex-Japan Index (benchmark index).

Year 2016 is expected to be another challenging year for the global equity market, due to the continuous concern over the tepid global economic growth. However, **TH** will continue to focus on improving our investment strategy by constantly exploring investment opportunities across the region to enhance return.

Pecahan Portfolio **TH Asia Pasifik Mengikut Negara dan Sektor setakat 31 Disember 2015**
TH Asia Pacific Portfolio Distribution by Country and Sector as at 31 December 2015





PENYELIDIKAN PELABURAN

Bahagian Penyelidikan Pelaburan yang merangkumi penyelidikan ekuiti dan kredit berperanan membantu pengurus-pengurus dana dalam mengkaji dan menilai syarikat-syarikat tersenarai di Bursa Malaysia dan juga syarikat persendirian bagi mengenalpasti peluang-peluang pelaburan berlandaskan Syariah untuk 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 dalam ekuiti dan sukuk 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 2015, sebanyak 80 buah syarikat telah dilawati dan 43 buah syarikat telah hadir ke **TH** untuk membentangkan perkembangan terkini dan unjuran syarikat masing-masing.

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

Bahagian ini turut melaksanakan penilaian dan pemantauan prestasi panel broker tempatan dan asing **TH** berdasarkan kedudukan kewangan, kualiti penyelidikan pelaburan dan perkhidmatan urusniaga saham yang diberikan. Bagi tahun 2015, **TH** disokong oleh 13 panel broker saham tempatan dan dua (2) panel broker saham asing.

INVESTMENT RESEARCH

The Investment Research Division which consists of equity and credit research is responsible for supporting the fund managers in evaluating and assessing companies listed on Bursa Malaysia as well as private companies to identify Shariah-compliant investment opportunities for the equity and fixed income portfolio management. In addition, the Division continuously 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, both in equity and sukuk, 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 2015, the division visited 80 companies, while 43 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 also 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 2015, **TH** was supported by 13 local panel stockbrokers and two (2) foreign panel stockbrokers.

PELABURAN HARTANAH

Portfolio hartanah domestik dan antarabangsa terus menjadi aktiviti teras **TH** di dalam usaha untuk mempelbagaikan portfolio pelaburan dan menjana pulangan pelaburan yang baik dan berterusan.

TH telah menambah satu (1) lagi hartanah iaitu Hotel Al-Aqiq di Madinah, Arab Saudi. Usaha-usaha melabur di dalam pasaran hartanah di dalam negara terus dipertingkatkan bagi memberikan keuntungan jangka masa panjang. **TH** juga sentiasa meninjau peluang-peluang pelaburan di pasaran hartanah di luar negara yang berdaya maju.

Pada tahun ini, **TH** telah meneruskan pembangunan sebuah kompleks di Putrajaya yang bakal menempatkan pejabat agensi-agensi di bawah Jabatan Kemajuan Islam Malaysia (JAKIM) di mana ianya sedang di peringkat akhir dan dijangka akan mula diduduki pada tahun 2016.

TH juga telah mengambil peluang terhadap pertumbuhan pasaran hartanah yang menggalakkan di United Kingdom serta tukaran wang asing yang baik untuk menjual 151 Buckingham Palace Road, London.

Menerusi penglibatan di dalam sektor hartanah, **TH** terus menyumbang di dalam usaha mempromosi pembangunan kewangan Islam. Pada tahun ini, **TH** telah melaksanakan pembiayaan semula bangunan pejabat milik **TH** di 3 Collins Square, Melbourne, Australia di dalam denominasi dollar Australia secara patuh syariah sepenuhnya, pertama kali seumpamanya melibatkan hartanah di Australia. Hartanah tersebut telah dibeli pada tahun 2013.

PELABURAN STRATEGIK MELALUI ANAK SYARIKAT

Pelaburan strategik melalui anak syarikat merupakan testimoni kesungguhan **TH** untuk mengembangkan perniagaan dalam sektor patuh syariah yang telah dikenal pasti. Penglibatan **TH** dalam pelaburan anak syarikat dan syarikat usaha sama merangkumi beberapa sektor utama iaitu kewangan Islam (BIMB Holdings Berhad), perladangan (TH Plantations Berhad), pembangunan hartanah dan pembinaan (TH Properties Sdn Bhd), hospitaliti (TH Hotel & Residence Sdn Bhd), teknologi maklumat (Theta Edge Berhad) dan sokongan marin (TH Marine Holdings (L) Inc).

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

PROPERTY INVESTMENT

Real estate investment portfolios in domestic and international markets continue to be core activities of **TH** in order to diversify its investment portfolio and generate good investment returns and recurring income.

TH added one (1) more property, the Al-Aqiq Hotel in Medina, Saudi Arabia. Efforts are on going for investment in the real estate market within the country to generate long-term benefits. **TH** continues to selectively scan for investment opportunities in the overseas property market.

Throughout 2015, **TH** had undertaken further development of a building in Putrajaya for the offices of multiple agencies under Jabatan Kemajuan Islam Malaysia (JAKIM) which is in its final phase and is expected to be occupied in 2016.

During the year, **TH** took advantage of the bullish property market in the United Kingdom and favourable exchange rate conditions to complete the sale of 151 Buckingham Palace Road, London.

Through participation in real estate market, **TH** contributed to the promotion of Islamic finance. During the year, **TH** completed the refinancing of 3 Collins Square, Melbourne, Australia under an Australian Dollar denominated financing, the first fully shariah compliant financing arrangement of its kind involving a property in Australia. The property was acquired in 2013.

STRATEGIC INVESTMENTS THROUGH SUBSIDIARIES

The strategic investments through subsidiaries are testimony of **TH** determination to develop businesses in identified Shariah-compliant sectors. **TH's** investment and involvement in subsidiaries and joint ventures cover several sectors, namely Islamic finance (BIMB Holdings Berhad), plantations (TH Plantations Berhad), property development and construction (TH Properties Sdn Bhd), hospitality (TH Hotel & Residence Sdn Bhd), information technology (Theta Edge Berhad) and marine support (TH Marine Holdings (L) Inc).

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

SEKTOR KEWANGAN ISLAM

Islamic Finance Sector

Penyertaan **TH** dalam Sektor Kewangan Islam diterajui oleh anak syarikatnya, BIMB Holdings Berhad (BHB), sebuah syarikat pemegang pelaburan yang telah merintis pembangunan kewangan Islam di Malaysia sejak lebih 30 tahun.

Walaupun senario ekonomi pada tahun semasa ditinjau secara relatif tidak begitu memberangsangkan, namun dengan kekuatan fundamentalnya, Kumpulan BHB masih mampu menghasilkan prestasi kewangan yang menggalakkan. Pada tahun ini, Kumpulan BHB mencatatkan keuntungan sebelum cukai sebanyak RM825.27 juta berbanding RM802.18 juta pada tahun 2014.

Pada 30 November 2015, Lembaga Pengarah BHB telah mengisytiharkan dividen interim seperingkat sebanyak 12.20 sen sesaham biasa berjumlah RM188.15 juta bagi tahun kewangan 2015. Sekitar 16.3% atau RM30.69 juta daripada jumlah dividen tersebut telah diagihkan dalam bentuk tunai pada 22 Januari 2016 manakala baki 83.7% atau RM157.46 juta daripadanya pula telah dilaburkan semula untuk melanggan 46,469,480 saham berharga RM1.00 sesaham pada harga terbitan RM3.39 sesaham melalui Pelan Pelaburan Semula Dividen.

Tinjauan ringkas mengenai prestasi Kumpulan BHB pada tahun ini adalah seperti dipaparkan berikut:

PERBANKAN ISLAM

Kumpulan Bank Islam (Bank Islam atau Bank) mencatatkan keuntungan sebelum cukai dan zakat (PBTZ) sebanyak RM685.66 juta untuk tahun kewangan 2015, penurunan sebanyak 2.4% berbanding tahun kewangan 2014. Penurunan ini adalah disebabkan oleh kos pembiayaan penerbitan Sukuk Murabahah Subordinat, peningkatan kos deposit dan perbelanjaan operasi. Perluasan rangkaian Bank juga menyumbang kepada peningkatan perbelanjaan operasi apabila lima buah cawangan dibuka sepanjang 2015 yang membawa kepada jumlah cawangan terkini Bank Islam sebanyak 144 cawangan.

TH participation in the Islamic Financial Sector is led by its subsidiary, BIMB Holdings Berhad (BHB), an investment holding company, which pioneered the development of Islamic finance in Malaysia for more than 30 years.

Although the economic scenario during the year under review was relatively less promising, BHB had however, due to its fundamental strengths, managed to present a set of encouraging financial performance. During the year, BHB Group recorded a profit before tax of RM825.27 million compared to RM802.18 million in 2014.

The Board of BHB had, on 30 November 2015 declared an interim single tier dividend of 12.20 cent per ordinary share amounting to RM188.15 million for the financial year 2015. From the total dividend, approximately 16.3%, or RM30.69 million was distributed in cash on 22 January 2016 while the remaining 83.7%, amounting to RM157.46 million, was reinvested to subscribe for 46,469,480 new ordinary shares of RM1.00 each at an issue price of RM3.39 each via the Dividend Reinvestment Plan.

An overview on the BHB Group performance during the year is as highlighted as followings:

ISLAMIC BANKING

Bank Islam Group (Bank Islam or the Bank) reported a profit before tax and zakat (PBTZ) of RM685.66 million for the financial year 2015, slightly lower by 2.4% compared to the financial year 2014. The decrease was mainly due to the finance cost incurred in the issuance of Subordinated Sukuk Murabahah, higher cost of deposits and incremental operating expenses. The Bank's network expansion also contributed to the increase in operating expenses as five more branches were opened during the year, bringing the total number to 144 branches to-date.



Bank Islam mengekalkan momentum pertumbuhan pembiayaannya walaupun dalam persekitaran ekonomi yang mencabar. Bank mencatatkan pertumbuhan pembiayaan dua angka sebanyak 16.2% atau RM4.77 bilion kepada RM34.29 bilion setakat 31 Disember 2015, hampir dua kali ganda kadar yang diunjurkan untuk industri perbankan.

Kualiti aset kekal kukuh dengan nisbah pembiayaan terjejas kasar yang rendah iaitu 1.09% setakat Disember 2015, lebih rendah daripada yang dicatatkan pada Disember 2014 iaitu 1.14%. Kualiti aset yang kukuh adalah disebabkan oleh pengurusan risiko Bank yang teguh dan piawaian pengunderaitan yang ketat. Bank Islam juga mengambil sikap berhati-hati dengan melaksanakan langkah-langkah sewajarnya dalam proses kelulusan serta berusaha ke arah proses pemulihan yang lebih berkesan.

Dari aspek pendanaan, deposit pelanggan meningkat RM2.55 bilion atau 6.2% untuk mencecah RM43.56 bilion setakat Disember 2015. Nisbah Akaun Semasa dan Simpanan (CASA) berada pada kadar 35.0%. Nisbah pembiayaan kepada deposit bank kekal sihat pada kadar 78.7%.

Bank juga telah melancarkan Akaun Pelaburan di bawah konsep Mudharabah dan Wakalah pada 1 Jun 2015. Setakat Disember 2015 jumlah akaun ini berbaki RM676.11 juta.

Bank Islam sustained its healthy financing growth momentum despite the challenging economic environment. The Bank achieved a double-digit financing growth of 16.2% or RM4.77 billion to reach RM34.29 billion as at December 2015, almost double the rate expected for the banking industry.

Assets quality remained resilient with a low gross impaired financing ratio of 1.09% as at December 2015, lower than 1.14% registered as at December 2014. The strong asset quality is a result of the Bank's robust risk management and stringent underwriting standards. The Bank also took a cautious stance by implementing measures in its approval processes as well as putting in efforts towards effective recovery processes.

On the funding front, the Bank's customer deposits grew by RM2.55 billion or 6.2% to RM43.56 billion as at December 2015. The Current and Savings (CASA) ratio stood at 35.0%. The Bank's financing to deposits ratio remained healthy at 78.7%.

The Bank also launched its Investment Accounts on 1 June 2015 under the Mudharabah and Wakalah concept and the balance stood at RM676.11 million as at December 2015.



Sebagai sebahagian daripada pelaksanaan pengurusan modal yang proaktif, Bank telah menerbitkan RM300 juta dan RM400 juta program sukuk, masing-masing pada April dan Disember 2015. sukuk tersebut layak sebagai Modal Tahap II bagi pengiraan modal kawal selia Bank. Kedudukan modal Bank kekal sihat sebagaimana yang dicerminkan melalui Ekuiti Bersama Tahap 1 dan Nisbah Modal Tahap 1 sebanyak 12.1% dan jumlah Nisbah Modal sebanyak 15.3%. Pulangan kepada ekuiti sebelum cukai adalah 17.7% manakala pulangan aset sebelum cukai adalah 1.4%.

Pada 11 Ogos 2015, Bank Islam berjaya menguruskan Kemudahan Pembiayaan Islam Bersindiket berjumlah RM121.44 juta untuk Kerian Energy Sdn Bhd. Pada masa yang sama, Bank Islam juga muncul sebagai pengatur utama yang berjaya memuktamadkan pelaksanaan sindikasi bagi pembinaan 14MW Mini Hydro Power Plant di Sungai Kerian, Perak.

Pada tahun 2015, Bank Islam berjaya meraih beberapa anugerah berprestij yang mencerminkan kecemerlangan reputasinya dalam pelbagai perkara. Antara anugerah tersebut termasuk:

- “Islamic Bank of the Year Asia” oleh The European Global Banking & Finance Awards 2015;
- Bank Runcit Islam paling kukuh di Malaysia oleh Islamic Retail Banking Awards 2015 (Cambridge IF Analytica);
- Bank Islam Terbaik Malaysia oleh The International Banker Asia & Australasia Banking Awards 2015; dan
- Bank Islam Terbaik-Malaysia & Anugerah bagi Kecemerlangan dalam Perbankan Patuh Syariah oleh Wealth & Finance International 2015 Finance Awards.

As part of the Bank’s proactive capital management, the Bank issued RM300 million and RM400 million from its sukuk programme in April 2015 and December 2015 respectively. The sukuk qualifies as Tier II Capital for the computation of the regulatory capital of the Bank. The capital position of the Bank continued to be healthy as reflected by its Common Equity Tier 1 and Tier 1 Capital Ratio of 12.09% and total Capital Ratio of 15.3%. The Bank’s pre-tax return on equity was 17.7%, while the pre-tax return on assets was 1.4%.

On 11 August 2015, Bank Islam successfully raised Syndicated Islamic Financing Facilities of RM121.44 million for Kerian Energy Sdn Bhd. At the same time, Bank Islam as the lead arranger successfully closed this syndication exercise for the construction of a 14MW Mini Hydro Power Plant in Sungai Kerian, Perak.

Bank Islam was awarded with prestigious recognitions in 2015 that reflect its excellent reputation in various areas. The recognitions are as shown below:

- Islamic Bank of the Year Asia by The European Global Banking & Finance Awards 2015;
- Strongest Islamic Retail Bank in Malaysia by Islamic Retail Banking Awards 2015 (Cambridge IF Analytica);
- Best Islamic Bank Malaysia by The International Banker Asia & Australasia Banking Awards 2015; and
- Best Islamic Bank-Malaysia & Award for Excellence in Shariah Compliant Banking by Wealth & Finance International 2015 Finance Awards.



Selepas memuktamadkan program Pelan Strategik 3 tahun (2013-2015) yang dinamakan “Hijrah to Excellence” (H2E), Bank Islam akan terus membina momentum perubahan dengan meletakkan asas yang kukuh untuk fasa pertumbuhan seterusnya. Berpandukan strategi perniagaan yang baharu bertema “Pengekalan Modal melalui Pengurusan Liabiliti yang Teguh”, Bank Islam akan menumpukan usaha kepada aspek operasi dari segi kewangan dan bukan kewangan. Dari segi kewangan, Bank Islam telah menetapkan pengekalan modal, memelihara kualiti aset dan mempertingkatkan kestabilan perolehan sebagai usaha untuk mengukuhkan asasnya. Ia direalisasi dengan memacu pertumbuhan deposit secara agresif dan memanfaatkan produk-produk baharu, termasuk akaun pelaburan. Dari sudut bukan kewangan, Bank akan terus mengekalkan budaya kecemerlangan perkhidmatan.

INDUSTRI TAKAFUL

Industri Takaful di bawah Bank Islam diterajui oleh Syarikat Takaful Malaysia Berhad (Kumpulan Takaful atau Takaful Malaysia). Pada tahun ditinjau, hasil operasi Kumpulan Takaful meningkat sebanyak 8.5% kepada RM1.79 bilion, manakala keuntungan sebelum cukai dan zakat (PBTZ) pula bertambah pada kadar 9.4% kepada RM204.21 juta berbanding RM186.7 juta pada tahun kewangan sebelumnya.

Peningkatan hasil dan keuntungan ini adalah di sebabkan terutamanya oleh jualan lebih tinggi yang dijana oleh perniagaan Takaful Keluarga, keputusan pengunderaitan dan pelaburan yang lebih baik serta pendapatan yuran Wakalah bersih yang lebih tinggi, hasil daripada pertumbuhan perniagaan yang mantap.



Having completed its 3 years Strategic Planning (2013-2015) namely “Hijrah to Excellence” (H2E), Bank Islam will seek to increase the momentum of change by laying down the building blocks for its next phase of growth. The Bank is set to be guided by a new business strategy themed “Sustaining Capital through Robust Liability Management”, concentrating its efforts on both financial and non-financial aspects of operations. Financially it has set targets for capital preservation, safeguarding its asset quality, and enhancing earnings stability to build strength. This is realised by aggressively driving deposit growth and leverage on new products, including investment accounts. Non-financially, it will continue to foster a culture of service excellence.

TAKAFUL INDUSTRY

Takaful Industries under Bank Islam is spearheaded by Syarikat Takaful Malaysia Berhad (Takaful Group or Takaful Malaysia). For the year under review, the Group’s Takaful operating revenue grew by 8.5% to RM1.79 billion, while profit before zakat and tax (PBTZ) was measured at RM204.21 million compared to RM186.7 million, an increase by 9.4% from the previous financial year.

The improved revenue and profit were largely attributable to higher sales generated by the Family Takaful business, better underwriting results and higher net Wakalah fee income arising from strong business growth.



Takaful Malaysia telah diiktiraf sebagai Syarikat Takaful Terbaik di Malaysia di International Takaful Award yang diadakan di The Savoy Hotel, London pada 17 Februari 2015.

Takaful Malaysia kekal optimis untuk mencatat pertumbuhan utama dan asas yang positif pada tahun 2016 dan, akan terus menekankan empat bidang teras iaitu capaian pelanggan, ketangkasan operasi, kos yang berdaya saing dan keyakinan pemegang kepentingan. Takaful Malaysia juga akan memperkukuhkan imej segar Syarikat melalui pelbagai saluran pengiklanan dan aktiviti pemasaran bagi mencapai pendedahan dan daya tarikan jenama yang lebih luas selain mempertingkatkan penawaran produk agar kekal sebagai penyelesaian terbaik bagi memenuhi keperluan insuran rakyat Malaysia.



Takaful Malaysia was recognised as the Best Takaful Company in Malaysia at the International Takaful Awards 2015, held at The Savoy Hotel, London on 17 February 2015.

Takaful Malaysia is optimistic to record a positive top line and bottom line growth in 2016 and, will continue to emphasize the four core areas of customer reach, operational agility, cost competitiveness and stakeholder confidence. Takaful Malaysia will also be strengthening the Company's vibrant image through various advertising channels and marketing activities to achieve greater brand visibility and appeal apart from enhancing product offerings to remain as the best solutions for Malaysians' insurance needs.



PEMBROKERAN SAHAM

Pada tahun ditinjau, kumpulan pembrokeran saham, BMB Securites Sdn Bhd mencatatkan pendapatan sebanyak RM14.9 juta, meningkat 1.4% berbanding pencapaian pada tahun sebelumnya. Keuntungan lebih tinggi daripada deposit pelaburan dan pendapatan operasi lain berbanding yuran pembrokeran yang lebih rendah telah dapat membantu menyumbang kepada peningkatan kecil dalam pendapatan sebelum cukai dan zakat iaitu sebanyak RM0.64 juta berbanding RM0.58 juta pada tahun 2014.

Kadar faedah yang semakin meningkat di Amerika Syarikat dan kelembapan pertumbuhan ekonomi negara China di jangka menjadikan dua faktor utama yang akan menyebabkan pasaran saham kekal tidak menentu pada tahun 2016. Walau bagaimanapun, dengan langkah proaktif yang diambil, BMB Securites Sdn Bhd optimistik bahawa aktiviti pembrokeran saham akan kekal berdaya maju dan terus mencatat pertumbuhan yang sihat.



STOCKBROKING

For the year under review, the stockbroking group, BMB Securities Sdn Bhd, recorded a total income of RM14.9 million, which is an increase of 1.4% compared to that recorded in the previous year. Higher profit on investment deposits and other operating income, which compensated for the lower brokerage fees, had partly contributed to a marginally higher income before tax and zakat of RM0.64 million compared to RM0.58 million in 2014.

It is expected that the stock market to continue to be volatile in 2016 due to two major factors, i.e. increase in the US interest rates, and the slowdown in China's economy. However, by taking proactive measures, BMB Securities Sdn Bhd are optimistic that stockbroking activities will remain resilient and continue to chart healthy growth.

SEKTOR PERLADANGAN

Plantation Sector

PENGENALAN

Sektor minyak sawit berhadapan dengan cabaran yang besar pada tahun 2015 kerana ia terus terjejas oleh keadaan operasi yang sukar, harga komoditi yang lemah dan ketidaktentuan makroekonomi global. Walau bagaimanapun, di sebalik semua cabaran tersebut, pelbagai kejayaan telah dicapai oleh Kumpulan Perladangan milik **TH** di bawah pengurusan TH Plantations Berhad (THP), anak syarikat yang disenaraikan di Papan Utama Bursa Malaysia di mana **TH** memiliki 72.8% pegangan sahamnya.

Sebagai pemegang saham majoriti dalam THP, **TH** mempunyai kepentingan secara langsung dalam sektor perladangan di negara ini melalui kluster anak-anak syarikat Kumpulan THP, TH Estates (Holdings) Sdn Bhd, TH Indo Industries Sdn Bhd dan TH Indopalms Sdn Bhd serta syarikat usahasama yang terdiri daripada Trurich Resources Sdn Bhd dan Deru Semangat Sdn Bhd (secara kolektif dikenali sebagai Kumpulan Perladangan **TH**).

Sejak penubuhannya, Kumpulan Perladangan **TH** telah membuktikan keupayaannya membangun dan mengurus ladang kelapa sawit, memproses dan menjual minyak sawit serta isirong sawit di Malaysia dan Indonesia. Selain itu, Kumpulan Perladangan **TH** turut terlibat dalam aktiviti menanam pokok jati dan getah serta aktif meneroka perniagaan hiliran di Indonesia khususnya dalam pengeluaran dan pembungkusan minyak masak untuk pasaran luar negara. Sehingga 31 Disember 2015, Kumpulan Perladangan **TH** memiliki ladang seluas kira-kira 157,267 hektar yang terletak di Malaysia dan Indonesia.

INTRODUCTION

The Palm oil sector witnessed a very challenging year in 2015 as it continued to be weighed down by tough operating conditions, persistently weak commodity prices and global macroeconomic uncertainties. Nonetheless, in the midst of all these challenges, numerous achievements have been recorded by **TH** Group of Plantations under the Management of TH Plantations Berhad (THP), a company listed on the Main Board of Bursa Malaysia where **TH** owns 72.8% of its shareholding.

As a major shareholder in THP, **TH** has a direct interest in the plantation sector in the country through a cluster of its subsidiaries comprising of THP Group of Companies, TH Estates (Holdings) Sdn Bhd, TH Indo Industries Sdn Bhd and TH Indopalms Sdn Bhd and joint-venture, represented by Trurich Resources Sdn Bhd, and Deru Semangat Sdn Bhd (collectively known as **TH** Plantation Group).

Since inception, **TH** Plantation Group has proven its capability in the development and management of oil palm plantations in Malaysia and Indonesia. Apart from that, **TH** Plantation Group ventured into teakwood and rubber plantations in Indonesia and also into downstream business, particularly in the production and packaging of edible oil for international markets. As at 31 December 2015, **TH** Plantation Group owned approximately 157,267 hectares of plantation land in Malaysia and Indonesia.



	Kawasan Bertanam Planted Area	Sedang Ditanam In Course of Planting	Kawasan Belum Bertanam & Lain-lain Kawasan Greenfield & Others	Jumlah Total
	Hektar (Ha) Hectare (Ha)			
THP				
- Kelapa Sawit Oil Palm	59,777	4,729	24,293	88,799
- Getah Rubber	6,565	752	8,396	15,713
Jumlah Kecil - THP Sub Total - THP	66,342	5,481	32,689	104,512
Trurich Resources Sdn Bhd	34,787	-	5,128	39,915
Agen Pengurusan Management Agents	4,209	-	8,631	12,840
JUMLAH TOTAL	105,338	5,481	46,448	157,267

Selain daripada milikan tanah ladang, Kumpulan Perladangan **TH** turut memiliki sembilan (9) kilang kelapa sawit yang telah mencatat prestasi Kadar Perahan Minyak (KPM) memuaskan dan setanding dengan kilang-kilang kelapa sawit lain di Malaysia dan Indonesia dengan kadar kapasiti sekitar 1,965,600 metrik tan setahun.

Besides the plantation land, **TH** Plantation Group also has nine (9) palm oil mills with milling capacity of approximately 1,965,600 metric tonnes annually. These mills recorded a satisfactory Oil Extraction Rate (OER) which is at par with other palm oil mills in Malaysia and Indonesia.



PRESTASI LADANG

Pada akhir tahun kewangan 2015, Kumpulan Perladangan **TH** mempunyai ladang seluas 157 ribu hektar berbanding 151 ribu hektar pada tahun 2014. Ini merupakan pertambahan kawasan ladang sebanyak 4% atau seluas 6 ribu hektar.

Kumpulan Perladangan **TH** di Malaysia dan Kalimantan mencatatkan peningkatan hasil Buah Tandan Segar (BTS) sebanyak 5.7% pada tahun 2015 berbanding pencapaiannya pada tahun 2014.

JUMLAH PENGELUARAN BTS

Kawasan baharu matang yang semakin bertambah serta program tanaman semula secara berperingkat yang diteruskan pada tahun 2015 meyakinkan Kumpulan Perladangan **TH** bahawa penghasilan BTS akan dapat dimaksimumkan pada masa depan.

PRESTASI KILANG

Pada tahun 2015, Kumpulan Perladangan **TH** memiliki sembilan (9) kilang penapis minyak sawit, di mana tujuh (7) kilang sedia ada terletak di Malaysia dan dua (2) kilang baharu di Kalimantan. Kilang baharu di Kalimantan Timur telah memulakan operasi pada bulan Disember 2015, manakala kilang di Kalimantan Tengah pula dijangka akan beroperasi pada bulan Mac 2016. Secara keseluruhan, kesemua sembilan (9) kilang kini mempunyai kapasiti untuk memproses 360 tan metrik minyak sawit sejam.



PLANTATION PERFORMANCE

As at the end of financial year 2015, **TH** Plantation Group has in total 157 thousand hectares of plantation area compared to 151 thousand hectares in 2014. This represents an increase of 4% or additional 6 thousand hectares.

TH Plantation Group in Malaysia and Kalimantan recorded an increase of 5.7% in the yield of Fresh Fruit Bunch (FFB) in 2015 compared to that in 2014.

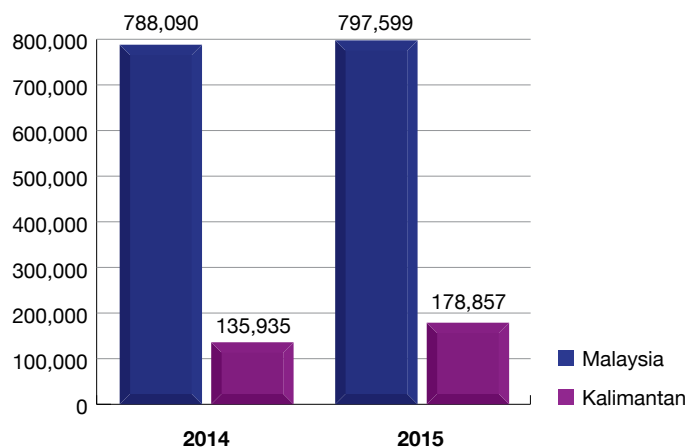
TOTAL FFB PRODUCTION

TH Plantation Group is confident that its future FFB yield will record a maximum increase with the increase in its new maturing areas as well as the progressive re-planting programme which was continued in 2015.

MILLING PERFORMANCE

In 2015, **TH** Plantation Group has nine (9) palm oil mills, where seven (7) are located in Malaysia, while two (2) others are new mills located in Kalimantan. The new mill in East Kalimantan has started its operation in December 2015, while the operation of another one in Central Kalimantan is expected to commence in March 2016. The processing capacity of all the nine (9) mills in total is now 360 metric tonne per hour.

Jumlah Pengeluaran BTS Total FFB Production



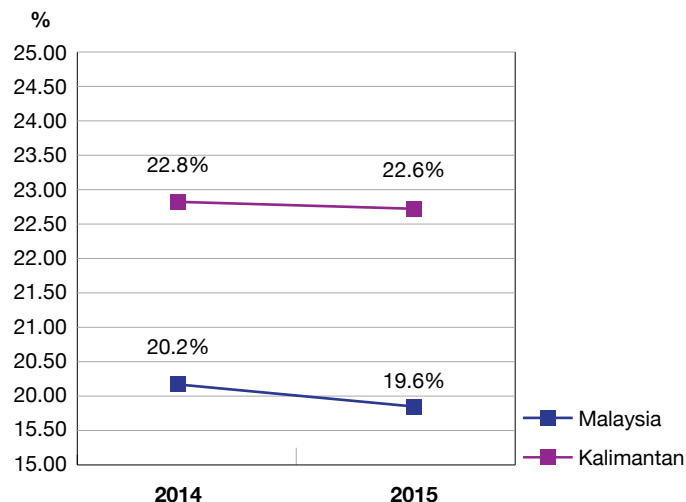
Sementara itu, kadar perahan Minyak Sawit Mentah (MSM) Kumpulan Perladangan **TH** di Malaysia dan Kalimantan menunjukkan penurunan berbanding pencapaian pada tahun 2014. Cuaca kering berpanjangan dan pengeluaran BTS dari kawasan baharu matang merupakan punca utama yang mengakibatkan pengurangan tersebut.

Sebagai inisiatif untuk meningkatkan tahap kecekapan pemprosesan BTS dan memastikan supaya MSM yang dihasilkan berkualiti tinggi dan berdaya saing di pasaran, Kumpulan Perladangan **TH** melaksanakan usaha berterusan untuk mencari dan memanfaatkan pelbagai inovasi terkini yang boleh membantunya mencapai matlamat tersebut.

KEKUATAN KUMPULAN PERLADANGAN **TH**

Pada tahun 2015, Kumpulan Perladangan **TH** membuktikan komitmennya untuk memperkasakan visi dan misi syarikat supaya ia terus kukuh, maju dan relevan di masa hadapan. Sejajar dengan matlamat tersebut, Kumpulan Perladangan **TH** telah mengambil langkah agresif untuk merangka strategi pertumbuhan, membangunkan penanda aras yang sesuai untuk mengukur prestasinya secara lebih menyeluruh serta merangka pelan tindakan yang mempercekapkan lagi pengurusan operasi, modal insan, kewangan serta pemasaran. Di samping itu, langkah ini juga telah membantu mempertingkatkan tahap keberkesanan urus tadbir dan kawal selia dalaman Kumpulan Perladangan **TH** bagi mengangkat kedudukannya menjadi sebuah entiti korporat terbilang dan disegani.

Kadar Perahan BTS FFB Extraction Rate



TH Plantation Group in Malaysia and Kalimantan meanwhile, recorded a reduction in Crude Palm Oil (CPO) extraction rate compared to year 2014. The decrease is mainly due to the prolong effect of the dry season and FFB production from newly matured areas.

In its pursuit to enhance efficiency in FFB processing and to produce a higher quality CPO that is competitive in the market, **TH** Plantation Group continues to look and leverage on the latest innovations to help it realise those objectives.

THE STRENGTH OF **TH** PLANTATION GROUP

In 2015, **TH** Plantation Group continued to demonstrate its commitment towards empowering the institution's vision and mission hence remaining strong, progressive and relevant in the future. In line with this objective, **TH** Plantation Group aggressively outlined a strategic growth plan, developing a benchmark to comprehensively measure its performance thus devising action plans that enhanced its management in operation, human capital, finance and marketing. These measures thus heightened the efficiency of **TH** Plantation Group governance and internal controls therefore uplift its status as a notable and respected corporate entity.



THP melalui anak syarikat milik sepenuhnya iaitu THP Agro Management Sdn Bhd (THPAM) yang bertindak sebagai agen pengurusan bagi pihak Kumpulan Perladangan **TH** telah berjaya mencipta nilai operasi melalui pemilikan tanah ladang seluas 157,267 hektar. Kekuatan Kumpulan Perladangan **TH** boleh diukur menerusi pemantapan nilai terhadap tanah ladangnya dengan sasaran pertumbuhan terhadap pencapaian hasil pengeluaran BTS dan KPM yang tinggi dengan kos pengeluaran yang rendah, keseimbangan kos yang efektif dan fleksibel di antara keperluan jangka pendek dan jangka panjang serta kepelbagaian sumber pendapatan Kumpulan.

Di samping itu, Kumpulan Perladangan **TH** juga memfokus usaha terhadap pembangunan modal insan bagi membangunkan kakitangan yang berbakat, produktif, komited dan bermotivasi. Sehubungan itu, ia berusaha secara aktif untuk mempertingkatkan kedudukannya yang kompetitif di pasaran pekerjaan dengan menyediakan persekitaran kerja yang kondusif, menyediakan program latihan yang memantapkan keupayaan kakitangan dan mewujudkan program pengiktirafan prestasi kerja, kenaikan pangkat serta program kebajikan pekerja untuk terus meningkatkan motivasi anggotanya.



THP through its wholly-owned subsidiary, TH Agro Management Sdn Bhd (THPAM) as the management agent for **TH** Plantation Group has successfully created operational values through the 157,267 hectares of plantation land. **TH** Plantation Group's ability is measured through the value of its plantation land, striving for high yield of FFB and OER with lower production cost. Its balanced cost is effective and flexible for short-term and long-term requirements as well as diversifying the source of income for the Group.

Additionally, **TH** Plantation Group is also focused on developing its human capital to produce talented, productive, committed and motivated pool of personnel. Vigorous effort has been propelled to uplift its competitiveness in the job market by providing conducive working environment; equipping its staff with training programmes to strengthen their capabilities and create work performance recognition programmes, job promotion and staff welfare programme to continuously motivate its staff.



PEMBANGUNAN KORPORAT

Kumpulan Perladangan **TH** terlibat dalam industri perladangan dan pengilangan bersepadu menerusi rangkaian anak-anak syarikat serta syarikat usahasama. Walaupun mencabar, namun pelaburan dalam sektor perladangan merupakan pelaburan yang berdaya maju dalam jangka masa panjang kerana ia telah menjadi penyumbang yang penting kepada pendapatan Kumpulan sejak dahulu lagi. Pendapatan daripada sektor ini berpotensi dimaksimum dengan meningkatkan hasil pengeluaran BTS setiap hektar dengan kos pengeluaran minima serta melaksanakan amalan menanam benih baka baik untuk mengeluarkan kualiti produk kelapa sawit bertaraf premium supaya mampu meraih harga yang baik di pasaran. Justeru, Kumpulan Perladangan **TH** sedang melaksanakan pelbagai inisiatif bagi mencapai matlamat tersebut supaya ia dapat meningkatkan lagi sumbangan hasil daripada sektor ini kepada pendapatan Kumpulan Perladangan **TH** pada masa depan. Beberapa strategi pembangunan korporat telah dilaksanakan untuk meluaskan saiz dan kapasiti perladangan Kumpulan pada tahun ditinjau, antaranya termasuk:

- Pengambilalihan 55% kepentingan ekuiti dalam Deru Semangat Sdn Bhd yang mempunyai lebih kurang 12,141 hektar tanah perladangan di Mukim Tembeling, Daerah Jerantut, Pahang; dan
- Pengambilalihan kira-kira 8,793 hektar tanah perladangan di Sri Aman, Sarawak.

Penambahan keluasan tanah seluas 20,934 hektar ini adalah bertepatan dengan strategi jangka panjang **TH** dalam usaha mengembangkan keluasan tanah ladangnya dan memberi sinergi bersepadu kepada Kumpulan Perladangan **TH** dalam mencapai sasaran saiz perladangan kepada 300,000 hektar.



CORPORATE DEVELOPMENT

TH Plantation Group engaged in the plantation and milling industry through its network of subsidiaries and joint-venture companies. Though challenging, investment in the plantation sector can be deemed viable in the long run as it has been the key contributor to the Group's income long before. Profit from this sector can be potentially maximized by enhancing the production of FFB per hectare with minimal production cost and planting superior oil palm seeds hence producing premium quality palm products that could fetch higher prices in the market. Therefore, **TH** is implementing various initiatives to enhance the contribution towards the Group's income. Numerous corporate exercises took place during the year under review to enhance Group's plantation business, including amongst others, the following:-

- Acquisition of 55% equity interest in Deru Semangat Sdn Bhd which owns approximately 12,141 hectares of plantation land in Mukim Tembeling, Jerantut, Pahang; and
- Acquisition of approximately 8,793 hectares of plantation land in Sri Aman, Sarawak.

The addition of 20,934 hectares of plantation land is in line with **TH's** long-term strategy in expanding its plantation land bank, thus providing an integrated synergy in achieving **TH** Plantation Group's target to expand its plantation land to 300,000 hectares.

SEKTOR PEMBANGUNAN HARTANAH DAN PEMBINAAN

Property Development and Construction Sector

Penglibatan **TH** dalam sektor Pembangunan Hartanah dan Pembinaan diterajui oleh anak syarikat milik sepenuhnya iaitu TH Properties Sdn Bhd (Kumpulan TH Properties atau Kumpulan).

Sektor ini telah mencatat kejayaan yang cemerlang pada tahun 2015 dalam semua cabang perniagaannya walaupun menghadapi pasaran perumahan dalam negara yang lemah.

PEMBANGUNAN HARTANAH

Luar Negara

Kemuncak pencapaian tahun ini merupakan langkah-langkah ketara dalam pembangunan hartanah Kumpulan di Sydney, Australia. Projek-projek ini telah dijalankan secara usahasama dengan Kumpulan Piety, sebuah pemaju tempatan.

Project Bay Pavilions, Lane Cove telah disiapkan lebih awal dari jadual dengan empat blok diserahkan kepada pembeli menjelang akhir tahun 2015 dan blok akhir diserahkan pada Januari 2016. Untuk menandakan kejayaan projek luar negara Kumpulan yang pertama, satu majlis penyerahan kunci telah diadakan pada bulan November 2015. Ia telah dirasmikan oleh YB Mejar Jeneral Dato' Seri Jamil Khir bin Haji Baharom (B), Menteri di Jabatan Perdana Menteri. Datuk Bandar Lane Cove, Kaunselor Deborah Hutchens turut hadir pada majlis tersebut.

Kumpulan TH Properties juga telah memulakan pembinaan The Imperial, Hurstville. Jualan unit pangsapuri ini amat laris dengan lebih daripada 95% daripada 227 unit pangsapuri berjaya dijual menjelang akhir tahun. Projek ini dijangka siap pada pertengahan tahun 2017.

TH involvement in Property Development and Construction sector is through its wholly-owned subsidiary, TH Properties Sdn Bhd (TH Properties Group or Group).

The sector charted a very successful year in 2015 in all its business segments despite facing a weakening domestic residential property market.

PROPERTY DEVELOPMENT

Overseas

The highlight of the year has been the notable development under taken by the Group in Sydney, Australia. These projects were in collaboration with the Piety Group, a local developer.

The Bay Pavilions Project Lane Cove was completed ahead of time with four blocks handed over to buyers towards the end of 2015, and the final block being handed over in January 2016. To mark the success of the Group's first overseas project, a key handing over ceremony was held in November 2015, officiated by YB Major General Dato' Seri Jamil Khir Baharom (R), Minister in the Prime Minister's Department. The Mayor of Lane Cove Council, Councillor Deborah Hutchens was also present at the ceremony.

The Group also commenced construction of The Imperial, Hurstville. Sales of the apartment units have been tremendous, with over 95% of 227 apartments units sold by the end of the year. Completion is expected in mid-2017.



Bay Pavilions, Sydney



ONE The Waterfront, Sydney

Pada pertengahan tahun 2015, pihak Kumpulan telah membuat pelaburan tambahan di Australia dengan pembelian dua bidang tanah pembangunan; sebuah tapak seluas 6.32 ekar di Wentworth Point, berhampiran Olimpik Park dan sebuah lagi tapak yang lebih kecil seluas 1.85 ekar di North Strathfield. Projek The One Waterfront dilancarkan pada bulan November 2015 di tapak Wentworth Point, dengan Fasa 1 yang terdiri daripada tiga (3) menara yang mengandungi 273 unit pangsapuri. Pelancaran tersebut telah mendapat sambutan baik, merakamkan jualan sebanyak 38% menjelang akhir tahun. Dua (2) lagi fasa yang sedang dalam perancangan, akan menawarkan tambahan 678 unit pangsapuri. Pembangunan keseluruhannya dijangka siap pada tahun 2019.

Dalam Negara

Di Bandar Enstek, Negeri Sembilan, Kumpulan TH Properties telah berjaya menyiapkan dan menyerahkan 89 unit rumah teres Linea dan juga 99 unit kedai pejabat Mercato 2. Fasa 2 rumah teres Hundred East dan Fasa 1 rumah kedai Mahawangsa yang terdiri daripada 21 unit juga telah dilancarkan. Walau bagaimanapun, prestasi jualan rumah-rumah kediaman agak terjejas pada tahun ini akibat sentimen pembeli yang lemah serta pengawalan ketat kredit pinjaman perumahan.

In mid-2015, the Group made further investments in Australia with the acquisition of two parcels of development land; a 6.32 acre site in Wentworth Point near the Olympic Park, and a smaller 1.85 acre site in North Strathfield. The One Waterfront was launched in November 2015 at the Wentworth Point site, with Phase 1 comprising three (3) towers containing 273 units. The launch has been well received, recording 38% sales by year-end. Two (2) further phases are planned, with the entire development targeted to be completed in 2019, offering a total of 678 apartment units.

Domestic

In Bandar Enstek, Negeri Sembilan, the Group has successfully completed and delivered the 89 units of its Linea link houses, as well as the 99 units of its Mercato 2 shop-offices. Phase 2 of the Hundred East link houses was launched, as well as Phase 1 of the Mahawangsa shop-offices consisting of 21 units. Sales of residential units, however, were adversely affected during the year by weakening consumer sentiment as well as the tightening of housing credit.



Pusat Pentadbiran Islam Putrajaya



Linea, Bandar Enstek

Walaupun berhadapan dengan kemerosotan pasaran perumahan, Kumpulan TH Properties mendapat sambutan yang menggalakkan dalam sektor hartanah industri di mana tiga pelabur baru, iaitu Novugen Pharma, Signature Realty dan Efficient Digital Esplanade, telah menandatangani perjanjian jual beli untuk membeli lot tanah industri di Techpark@Enstek. Beberapa syarikat lain juga telah berjaya menyiapkan atau merasmikan kemudahan masing-masing di Techpark@Enstek, termasuk Kellogg Asia Products, Jowat Manufacturing, Hokto Malaysia dan Faiza Marketing. Jabatan Kemajuan Islam Malaysia (JAKIM) pula telah merasmikan pembukaan Pusat Analisis Halal mereka, sekali gus mengukuhkan status Techpark@Enstek ini sebagai Halal Park bertauliah HALMAS yang terkemuka di negara ini.

Kerja-kerja pembinaan telah bermula di fasa-fasa terakhir Bandar Warisan Puteri, perbandaran berstatus pegangan milik kekal di Seremban. Kawasan terakhir seluas 98.4 ekar ini akan menawarkan lebih 1,100 unit perumahan dan akan dibangunkan sepenuhnya dalam jangkamasa tujuh tahun. Pelancaran rasmi rumah-rumah teres dua tingkat Fasa 1 yang dijadualkan pada awal 2016 dengan harga yang kompetitif telah pun menjana sambutan baik dari bakal pembeli.

Projek Pesisiran Residences di Kuantan telah dilancarkan pada akhir tahun 2015. Taman eksklusif empat puluh buah banglo dan rumah berkembar yang bertaraf milik kekal ini terletak kurang daripada satu kilometer dari pantai Teluk Chempedak dan menawarkan suasana rumah percutian yang unik di ibu negeri ini.

Kumpulan TH Properties telah menandatangani perjanjian dengan Perbadanan Kemajuan Ekonomi Negeri Perlis untuk membangunkan kawasan seluas 16.28 ekar di Kuala Perlis yang bersebelahan dengan pengkalan feri. Pembangunan campuran yang dirancang akan merangkumi sebuah hotel, pasar raya *hypermarket*, kondominium dan kedai pejabat, dijangka akan memacu pertumbuhan ekonomi setempat.

Despite the softening residential market, the Group drew positive response in the industrial property sector where three new investors, namely Novugen Pharma, Signature Realty and Efficient Digital Esplanade, entered into sale and purchase agreements to acquire parcels of industrial land in Techpark@Enstek. Several companies completed and officially launched their facilities in Techpark@Enstek, including Kellogg Asia Products, Jowat Manufacturing, Hokto Malaysia and Faiza Marketing. The Malaysian Department of Islamic Development (JAKIM) also opened their Halal Analysis Centre, thus cementing Techpark@Enstek's status as the premier HALMAS certified Halal Park in the country.

Work commenced on the final phases of the freehold Bandar Warisan Puteri Township in Seremban. These last 98.4 acres will offer over 1,100 units of housing and will be developed over the period of seven years. With the official launch slated for early 2016, the competitively priced Phase 1 double storey linked houses had already generated considerable interest from prospective buyers.

The Pesisiran Residences, Kuantan was launched at the end of 2015. This exclusive haven of forty freehold bungalows and semi-Ds is situated less than a kilometre from the Teluk Chempedak beach, and offers a unique vacation home setting in the state capital.

The Group entered into an agreement with the Perbadanan Kemajuan Ekonomi Negeri Perlis to develop a 16.28 acre site in Kuala Perlis, adjacent to the ferry terminal. The planned mixed development will include a hotel, hypermarket, condominiums and shop-offices, and will drive the economic growth of the area.

PEMBINAAN DAN PENGURUSAN PROJEK

Skop kerja untuk Pusat Pentadbiran Islam Putrajaya telah diperluaskan untuk merangkumi reka bentuk dan kerja-kerja kelengkapan dalaman dan bangunan tersebut kini dijadualkan untuk diserahkan kepada penyewa-penyewanya pada pertengahan tahun 2016. Kompleks Haji dan TH Hotel di KLIA kini dijadualkan siap pada pertengahan tahun 2017 dan akan beroperasi sepenuhnya pada suku keempat tahun tersebut. Kompleks Haji dan TH Hotel di Kuching, Sarawak pula dijangka siap mengikut jadual pada pertengahan tahun 2018.

Kumpulan TH Properties juga telah menguruskan beberapa projek untuk **TH**. Kerja-kerja pembinaan Pejabat Negeri **TH** Kedah yang baru, yang bertempat di tapak Kompleks Haji dan TH Hotel Alor Setar berhampiran Lapangan Terbang Sultan Abdul Halim, telah bermula pada bulan Jun 2015 dan dijangka siap pada pertengahan tahun 2016. Satu projek pasar raya besar di Petra Jaya, Sarawak juga akan siap pada masa yang sama. Di samping itu, pihak Kumpulan juga telah membantu TH Hotel di Kuala Terengganu dan Kota Kinabalu dengan pelbagai kerja-kerja naiktaraf dan pembaikan.

PENGURUSAN FASILITI

Portfolio bangunan di bawah pengurusan Kumpulan TH Properties terus meningkat pada tahun 2015.

Penambahan yang ketara ialah Pusat-pusat Konvensyen dan TH Hotel di Alor Setar dan Terengganu, Hospital Pakar Putra dan Bangunan TNB di Melaka serta Kompleks Parcel C Pejabat Kerajaan di Putrajaya.

Menerusi syarikat usahasanya THPS-OCS Services Limited, pihak Kumpulan juga telah mengambil alih kontrak-kontrak pengurusan aset untuk bangunan-bangunan milik **TH**, iaitu Bangunan Unilever di Leatherhead, Surrey dan bangunan pejabat di 10, Queen Street, London.

PROJEK-PROJEK MASA DEPAN

Untuk tahun 2016, Kumpulan TH Properties merancang untuk melancarkan pembangunan projek kondominium di Kota Bharu, bersebelahan dengan Pejabat Negeri **TH** yang sedia ada serta meneruskan pelancaran unit-unit perumahan di Bandar Enstek dan Bandar Warisan Puteri. Projek-projek lain dalam perancangan termasuk pembangunan kondominium-kondominium di pusat bandaraya Kuala Lumpur, Pulau Pinang dan Selangor.

CONSTRUCTION AND PROJECT MANAGEMENT

The scope of work for the Putrajaya Islamic Administrative Centre was extended to include complete interior design and fit out works, and the building is now scheduled to be handed over to its tenants in mid-2016. The Hajj Complex and TH Hotel in KLIA is now scheduled to be completed in mid-2017 and will be fully operational by the fourth quarter of that year. The Hajj Complex and TH Hotel in Kuching, Sarawak is on track for completion in mid-2018.

The Group has also undertaken project management work for **TH**. Construction work on **TH's** new Kedah State Offices, located at the TH Hotel and Hajj Complex Alor Setar site near the Sultan Abdul Halim Airport, has commenced in June 2015 and is expected to complete by mid-2016. A hypermarket project in Petra Jaya, Sarawak will also be completed at the same time. In addition, the Group also assisted TH Hotels with various improvement works at its Kuala Terengganu and Kota Kinabalu hotels.

FACILITIES MANAGEMENT

The portfolio of buildings under the Group's management increased further in 2015.

Notable additions were the TH Hotel & Convention Centres in Alor Setar and Terengganu, the Putra Specialist Hospital and TNB Building in Melaka, as well as the Parcel C Government Office Complex in Putrajaya.

Through its joint venture company THPS-OCS Services Limited, the Group had also taken over the asset management contracts for **TH's** Unilever building in Leatherhead, Surrey, and office building at 10, Queen Street, London.

FUTURE PROJECTS

For 2016, the Group plans to launch a condominium development in Kota Bharu, adjacent to **TH's** existing State Offices, as well as continuing residential launches in Bandar Enstek and Bandar Warisan Puteri. Other projects in the pipeline include condominium developments in the Kuala Lumpur city centre, Penang and Selangor.

SEKTOR HOSPITALITI DAN PERKHIDMATAN

Hospitality and Services Sector

Sebuah anak syarikat milik penuh **TH**, TH Hotel & Residence Sdn Bhd (THHR) menerajui aktiviti dalam industri hospitaliti dan perkhidmatan berkonsep “Patuh Syariah”.

THHR mempunyai dua (2) anak syarikat iaitu TH Global Services Sdn Bhd yang mengendalikan aktiviti industri makanan halal dan TH Travel & Services Sdn Bhd yang beroperasi di dalam industri pelancongan. Kumpulan syarikat THHR terlibat secara aktif di dalam industri hospitaliti dan perkhidmatan di dalam dan luar negara.

Kini, THHR menguruskan rangkaian TH Hotel di seluruh Malaysia iaitu TH Hotel & Convention Centre Alor Setar, TH Hotel & Convention Centre Terengganu, TH Hotel Kota Kinabalu, TH Hotel Penang dan TH Hotel Kelana Jaya. THHR juga mengendalikan aktiviti kafeteria di dalam bangunan Tabung Haji, Jalan Tun Razak yang dikenali sebagai Kafe HAJJ.

A wholly-owned subsidiary of **TH**, TH Hotel & Residence Sdn Bhd (THHR) is spearheading activities in the hospitality and service industry with the concept of “Shariah Compliant”.

Additionally, THHR also has several other subsidiaries, namely TH Global Services Sdn Bhd which operates the halal food industry activities and TH Travel & Services Sdn Bhd, focusing on the travel and tourism industry. The THHR Group of Companies is actively involved in the hospitality and services industry locally and internationally.

THHR currently manages a chain of TH Hotel across Malaysia namely TH Hotel & Convention Centre Alor Setar, TH Hotel & Convention Centre Terengganu, TH Hotel Kota Kinabalu, TH Hotel Penang and TH Hotel Kelana Jaya. THHR also operates a cafeteria in the Tabung Haji building at Jalan Tun Razak, known as Kafe HAJJ.



TH Hotel dan Pusat Konvensyen Alor Setar, Kedah



THHR bercadang untuk memperkenalkan dua (2) buah hotel baru yang akan siap serta memulakan operasi mereka tidak lama lagi. Hotel-hotel baru tersebut adalah TH Hotel & Convention Centre Kuching di Sarawak dan TH Movenpick Hotel & Convention Centre Sepang di Selangor.

Seterusnya, THHR turut berhasrat untuk memasuki arena antarabangsa dalam pengurusan hotel-hotel patuh Syariah di masa akan datang.



THHR plans to introduce two (2) new hotels - which will be completed in 2017 and 2018 respectively. These new hotels are the TH Movenpick Hotel & Convention Centre Sepang, Selangor and the TH Hotel & Convention Centre Kuching, Sarawak.

As part of its aspiration, THHR plan to manage world renowned "Shariah Compliant" hotels internationally in the near future.



TH Hotel dan Pusat Konvensyen Kuala Terengganu, Terengganu



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. THGS juga bergerak ke arah memajukan industri makanan halal secara global.

Ketika musim haji, THGS memantau kualiti makanan mengikut piawaian HACCP (Hazard Analysis Critical Control Point) yang ditetapkan oleh penguatkuasa tempatan untuk lebih dari 20,000 jemaah haji. THGS telah melaksanakan beberapa penambahbaikan semasa Musim Haji 1436H termasuk:

- Membekal perencah siap (premix) kepada Muassasah untuk operasi Arafah Mina bagi mendapatkan masakan citarasa Malaysia; dan
- Memantau perkhidmatan penyediaan makanan oleh pihak Muassasah semasa operasi Arafah Mina.

PERKHIDMATAN PERJALANAN & PELANCONGAN

TH Travel & Services Sdn Bhd (THTS) merupakan sebuah anak syarikat THHR yang telah ditubuhkan pada tahun 1972 untuk mengendalikan dan menguruskan perkhidmatan haji dan umrah jemaah dari Malaysia. Sejak 44 tahun lalu, THTS telah menjadi salah satu peneraju yang menjanjikan pelancong Muslim suatu perjalanan yang holistik serta penuh kerohanian ke Tanah Suci.



HALAL FOOD INDUSTRY

TH Global Services Sdn Bhd (THGS) is a 100% subsidiary of THHR. Committed to becoming a major player in the halal food industry, THGS provides retail and distribution of quality *halal* and *toyyiban* food and beverage products. THGS is also progressing towards the development of the halal food industry globally.

During the hajj season, THGS monitors food quality through HACCP (Hazard Analysis Critical Control Point) standard imposed by the Saudi Authorities for more than 20,000 hajj pilgrims. THGS made several improvements during the 1436H Hajj Season, which included:

- Supply of instant premix to Muassasah for the Arafah Mina operation so meals prepared will have a Malaysian taste; and
- Monitors the food preparation and services of Muassasah during the Arafah Mina operation.

TRAVEL & TOURISM SERVICES

TH Travel & Services Sdn Bhd (THTS) a subsidiary of THHR was established in 1972 to administer Malaysian hajj and umrah packages. Since 44 years ago, THTS has been one of the world class leaders, promising Muslim travellers a holistic and spiritual journey to the Holy Land.



THTS beroperasi di Ibu Pejabat yang terletak di Menara TH Selborn selain tujuh (7) Pejabat Wilayah, tiga (3) Pejabat Mini THTS serta tiga (3) buah kiosk di seluruh Malaysia dan juga sebuah pejabat di Jeddah.

Berbekalkan pengalaman lebih 40 tahun dalam menguruskan perjalanan Pakej Haji dan Pakej Umrah, THTS memahami kehendak para jemaah dengan menyediakan pakej-pakej yang sesuai mengikut keperluan dan kemampuan pelbagai golongan. Di samping itu juga THTS menawarkan pakej-pakej pelancongan dalam dan luar negara yang berteraskan gaya hidup Muslim.

Berteraskan prinsip 3K-Keyakinan, Kemudahan dan Keselesaan, THTS bertekad untuk memberikan perkhidmatan yang terbaik agar perjalanan ibadah dan percutian sentiasa berada dalam ketenangan dan keselesaan.

Pada November 2015, THTS telah memeterai kontrak perjanjian dengan Malaysia Airlines System Berhad (MAB) bagi penerbangan sewa khas Pesawat A380 untuk membawa Jemaah Umrah THTS ke Tanah Suci bagi perlepasan Pakej Umrah bulan November dan Disember 2015 serta bulan Januari hingga April 2016 yang melibatkan penyewaan pesawat carter sebanyak 57 penerbangan.

THTS headquarters is based at Menara TH Selborn as well as seven (7) Regional Offices, three (3) Mini Offices and three (3) sales kiosks nationwide also one (1) office in Jeddah.

With over 40 years' experience, THTS has garnered recognition as one of the most established Islamic travel providers, offering Hajj, Umrah and Tour packages of international standard, second to none. In addition, THTS offers both domestic and international travel packages which is based on the Muslim lifestyle.

THTS take customers through a journey with the 3C Concept-Confidence, Convenience and Comfort; which embodies the essence of its services of placing customers' needs as top priority.

In November 2015, THTS signed an agreement contract with Malaysia Airlines System Berhad (MAB) for the A380 Special Charter Flights for THTS Umrah Pilgrims to the Holy Land in November and December 2015 as well as from January to April 2016 which involved a total of 57 charter flights.

SEKTOR PERKHIDMATAN LAIN-LAIN

Other Services Sector

TEKNOLOGI MAKLUMAT

Theta Edge Berhad (Theta Edge) ialah sebuah anak syarikat **TH**, dan merupakan salah sebuah syarikat perintis Penyedia Perkhidmatan Teknologi Maklumat (ICT) di Malaysia. Theta Edge memasuki Papan Kedua di Bursa Saham Kuala Lumpur pada tahun 1994, dan naik ke Papan Utama pada tahun 1999; dan kini dikategorikan di bawah Sektor Teknologi, Bursa Malaysia Securities Berhad. Kumpulan Theta Edge telah berkecimpung dalam dunia perniagaan lebih dari 30 tahun, khususnya dalam bidang:

- Perkhidmatan Sistem Integrasi;
- Perkhidmatan Kejuruteraan Telekomunikasi dan Kerja Sivil;
- Pembekal Perkhidmatan Telekomunikasi; dan
- Konsultan untuk Tenaga Hijau dan Sistem Bersepadu.

Perniagaan Theta Edge terus berkembang dan kini mempunyai lebih 300 profesional untuk menyediakan perkhidmatan penyelesaian yang diperlukan oleh pelanggan. Theta Edge terus membangunkan para profesional ini dengan membekalkan pengetahuan serta peralatan terkini untuk menangani projek-projek yang semakin mencabar.

Theta Edge kini membekalkan perkhidmatan dan penyelesaian kepada beberapa organisasi korporat dan awam terbesar di Malaysia. Theta Edge juga sedang mengembangkan perniagaan telekomunikasinya untuk membekalkan perkhidmatan sivil, gentian fiber dan perkhidmatan pengoptimuman.

Usaha syarikat dalam menumpukan kepakaran dan daya saing organisasi telah membawa kepada pengiktirafan oleh pelanggan-pelanggan Theta Edge melalui pencapaian dalam pelbagai anugerah, antaranya termasuk:

- Anugerah Inovasi Sektor Awam 2015 di bawah kategori Anugerah Inovasi Pengurusan Kewangan oleh Ketua Akauntan Negara;
- Prestasi Terbaik 2015 dalam projek Sprint of P1 LTE oleh Huawei Technologies (M) Sdn Bhd; dan
- Anugerah “Best Commercial Partner in Financial Year 2015” oleh HP PPS Malaysia Sdn Bhd, anak syarikat HP Inc.

INFORMATION TECHNOLOGY

Theta Edge Berhad (Theta Edge) is a subsidiary of **TH**, and is one of Malaysia’s pioneer Information Communication Technology (ICT) Service Providers. The company made its debut on the Second Board of the Kuala Lumpur Stock Exchange in 1994 and moved to the Main Board in 1999 and currently is categorized under the Technology sector of the Bursa Malaysia Securities Berhad. The Group has been in business for more than 30 years focusing on the following:

- Systems Integration Services;
- Telecommunication Engineering Services & Civil Works;
- Telecommunication Service Provider; and
- Green Energy Consultant and System Integrator.

Theta Edge’s business continues to grow and currently has more than 300 professionals employed specialising in various fields to deliver solutions to their customers. Theta Edge continues to nurture these professionals with current knowledge and tools to deliver projects that is becoming more challenging.

Currently, Theta Edge is providing solutions and services to some of the biggest organisations in Malaysia, both in the public and private sector. Theta Edge is also expanding its telecommunication business to deliver civil works, fibre optic and optimisation services.

The company’s effort to focus on their organisational expertise and competencies has resulted in recognition by clients through various awards during the financial year including amongst others the following:-

- “Anugerah Inovasi Sektor Awam 2015” under the category of “Anugerah Inovasi Pengurusan Kewangan” by Accountant General;
- 2015 Best Performance in the Sprint of P1 LTE Project by Huawei Technologies (M) Sdn Bhd; and
- Best Commercial Partner in Financial Year 2015 by HP PPS Malaysia Sdn Bhd, a subsidiary of HP Inc.



PERKHIDMATAN SOKONGAN MARIN DAN INDUSTRI MINYAK & GAS

Sebagai langkah meredakan kesan kejatuhan harga minyak dunia terhadap pelaburannya dalam industri perkhidmatan sokongan marin, pada tahun 2015, **TH** telah menstruktur semula dan menyatukan pelaburannya ke dalam TH Marine Holding (L) Inc, sebuah syarikat yang baharu ditubuhkan di Labuan. Penstruktur semula ini merupakan sebahagian daripada langkah rasionalisasi **TH** untuk mengukuhkan lagi kehadiran jenama syarikat-syarikat minyak dan gas **TH** di pasaran dengan menyatukan fokus perkhidmatan masing-masing.

TH Alam Management (M) Sdn Bhd, sebuah syarikat usahasama 50:50 antara **TH** dan Alam JV Holdings (L) Inc, sebuah anak syarikat milik penuh Alam Maritim Berhad, kekal sebagai pengurus dan pengendali lapan (8) kapal yang dimiliki oleh syarikat usahasama ini. Ia terdiri daripada dua (2) kapal Anchor Handling Towing Supply (AHTS) setiap satu berkapasiti 10,000 brake horsepower (bhp), dua (2) kapal AHTS setiap satu berkapasiti 12,000 bhp dan empat (4) kapal AHTS setiap satu berkapasiti 5,000 bhp.

TH Heavy Engineering Berhad (THHE), syarikat bersekutu **TH** merupakan sebuah syarikat yang disenaraikan di Papan Utama Bursa Malaysia sejak Januari 2005. Penglibatan utama THHE tertumpu kepada industri kejuruteraan berat, khususnya fabrikasi struktur keluli luar pesisiran dan penyediaan perkhidmatan kejuruteraan lain berkaitan minyak dan gas luar pesisiran di Malaysia. Syarikat induk menerusi anak syarikatnya, THHE Fabricators Sdn Bhd, adalah merupakan antara lapan (8) syarikat yang mempunyai lesen daripada PETRONAS bagi kategori utama fabrikasi.

Sejak penubuhan, THHE telah berjaya menyiapkan lebih 50 ribu metrik tan projek fabrikasi utama untuk syarikat minyak dan gas utama dunia seperti PETRONAS, Shell, Talisman, Murphy, ExxonMobil, Newfield dan Woodside.



MARINE SUPPORT SERVICES AND OIL & GAS INDUSTRY

In a move to relieve the impact of global oil price slump on its investment in marine support service industry, **TH** had in 2015, restructured and consolidated this investment under a newly established company in Labuan, TH Marine Holding (L) Inc. The restructuring exercise is part of **TH** rationalisation initiative to further strengthen its oil & gas companies' brand presence in the market by consolidating their service focus.

TH Alam Management (M) Sdn Bhd, a 50:50 joint venture company between **TH** and Alam JV Holdings (L) Inc, a wholly-owned subsidiary of Alam Maritim Berhad, has continued to be the manager and operator for eight (8) vessels that the joint venture owns. Its fleet of vessels comprises of two (2) Anchor Handling Towing Supply (AHTS) vessels each with a capacity of 10,000 brake horsepower (bhp), two (2) AHTS vessels each with a capacity of 12,000 bhp, and four (4) AHTS vessels each with a capacity of 5,000 bhp.

TH Heavy Engineering Berhad (THHE), an associate company of **TH**, is a listed entity on the Main Board of Bursa Malaysia since January 2005. THHE'S main activities are focused on heavy engineering industry, mainly in the fabrication of offshore steel structures and the provision of other related offshore oil and gas engineering services. The Company, through its subsidiary, THHE Fabricators Sdn Bhd, is one of the eight (8) companies licensed by PETRONAS in the major fabrication category.

Since its incorporation, THHE has completed more than 50 thousand metric tons of major fabrication projects for world renowned oil and gas companies such as PETRONAS, Shell, Talisman, Murphy, ExxonMobil, Newfield and Woodside.



LANGKAH KE HADAPAN

TH terkenal sebagai sebuah institusi Islam yang dihormati bukan sahaja di Malaysia, malah di serata dunia kerana keupayaan menjana prestasi kewangan mantap dan kecekapan menyediakan perkhidmatan berkualiti yang memenuhi kepuasan pelanggan sejak lebih setengah abad. Melangkah ke hadapan, kami yakin terhadap keberkesanan Pelan Perniagaan 5 Tahun **TH** yang turut mengambilkira pelan tindakan bagi menangani sebarang keadaan luar jangka serta situasi mencabar yang sedang dan akan dihadapi pada tahun mendatang.

Sungguhpun prestasi **TH** tidak terlepas daripada bahang sentimen ekonomi yang melanda dunia, namun saya yakin setiap cabaran itu ada hikmah di sebaliknya yang akan mengukuhkan lagi iltizam **TH** untuk memasuki fasa pertumbuhan selanjutnya.

Alhamdulillah, langkah kita melabur dalam pelaburan hartanah di United Kingdom dan Australia telah menghasilkan pulangan yang positif. Ini jelas membuktikan bahawa sebagai langkah menuju ke hadapan, sudah tiba masanya **TH** mempelbagai dan meluaskan penglibatan perniagaan dengan meneroka ke dalam bidang perniagaan baharu di luar skop sedia ada untuk memaksimum pulangan pelaburan di samping meminimumkan pendedahan risiko.

Pada masa yang sama, **TH** akan meneruskan langkah merasionalisasi perniagaan dan pelaburan serta permuafakatan strategik secara menang-menang dengan pihak luar jika wujud sebarang peluang.

MOVING FORWARD

TH is a respected Islamic institution in Malaysia and worldwide for its capability in reaping sound financial performance and efficient quality services which continuously satisfy its customers for more than half a century. Moving forward, we are confident with the effectiveness of **TH** Five Year Business Plan which is ready with action plans to address any current unforeseen circumstances as well as future challenging situations.

Although **TH** performance is not unscathed from the heat of the economic sentiment plaguing the world, I am nevertheless confident that there is a blessing behind the situation, which may further strengthen **TH** commitment as it enters into the next phase of growth.

Alhamdulillah, our maiden foray into property development in the United Kingdom and Australia had garnered a positive return in investment. This clearly shows that, as a step to move forward, the time has come for **TH** to diversify and expand its business involvements by exploring into new businesses beyond its present horizon so as to maximize its return of investment and at the same time, minimise the risk exposure.

In addition, **TH** will continue with its investment rationalisation and enter into strategic collaborations on a win-win basis with outside parties whenever opportunities arise.

PENGHARGAAN

Dalam mengharungi persekitaran yang tidak menentu ini, **TH** ingin mengucapkan terima kasih kepada kepimpinan negara yang diterajui oleh Perdana Menteri, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak dan kepada YB Mejar Jeneral Dato' Seri Jamil Khir bin Haji Baharom (B), Menteri di Jabatan Perdana Menteri kerana tidak jemu-jemu memberi sokongan dan dorongan kepada **TH**.

Keyakinan para pendeposit dan kepercayaan pemegang berkepentingan juga merupakan nadi kekuatan **TH**. Saya ingin mengambil kesempatan untuk mengucapkan terima kasih kepada mereka kerana sokongan berterusan yang diberikan telah membolehkan kami menghasilkan prestasi cemerlang ini.

Barisan Lembaga Pengarah yang dipimpin oleh Pengerusi **TH**, Panel Pelaburan dan Lembaga Jawatankuasa yang sentiasa terbuka dalam memberi cadangan, nasihat dan bimbingan juga merupakan satu lagi sumber kekuatan **TH** dan saya bagi pihak Pengurusan mengucapkan setinggi-tinggi penghargaan atas sumbangan tidak ternilai yang diberikan.

Ucapan terima kasih juga ditujukan kepada kumpulan pengurusan serta para anggota yang sentiasa memberi kerjasama dan menjalankan tanggungjawab mereka dengan penuh amanah walaupun berdepan dengan pelbagai ujian, kecaman dan kritikan. Berkat kesatuan dan keikhlasan kita melaksanakan tanggungjawab yang diamanahkan, saya percaya **TH** akan terus berjaya dan kekal relevan demi kesejahteraan Ummah, InsyaAllah.

ACKNOWLEDGEMENT

In weathering through the uncertain environment, **TH** is thankful to the nation's leadership led by the Prime Minister, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak and YB Major General Dato' Seri Jamil Khir bin Haji Baharom (R), Minister in the Prime Minister's Department, for their incessant support and motivation towards **TH**.

The confidence of our depositors and trust of our stakeholders are reflective of **TH's** strength. Hence, I would like to take the opportunity to convey our sincere appreciation to them for their continuous support, which had enabled us to achieve this excellent performance.

Our Board of Directors led by **TH** Chairman, our Investment Panel and Board Committees who are always open in giving their recommendations, advice and guidance are yet another source of inspiration to **TH's** strength. On behalf of the Management, I therefore would like to convey our gratitude for their invaluable contributions.

I am also appreciative of our management team and staff who had always been cooperative and sincere in discharging their duties despite the many trials, scorns and criticisms laid on us. Given our solidarity and sincerity in executing the entrusted responsibilities, I believe **TH** will continue to chart many more records of success and remain relevant for the benefit of the Ummah. InsyaAllah.



Tan Sri Ismee Ismail

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

TANGGUNGJAWAB SOSIAL KORPORAT

Corporate Social Responsibility

Hari ini, **TH** merupakan sebuah organisasi Islam ikonik yang unggul dan dikenali sehingga di peringkat antarabangsa. Seiring kejayaan yang diperoleh dan selaras dengan nilai-nilai Islam yang didukung, **TH** sentiasa komited dalam melaksanakan Tanggungjawab Sosial Korporat (CSR) bagi membantu masyarakat yang memerlukan.

Program-program CSR yang dijalankan sepanjang tahun 2015 telah mendekatkan **TH** dengan masyarakat bandar dan luar bandar. Aktiviti-aktiviti yang dilaksanakan meliputi aspek pendidikan, kebajikan, kesihatan, kemasyarakatan dan sebagainya.

Melalui program-program tersebut, **TH** mampu menyumbang kembali pelbagai manfaat untuk dikongsi dengan masyarakat.

PASARAN

Tanggunghan Haji

Tanggunghan haji merupakan inisiatif CSR terbesar dan terpenting yang dilaksanakan oleh **TH**. Ia amat bertepatan dengan misi **TH** untuk memudah dan menyempurnakan urusan jemaah haji negara bagi memperolehi Haji Mabrur.

Pada tahun 2015, kos haji meningkat kepada RM17,270 bagi setiap jemaah berbanding RM16,155 pada tahun 2014. Peningkatan ini disebabkan oleh kenaikan 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 bagi setiap jemaah dengan tanggungan sebanyak RM7,290 seorang.

TH today is one of the iconic Islamic organisations, distinguished and highly regarded globally. In line with the success garnered and Islamic value upheld, **TH** continuously committed in fulfilling its Corporate Social Responsibility (CSR) to help communities in need.

CSR programmes conducted during 2015 had brought **TH** closer to both urban and rural communities. Activities implemented include several aspects such as education, welfare, health, community service and others.

Through these programmes, **TH** had an opportunity to give back significant benefits to be shared with the communities.

THE MARKET

Haji Subsidy

Haji subsidy is the biggest and most significant CSR initiative implemented by **TH**. This is in line with **TH**'s mission to facilitate and help the nation's pilgrims attain a Mabrur Hajj.

In 2015, the cost of performing hajj for each pilgrim increased to RM17,270 from RM16,155 during 2014. This is due to the hike in the cost of transportation and accommodation in the Holy Land, as well as other escalating costs year by year. Despite all these, **TH** maintained the hajj payment at RM9,980 per pilgrim by subsidising the remaining RM7,290 for each pilgrim.

Tahun Year	Kos Haji Cost For Haji (RM)	Bayaran Haji Haji Payment (RM)	Tanggunghan Haji Haji Subsidies (RM)	Jumlah Subsidi Total Subsidy (RM)
1434H/2013M	15,555	9,980	5,575	93 Juta Million
1435H/2014M	16,155	9,980	6,175	106 Juta Million
1436H/2015M	17,270	9,980	7,290	126 Juta Million

Tanggunghan Haji dari 2013 hingga 2015 | [Haji Subsidies from 2013 to 2015](#)



Secara keseluruhan, **TH** telah menanggung sebanyak RM126 juta kos haji pada Musim Haji 1436H. Kos ini meliputi kos operasi haji di Tanah Air dan Tanah Suci.

Selain tanggungan bayaran haji, **TH** juga memperuntukkan sejumlah besar perbelanjaan untuk kursus-kursus haji dan perkhidmatan-perkhidmatan nilai tambah lain secara percuma seperti petugas haji, khidmat kewangan, khidmat kesihatan dan sebagainya untuk kemudahan jemaah.

Hibah (Bonus) Pendeposit 2015

TH terus berkongsi kejayaan dengan para pendeposit atas kesetiaan dan sokongan yang diberikan dengan pengagihan Hibah (Bonus) Tahunan Pendeposit 2015 pada kadar 5% dan tambahan Hibah (Bonus) Haji sebanyak 3% kepada pendeposit yang belum pernah menunaikan fardhu haji. Pembayaran Hibah (Bonus) Haji yang telah diperkenalkan sejak tahun 2013 adalah selari dengan visi **TH** untuk membantu para pendeposit meningkatkan jumlah simpanan mereka agar dapat segera menunaikan haji apabila tiba giliran nanti.



Overall, **TH** subsidised RM126 million in hajj cost during the 1436H Hajj Season. It comprised of the hajj operations cost in Malaysia and in the Holy Land.

In addition to the subsidies for hajj, **TH** also provided a large portion of its expenditure for hajj courses and other value added services for free, which include hajj personnel, financial and health services as well as other services for pilgrims' convenience.

2015 Depositors' Hibah (Bonus)

TH continued to share its success with the depositors for their loyalty and support by distributing a 5% Depositors' Annual Hibah (Bonus) for 2015 and another 3% additional Hajj Hibah (Bonus) for depositors who have yet to perform their hajj. Introduced in 2013, the Hajj Hibah (Bonus) is in line with **TH**'s vision to assist depositors increase their savings so they can perform hajj as soon as their turn comes.

Dana Tabung Warga Tua (Dana TWT)

Dana Tabung Warga Tua (Dana TWT) telah ditubuhkan pada tahun 2000. Penubuhan Dana TWT bertujuan untuk membantu warga tua yang kurang berkemampuan menunaikan fardhu haji. Dana ini membiayai sebahagian daripada bayaran haji bakal-bakal haji yang menolak tawaran bagi tahun semasa kerana menghadapi masalah kewangan.

Pada Musim Haji 1436H yang lalu, **TH** telah membiayai seramai 32 warga tua melalui Dana TWT.

Dana Bumiputera Al-Ansar **TH**

Dana Bumiputera Al-Ansar **TH** telah dirasmikan oleh Perdana Menteri YAB Dato' Sri Mohd Najib bin Tun Abdul Razak pada 2 April 2015.

Dana Bumiputera Al-Ansar **TH** menyokong aspirasi kerajaan sebagaimana yang digariskan dalam Agenda Pemerkasaan Bumiputera (BEA). Dana Al-Ansar bertujuan untuk membantu usahawan Bumiputera Islam mendapatkan kemudahan pembiayaan dan kredit bagi menjalankan dan mengembangkan perniagaan mereka agar mampu berdaya saing secara global.

TH telah memperuntukkan sebanyak RM200 juta untuk dana ini dan Bank Islam Malaysia telah dilantik bagi menyalurkan kemudahan pembiayaan tersebut kepada usahawan-usahawan Bumiputera Islam terpilih.

Pada tahun 2015, sebanyak lima (5) permohonan telah diluluskan di bawah pembiayaan ini yang meliputi perniagaan berasaskan pengeluaran, pemprosesan ayam dan perundingan dengan penglibatan ekuiti oleh **TH** melalui pemilikan saham biasa atau saham keutamaan.

Sahabat Korporat

Program Sahabat Korporat adalah sebuah program tanggungjawab sosial yang dirintis pada tahun 1980-an bertujuan untuk membantu, memudah dan meringankan beban Jemaah Haji Malaysia dalam membuat persediaan kelengkapan barangan keperluan untuk kegunaan ketika menunaikan ibadah haji di Tanah Suci.

Program ini menjadi platform kepada institusi korporat, swasta dan persendirian samada besar atau kecil untuk melaksanakan tanggungjawab sosial korporat secara kolektif selain berkongsi barakah.

Meneruskan tradisi pada tahun 2015, sebanyak 37 institusi terlibat menjayakan program ini dengan sumbangan keseluruhan berjumlah RM9.67 juta.

Antara barangan sumbangan yang telah diagihkan kepada Jemaah Haji Muassasah 1436H/2015M termasuk beg beroda, beg selempang, sejadah dan multivitamin.

Senior Citizen Fund (TWT Fund)

Senior Citizen Fund (TWT Fund) was established in 2000 with the objectives to help underprivileged senior citizens to perform hajj. The fund partly pays for the hajj payment of those prospective pilgrims who declined the offer during the current year due to financial difficulties.

TH financed 32 senior citizens through TWT Fund in the last 1436H Hajj Season.

TH Al-Ansar Bumiputera Fund

TH Al-Ansar Bumiputera Fund was officiated by the Prime Minister, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak on 2 April 2015.

The **TH** Al-Ansar Bumiputera Fund supports the government aspiration as outlined in the Bumiputera Empowerment Agenda (BEA). Designed to assist Muslim Bumiputera entrepreneurs become globally competitive entrepreneurs, the fund provides financing and credit facilities to help them operate and expand their business.

TH allocated RM200 million for the fund and appointed Bank Islam Malaysia to disburse the financing facilities to selected Muslim Bumiputera entrepreneurs.

Under this fund, five (5) applications were approved in 2015, which include poultry production and processing based businesses, as well as consultancy which include **TH** as an equity participant via ordinary or preference shareholding.

Sahabat Korporat

Sahabat Korporat programme is a social responsibility initiative pioneered in 1980s to assist, facilitate and ease the burden of Malaysian Hajj Pilgrims in their preparation to equip themselves with essential supplies for their pilgrimage in the Holy Land.

The programme is a platform for corporate, private and individually owned institutions, regardless of sizes, to fulfil their corporate social responsibilities collectively and share the *barakah* from the deeds.

Continuing the tradition in 2015, 37 institutions were involved in the programme with total contribution amounting to RM9.67 million.

Among the items contributed and distributed to the 1436H/2015M Muassasah pilgrims were trolley bags, sling bags, prayer mats and multivitamins.



KOMUNITI

Kelab TaHa

Melalui Kelab TaHa, **TH** meneruskan pelbagai aktiviti bermanfaat kepada generasi muda sepanjang tahun 2015.

Lebih daripada 80 aktiviti melibatkan lebih 15 ribu pelajar telah dilaksanakan, antaranya Seminar Bimbingan Peperiksaan dengan Berita Harian, Pertandingan Robotik dan pelbagai aktiviti lain.

Kelab TaHa terus mendapat sambutan yang menggalakkan dengan jumlah keahlian terkumpul seramai 1,182,631 pelajar sehingga 31 Disember 2015.

TaHa@U

Pada tahun 2015, lebih daripada 30 program bermanfaat telah dilaksanakan untuk ahli TaHa@U, termasuk Jelajah My Varsity, Jamboree dan Kejohanan Paintball (Zon).

TaHa@U telah menerima respon positif dengan peningkatan jumlah keahlian terkumpul meningkat kepada 557,316 pelajar sejak ditubuhkan pada tahun 2010.



COMMUNITY

Kelab TaHa

Through Kelab TaHa, **TH** continued to conduct various beneficial activities for young generation in 2015.

More than 80 activities involving over 15 thousand students were conducted, amongst others, Examination Guidance Seminar with Berita Harian, Robotic Competition and many other beneficial activities.

Kelab TaHa is a well-accepted club with total membership of 1,182,631 students as at 31 December 2015.

TaHa@U

In 2015, more than 30 beneficial programmes were carried out for TaHa@U members, including My Varsity Exploration, Jamboree and Paintball Championship (Zone).

TaHa@U received positive response with increasing number of membership totalling 557,316 students since its inception in 2010.



Projek Iqra'

Projek Iqra' merupakan salah satu program CSR **TH** yang disasarkan kepada para pelajar yang kurang bernasib baik dan berkemampuan.

TH telah meneruskan projek ini pada tahun 2015 dengan pemberian barangan persekolahan dan duit poket berjumlah RM500 bagi setiap pelajar yang dibantu. Sumbangan **TH** telah memanfaatkan sebanyak 22 kawasan Parlimen terpilih dengan jumlah sumbangan bernilai RM880,000.

Melalui projek ini juga, **TH** menyalurkan lebih RM30,000 kepada lebih 30 orang penerima bantuan melalui peruntukan zakat negeri.

Skim Latihan 1Malaysia (SL1M)

Seiring misi **TH** menjadi tonggak kejayaan ekonomi Ummah, setiap tahun sejak 2011, **TH** memberi peluang kepada siswazah berkelayakan untuk mengikuti program Skim Latihan 1Malaysia (SL1M) di **TH**.

Dilhamkan oleh YAB Perdana Menteri, SL1M merupakan program latihan komprehensif yang disasarkan khusus untuk graduan yang belum mendapat pekerjaan. Objektif utama program ini ialah untuk memberi pendedahan dan pengalaman kepada para pelatih SL1M secara khusus mengenai alam pekerjaan yang sebenar.

Pada tahun 2015, lebih daripada 300 pelatih SL1M telah terpilih untuk mengikuti program ini, sama ada di Ibu Pejabat **TH** Jalan Tun Razak atau di pejabat cawangan.



Iqra' Project

Iqra' Project is one of **TH** various CSR programmes targeted for less fortunate and underprivileged students.

TH continued this project in 2015 by providing essential schooling items and RM500 as pocket money for each student assisted. **TH** contributions have benefited 22 selected Parliamentary constituencies with total contribution amounting to RM880,000.

Through this project, **TH** had also contributed over RM30,000 to more than 30 recipients through state zakat provisions.

1Malaysia Training Scheme (SL1M)

In line with **TH** mission to be the pillar of economic success of the Ummah, every year **TH** offer the opportunity to qualified graduates to attend the 1Malaysia Training Scheme (SL1M) programme at **TH**.

Inspired by the YAB Prime Minister, SL1M is a comprehensive training programme, specially targeted for unemployed graduates. The main objective of SL1M is to give exposure and real life work experience to the trainees.

In 2015, more than 300 SL1M trainees were selected to participate in this programme, either at **TH** Head Office Jalan Tun Razak, or at branches.



Melalui SL1M **TH**, para pelatih diberi pendedahan kepada realiti di alam pekerjaan, ditunjuk ajar membina keyakinan diri serta mengenal pasti persediaan yang perlu dilakukan sebelum memasuki pasaran pekerjaan. Latihan berlangsung selama satu (1) tahun.

Pelatih juga dilibatkan dengan pelbagai program seperti sesi dialog, projek-projek kemasyarakatan, karnival sukan, Operasi Haji Tanah Air (OHTA) dan sebagainya.

Program Masjid Angkat **TH**

Pada tahun 2015, **TH** telah mengadakan program Masjid Angkat **TH** dengan menjadikan Masjid Mukim Tebing Tinggi Tanah Merah, Kelantan sebagai Masjid Angkat **TH**.

Program Masjid Angkat **TH** ini dijalankan untuk membantu membaiki pulih masjid dan surau di Pantai Timur yang terjejas akibat banjir besar pada penghujung tahun 2014.

Program tersebut telah disempurnakan oleh Dato' Johan Abdullah, Timbalan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif **TH** di Masjid Mukim Tebing Tinggi, Tanah Merah.

Pelbagai aktiviti telah dijalankan dalam program yang berlangsung selama tiga (3) hari ini, antaranya gotong royong perdana, kenduri sekampung dan beberapa aktiviti lain.

Usaha murni ini akan diteruskan dari semasa ke semasa untuk membantu pihak masjid atau surau menjalankan program bersama penduduk setempat.

In the training, trainees are given an exposure on actual working environment, guidance on character building and necessary skills to equip themselves with before entering the job market. SL1M **TH** is conducted for a period of one (1) year.

Trainees were given an opportunity to participate in several programmes such as dialogue sessions, community services, sports carnival, Domestic Hajj Operation (OHTA) and many more.

TH Mosque Adoption Programme

In 2015, **TH** held a mosque adoption programme and chose Masjid Mukim Tebing Tinggi Tanah Merah, Kelantan to be **TH's** Adopted Mosque.

TH Mosque Adoption Programme is aimed at helping to repair a number of mosques and suraus affected and damaged during the major flood in the East Coast at the end of 2014.

The program was officiated by Dato' Johan Abdullah, the Group Deputy Managing Director and Chief Executive Officer of **TH** at Masjid Mukim Tebing Tinggi, Tanah Merah.

A few activities were carried out during the three (3) day programme, including "gotong-royong perdana", "kenduri sekampung" and several other activities.

This laudable initiative shall be continued from time to time to assist the mosques and suraus in organising programmes with the locals.

Program ini adalah tanda sokongan **TH** dan kelangsungan dari program Mosque 2 Mosque (M2M) Peringkat Nasional yang telah dirasmikan oleh Menteri di Jabatan Perdana Menteri, YB Dato' Seri Jamil Khir bin Haji Baharom (B) pada April 2014.

Badal Haji

Badal Haji adalah perkhidmatan sampingan yang disediakan oleh **TH** untuk membantu pendeposit melaksanakan ibadah haji bagi pihak keluarga atau waris yang telah meninggal dunia atau uzur dan tiada harapan untuk sembuh.

TH turut melaksanakan Badal Haji untuk beberapa mangsa insiden dan tragedi yang berlaku seperti:

- Serangan Hendap di Lahad Datu
TH telah melaksanakan Badal Haji untuk Koperal Abdul Rajah Jamuan, seorang polis marin yang ditembak mati dalam serangan hendap di Pulau Mabul berhampiran Semporna, Sabah, sebagai tanda penghargaan atas pengorbanan beliau mempertahankan negara.
- Penembakan Jatuh MH17
Atas dasar kerjasama yang telah lama terjalin antara **TH** dan MAS dalam urusan membawa jemaah haji negara ke Tanah Suci, **TH** telah melakukan Badal Haji untuk sepuluh (10) anak kapal MH17 yang terkorban dalam insiden penembakan jatuh kapalterbang MH17 di Ukraine pada Julai 2014.
- Lapan Remaja Mangsa Lemas di Johor
TH telah melaksanakan Badal Haji untuk lapan (8) remaja yang mati lemas di Sungai Muar, Johor. Kejadian berlaku apabila cubaan menyelamatkan salah seorang rakan bertukar tragedi dan mengorbankan kesemua remaja berkenaan.
- Tragedi Kren Tumbang di Masjidil Haram, Makkah
TH turut melaksanakan Badal Haji untuk tujuh (7) mangsa tragedi kren tumbang di Masjidil Haram yang terkorban. Selain itu, setiap tahun **TH** akan melaksanakan Badal Haji bagi jemaah haji yang meninggal dunia sebelum hari wuquf.

Pelaksanaan Badal Haji ini adalah tanda keprihatinan **TH** terhadap nasib yang menimpa mangsa serta keluarga dan ia juga merupakan sebahagian daripada program CSR **TH**.

This program is a sign of support and continuity of the National level Mosque 2 Mosque Programme (M2M), officiated by Minister in the Prime Minister's Department, YB Dato' Seri Jamil Khir bin Haji Baharom (R) in April 2014.

Haji Badal

Haji Badal is an additional service provided by **TH** to assist depositors to perform hajj on behalf of their family members or next of kin who passed away or in poor health and have no hope of recovering.

TH also performed Hajj Badal for several victims of various incidents and tragedies as follows:

- Lahad Datu Ambush
As a sign of gratitude for defending our nation's sovereignty, **TH** performed Hajj Badal for Corporal Abdul Rajah Jamuan, a Marine Police personnel who was shot in an ambush at Pulau Mabul near Semporna, Sabah.
- The Shooting Down of MH17
In honour of the long established partnership between **TH** and MAS in transporting our pilgrims to the Holy Land and back, **TH** had performed Hajj Badal for the ten (10) crews of MH17 who perished in the shooting down of MH17 aircraft incident in Ukraine, July 2014.
- Eight Drowned Youths in Johor
TH also performed Hajj Badal for eight (8) youths who lost their lives in Sungai Muar, Johor. The incident happened when an attempt to save one of their friends turned awry and claimed all their lives.
- The Collapsed Crane Tragedy at Masjidil Haram, Makkah
Following the collapsed crane tragedy at Masjidil Haram, **TH** had performed Hajj Badal for all seven (7) victims who lost their lives in the incident. Apart from this, **TH** also performed Hajj Badal every year for pilgrims who passed away before wuquf.

TH contribution in performing the Hajj Badal shows its compassion towards the victims and their families, and as part of **TH** CSR programme.



TEMPAT KERJA

Kemudahan dan Kebajikan Anggota

Program CSR **TH** tidak hanya tertumpu kepada masyarakat luar sahaja. Sebagai aset penting **TH**, anggota turut diutamakan bagi memastikan kebajikan mereka sentiasa dipelihara dalam usaha meningkatkan produktiviti dan kualiti hidup mereka.

Antara manfaat yang disediakan untuk anggota termasuk insuran 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.

Bagi memenuhi keperluan percutian dan riadah anggota dan keluarga mereka, **TH** telah menyediakan kemudahan Rumah Rehat di Cameron Highlands yang mula digunakan pada tahun 2015.

Selain itu, **TH** juga menghulur bantuan kepada anggota yang ditimpa bencana, bantuan peralatan khas kepada keluarga anggota yang bermasalah kesihatan dan menganjurkan program ziarah anggota atau ahli keluarga yang meninggal dunia atau menghadapi masalah kesihatan.

Sumbangan kepada ahli keluarga anggota disampaikan melalui sumbangan khairat kematian, bantuan kewangan untuk kecederaan anggota badan dan penyediaan khidmat kaunseling.



WORKPLACE

Staff Facilities and Welfare

TH CSR programmes are not restricted for outside communities alone. As an important asset of **TH**, staff welfare is given top consideration as an effort to enhance their productivity and quality of life.

Amongst benefits provided for staff include insurance and cost of hospitalisation coverage, cost of surgery during childbirth, additional maternity leave for female staff, paternity leave for men, annual leave and retirement plan benefit.

In fulfilling vacation and recreational needs of staff and their families, **TH** had provided a Rest House for them to use in Cameron Highland, beginning 2015.

In addition, **TH** also extended its assistance to staff affected by disasters, provide support in terms of special equipment to family members with health problems and organise visitation programmes for staff or family members during bereavement or those afflicted with health problems.

Contributions to staff's family members are made through donations for funeral benefit, financial aids for injury of limbs and counselling services.



Skim Biasiswa untuk Anak Anggota

Kecemerlangan pendidikan anak-anak merupakan aspek utama dalam menentukan kemajuan Ummah pada masa depan. Justeru, **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.

Pada tahun 2015, **TH** telah memperuntukkan sebanyak RM5 juta di bawah SBTH bagi mereka yang berkecayaan.

Latihan dan Pembangunan Anggota

Dalam usaha meningkatkan tahap kecekapan dan kecemerlangan anggotanya, **TH** telah menyediakan pelbagai pelan latihan untuk memajukan lagi pembangunan kerjaya mereka.

Skim Pengajian Tinggi merupakan salah satu pelan latihan dan pembangunan anggota **TH** yang dilaksanakan melalui pembiayaan pelajaran, sebagai dorongan dan sokongan pihak pengurusan kepada anggota yang mahu meningkatkan pencapaian akademik mereka. Di samping itu, **TH** juga melaksanakan kursus-kursus yang bertepatan dengan keperluan Model Kompetensi **TH** dan melibatkan anggota di pelbagai peringkat.

Sebagai ganjaran terhadap komitmen dan mutu kerja yang berkualiti, **TH** memberi pengiktirafan dan insentif kepada anggota sebagai motivasi untuk mengekalkan prestasi cemerlang mereka. Pelaksanaan pelan latihan dan pembangunan kerjaya ini diharapkan akan dapat meningkatkan mutu perkhidmatan dan produktiviti anggota.



Scholarship Scheme for Staff's Children

Children's educational excellence is one of the major aspects in ensuring the future progress of the Ummah. Towards this end, **TH** has established the Tabung Haji Scholarship Scheme (SBTH) for children of the currently in-service and retired staff who excel academically to pursue higher education locally and abroad.

In 2015, **TH** allocated RM5 million under SBTH for qualified candidates.

Staff Training and Development

In raising the bar of its staff competency and excellence, **TH** prepared various training plans to help nurture their career development.

Tertiary Education Scheme is one of **TH** staff training and development plans implemented through education funds, as part of the management drive and support for staff who wish to elevate their academic achievements. In addition, **TH** conducts tailor-made courses which fulfil **TH** Competency Model for all levels of staff.

In rewarding our staff for their commitment and quality work performance, **TH** has implemented a reward plan as a recognition and incentive for them to maintain their excellent performance. This training and career development plan is hoped to enhance the quality of service and productivity among the staff.



Khidmat Bantuan Banjir

Atas dasar keprihatinan **TH** kepada anggota yang ditimpa bencana banjir besar di Pantai Timur pada penghujung tahun 2014 yang lalu, **TH** telah melancarkan Program Khidmat Bantuan Banjir.

Fokus utama program ini ialah membantu membersihkan rumah anggota dan mengagihkan makanan kepada mangsa banjir untuk meringankan penderitaan mereka. Program khidmat kemasyarakatan ini melibatkan lebih 20 anggota termasuk pelatih SL1M.

Keselamatan dan Kesihatan Anggota

TH amat menitikberatkan aspek keselamatan dan kesihatan untuk memastikan anggota dapat melaksanakan tanggungjawab kerja mereka dalam persekitaran yang positif dan kondusif.

Sepanjang tahun 2015, pelbagai program telah dilaksanakan termasuklah latihan kecemasan kebakaran tahunan, pemeriksaan keselamatan dan kesihatan bulanan, ceramah serta Kursus Induksi Keselamatan dan Kesihatan untuk anggota baru, kempen derma darah, karnival sukan dan beberapa aktiviti keselamatan dan kesihatan lain.

Sebagai sebuah organisasi Islam yang prihatin, **TH** telah secara konsisten melaksanakan aktiviti CSR terancang dalam usaha memberi semula dan berkongsi kejayaan dengan pihak berkepentingan di seluruh negara.



Flood Relief Drive

In the name of compassion towards **TH** staff who were affected by the major flood in the East Coast in late 2014, **TH** launched its Flood Relief Drive Programme.

The focus of this programme was to assist in cleaning the homes of the affected staff and distributes food supplies to flood victims to ease their sufferings. More than 20 personnel, including SL1M trainees were involved in this community service programme.

Staff Safety and Health

TH put great priority in the safety and health to ensure that staffs are able to perform their designated responsibilities in a positive and conducive environment.

Numerous programmes were conducted in 2015 including annual fire drill, monthly health and safety inspection, Safety and Health Induction Course for new staff, blood donation drives, sports carnival and a number of other safety and health activities.

As a caring Islamic organisation, **TH** consistently organises well-planned CSR activities to give back and share its success with **TH** stakeholders nationwide.

The background of the image shows a close-up of two hands clasped together in a prayerful gesture, with fingers interlaced. The hands are positioned on the right side of the frame. The person's skin is dark, and they are wearing a white garment, likely a traditional Islamic prayer robe (thobe). The lighting is soft, highlighting the texture of the skin and the fabric. The overall mood is one of devotion and unity.

BERSAMA MEMPERKASAKAN AGAMA DAN UMMAH

**TOGETHER EMPOWERING
RELIGION AND UMMAH**



BERSATU TEGUH
Stronger Together

KALENDAR PERISTIWA

Calendar of Events

JANUARI • January

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Muzakarah
Haji Peringkat
Kebangsaan Kali
ke-31, 1436H
The 31st National
Level 'Muzakarah
Haji', 1436H



Pengumuman Bonus Pendeposit **TH** 2014
2014 **TH** Depositors Bonus Announcement

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FEBRUARI • February

05

Kempen Derma
Darah dengan
Kerjasama Pusat
Darah Negara
Blood Donation
Campaign in
Collaboration
with the National
Blood Centre



Majlis
Penyerahan
Sijil Badal Haji
MH17
MH17 Hajj
Badal Certificate
Hand-Over
Ceremony

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Majlis Penyerahan Zakat **TH** 2014 Negeri
Johor
2014 **TH** Johor's Zakat Presentation
Ceremony

Majlis Perhimpunan Anggota **TH**
Kali Pertama 2015
First **TH**'s Staff Assembly, 2015

26



MAC • March

02

Majlis Penyerahan Zakat **TH** 2014 Pulau
Pinang
2014 **TH** Pulau Pinang's Zakat Presentation
Ceremony





04

Majlis Penyerahan Zakat **TH** 2014
Negeri Sabah
2014 **TH** Sabah's Zakat Presentation
Ceremony

05

Majlis Penyerahan
Zakat **TH** 2014 Negeri
Sembilan
2014 **TH** Negeri
Sembilan's Zakat
Presentation
Ceremony



06

Majlis Penyerahan Zakat
TH 2014 Negeri Melaka
 2014 **TH** Melaka's Zakat
 Presentation Ceremony



09

Majlis Penyerahan Zakat **TH**
 2014 Negeri Kelantan
 2015 **TH** Kelantan's Zakat
 Presentation Ceremony



27

Majlis Penyerahan Zakat **TH** 2014 Negeri Selangor
 2014 **TH** Selangor's Zakat Presentation Ceremony

APRIL • April



02

Majlis Pelancaran
Dana Bumiputera
Al-Ansar di
Bangunan
Parlimen Kuala
Lumpur

The Launching of
TH Bumiputera
Al-Ansar Fund at
the Parliament
Building, Kuala
Lumpur

10

Majlis
Penyerahan
Zakat **TH** 2014
Negeri Sarawak
2014 **TH**
Sarawak's Zakat
Presentation
Ceremony



15

Majlis Penyerahan Zakat **TH** 2014
Wilayah Persekutuan
2014 **TH** Wilayah Persekutuan's
Zakat Presentation Ceremony



Majlis Pelancaran Program
Pendidikan Kelab TaHa
2015 dengan Kerjasama
Berita Harian
The Launching of 2015's
Kelab TaHa Education
Programme with Berita
Harian

24

MEI • May

06

Majlis Penyerahan
Zakat **TH** 2014 Negeri
Terengganu
2014 **TH** Terengganu's
Zakat Presentation
Ceremony



08

Karnival Sukan **TH** 2015
2015 **TH** Sports Carnival

KALENDAR PERISTIWA | CALENDAR OF EVENTS



20

Persidangan Pengarah **TH** Negeri dan Pengurus **TH** Cawangan Bersama Pengurusan & Majlis Anugerah Inovasi **TH** Tahun 2015
2015 **TH**'s State Directors and District Managers' Conference & **TH** Innovation Awards Ceremony



26

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

JUN • June



02

Majlis Anugerah
Kecemerlangan Anak
Anggota **TH** 2014
2014 Excellence Awards
Ceremony for **TH** Staffs'
Children

06

Anugerah Kecemerlangan
Kelab TaHa 2014
2014 Kelab TaHa Excellence Awards



16

Majlis Menandatangani
Perjanjian Penerbangan
Carter Haji di antara
Tabung Haji dengan Saudi
Airlines
Agreement Signing
Ceremony for Hajj Charter
Flights between Tabung
Haji and Saudi Airlines



Majlis Menandatangani
Perjanjian Penerbangan
Carter Haji di antara Tabung
Haji dengan Malaysia Airlines
Agreement Signing Ceremony
for Hajj Charter Flights
between Tabung Haji and
Malaysia Airlines

29



JULAI • July



05

Majlis Penyerahan Sumbangan Aidilfitri kepada Fakir Miskin dan Pelajar Sekolah di Terengganu
The Aidilfitri Contribution Ceremony to the Needy and School Children in Terengganu



03

Majlis Berbuka Puasa Bersama Pasukan Media Haji 2015
Breaking Fast Ceremony with the 2015's Hajj Media Team

09

Majlis Berbuka Puasa &
Majlis Bantuan Hari Raya
Persatuan Kebajikan
Anak-Anak Yatim Islam
Wilayah Persekutuan
Kuala Lumpur
(PERKAYATIM)
PERKAYATIM's
Breaking Fast & Aidilfitri
Contribution Ceremony



Pameran Korporat **TH** Sempena
Majlis Perhimpunan Jabatan
Perkhidmatan Awam (JPA) 2015
TH Corporate Exhibition in
conjunction with 2015 Public Service
Department (JPA) Assembly

10

12

Majlis Penyerahan Zakat
TH 2014 Negeri Perak
2014 **TH** Perak's Zakat
Presentation Ceremony



27

Majlis Graduasi SL1M Sesi 2014/2015 dan
Ramah Mesra Pelatih SL1M Sesi 2015/2016
SL1M Session 2014/2015 Graduation & SL1M
Session 2015/2016's 'Ramah Mesra' Event



Majlis Rumah Terbuka Hari Raya Aidilfitri
Kumpulan **TH** 2015
2015 **TH** Group Hari Raya Aidilfitri Open House



28

OGOS • August



04

Majlis
Penghargaan
Sahabat Korporat
TH 2015
2015 'Sahabat
Korporat **TH**'
Appreciation
Ceremony

05

Majlis Rumah
Terbuka Aidilfitri
Jabatan Perdana
Menteri 2015
2015 Prime
Minister's
Department
Aidilfitri Open
House



06

Majlis Amanat Pengarah
Urusan Kumpulan & Ketua
Pegawai Eksekutif **TH** kepada
Petugas Haji Musim 1436H dan
Pelancaran Buku Q&A Petugas
Haji
'Majlis Amanat' to the 1436H
Haji Mission by the **TH** Group
Managing Director and Chief
Executive Officer & The
launching of the Q&A Book for
Haji Personnel



Majlis Hari Raya Aidilfitri
Ibu Pejabat **TH** 2015
2015 **TH** Headquarters
Hari Raya Aidilfitri Open House



07

Majlis Penyerahan Zakat **TH** 2014 Negeri
Perlis
2014 **TH** Perlis's Zakat Presentation
Ceremony

07

Hari Terbuka Sempena Majlis Graduasi Program Transformasi Syarikat-Syarikat Berkaitan Kerajaan (GLC) di Kuala Lumpur Convention Centre, Kuala Lumpur
GLC Open Day in conjunction with the GLC Transformation Programme Graduation Ceremony in the Kuala Lumpur Convention Centre, Kuala Lumpur



Taklimat PUK/KPE **TH** Kepada Anak Kapal MAS bagi Musim Haji 1436H
TH's GMD/CEO Briefing to MAS Cabin Crew for Hajj Season 1436H

11



16

Penerbangan Haji Pertama ke Tanah Suci 1436H
1436H First Hajj Flight to the Holy Land



17

YAB Perdana Menteri dan Isteri
Mengucapkan Selamat Jalan kepada
Jemaah Haji 1436H di TH Hotel,
Kelana Jaya
YAB Prime Minister and Wife Bid
Farewell to 1436H Malaysian Hajj
Pilgrims at the TH Hotel, Kelana Jaya

22

Tuan Yang Terutama Yang di-Pertua
Negeri Sarawak Mengucapkan
Selamat Jalan kepada Jemaah
Haji Sarawak di Lapangan Terbang
Antarabangsa Kuching
Tuan Yang Terutama Yang di-Pertua
Negeri Sarawak Bids Farewell to the
Sarawak Hajj Pilgrims at Kuching
International Airport



25

YB Ahli Parlimen Kepala Batas, Datuk Seri Reeza Merican
Mengucapkan Selamat Jalan kepada Jemaah Haji Pulau
Pinang di TH Hotel, Bayan Lepas
Member of Parliament for Kepala Batas, YB Datuk Seri
Reeza Merican Bids Farewell to the Pulau Pinang Hajj
Pilgrims at TH Hotel, Bayan Lepas

29



Tuan Yang Terutama Yang di-Pertua Negeri Sabah mengucapkan Selamat Jalan kepada Jemaah Haji Sabah di TH Hotel, Kota Kinabalu

Tuan Yang Terutama Yang di-Pertua Negeri Sabah bids farewell to the Sabah Hajj Pilgrims at TH Hotel, Kota Kinabalu

Perarakan Kontinjen **TH** Sempena Hari Kebangsaan ke-58 di Dataran Merdeka
TH Contingent Parade in Conjunction with the 58th National Day Celebration at Dataran Merdeka

31



SEPTEMBER • September



04

YAB Menteri Besar Terengganu Mengucapkan Selamat Jalan kepada Jemaah Haji Terengganu di TH Hotel, Terengganu

YAB Terengganu Chief Minister Bids Farewell to the Terengganu Hajj Pilgrims at TH Hotel, Terengganu

05

Majlis Perasmian
Program Pemberdayaan
Komuniti **TH-Sejahtera**
di PPR Pantai Ria,
Kuala Lumpur
The Launching
Ceremony of **TH-
Sejahtera** Community
Empowerment
Programme at PPR
Pantai Ria,
Kuala Lumpur



06

Majlis Penyerahan Zakat **TH** 2014
Negeri Kedah
2014 **TH** Kedah's Zakat Presentation
Ceremony



Sidang Media Pertama Kejadian Kren Tumbang di Masjidil
Haram, Makkah Diadakan di TH Hotel, Kelana Jaya
The First Media Conference on the Collapsed Crane Incident at
Masjidil Haram, Makkah held at TH Hotel, Kelana Jaya



12

12

Majlis
Penyerahan
Zakat **TH** 2014
Negeri Pahang
2014 **TH**
Pahang's Zakat
Presentation
Ceremony



Sidang Media Penemuan Mangsa
Pertama Tragedi Kren Tumbang di
Masjidil Haram, Makkah Diadakan di
TH Hotel, Kelana Jaya
The First Press Conference on the
Discovery of the First Malaysian pilgrim
of the Collapsed Crane Incident Held at
TH Hotel, Kelana Jaya

13



16

Lawatan YB Menteri
di Jabatan Perdana
Menteri ke Hotel Land
Premium, Makkah
YB Minister's at the
Prime Minister's
Department visit to
Land Premium Hotel,
Makkah



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Lawatan YB Timbalan Menteri di Jabatan Perdana Menteri ke Hotel Al-Abraj Janadriyya
YB Deputy Minister at the Prime Minister's Department Visit to the Al-Abraj Janadriyya Hotel

YB Timbalan Menteri di Jabatan Perdana Menteri Melawat Arafah, Muzdalifah dan Mina bagi Melihat Persediaan untuk Wuquf
YB Deputy Minister at the Prime Minister's Department Visit to Arafah, Muzdalifah and Mina to Look at the Preparation for Wuquf



20

Majlis Bacaan Yaasin dan Tahlil untuk Mangsa Kren Tumbang bersama YB Timbalan Menteri di Jabatan Perdana Menteri
Yaasin Recital and Tahlil with the YB Deputy Minister at the Prime Minister's Department for the Victims of the Collapsed Crane Incident



Lawatan YB Timbalan Menteri di Jabatan Perdana Menteri ke Pusat Rawatan **TH** Syisya
YB Deputy Minister at the Prime Minister's Department Visit to **TH** Syisya Medical Centre



Lawatan YB Timbalan Menteri di Jabatan Perdana Menteri ke Hotel Land Premium, Makkah
YB Deputy Minister at the Prime Minister's Department Visit to Hotel Land Premium, Makkah





23

Wuqf dan Khutbah Arafah 1436H
Wuqf and the Arafah Sermon 1436H



29

Majlis Penghargaan Sahabat **TH**,
Makkah
*Sahabat **TH** Appreciation
Ceremony, Makkah*

Kepulangan Jemaah Haji
Kumpulan Pertama
Musim 1436H
*Return of the First Group of
1436H Hajj Pilgrims*



OKTOBER • October

10-11

Bengkel **TH-PINTAR** untuk Sekolah
Angkat **TH**, Sekolah Menengah
Agama Bagan Terap, Selangor
The **TH-PINTAR** workshop for
TH-adopted school, Sekolah
Menengah Agama Bagan Terap,
Selangor

Bengkel **TH-PINTAR** untuk Sekolah
Angkat **TH**, Sekolah Menengah
Agama Sg. Haji Dorani, Selangor
The **TH-PINTAR** workshop for
TH-adopted school, Sekolah
Menengah Agama Sg. Haji Dorani,
Selangor



14

Majlis Sambutan Maal Hijrah
1437H Peringkat Kebangsaan
1437H Maal Hijrah National
Level Celebration



Kepulangan Jemaah Haji
Kumpulan Terakhir
Musim 1436H
Return of the Last Group of the
1436H Hajj Pilgrims

28



Majlis Perasmian Bulan Integriti TH di
Dewan Besar TH, Kuala Lumpur
The Launching Ceremony of TH
Integrity Month at Dewan Besar TH,
Kuala Lumpur

29



NOVEMBER • November

05

Majlis Tilawah
Al-Quran & Qiraah
TH 2015
2015 **TH** Tilawah
Al-Quran and
Qiraah Ceremony



Majlis Jasamu Dikenang 2015 &
Anugerah Khidmat Cemerlang 2014,
di Hotel Royale Chulan, Mutiara
Damansara
2015 Appreciation Ceremony and 2014
Excellent Service Awards at the Royale
Chulan Hotel, Mutiara Damansara

06



Sesi Dialog & Majlis Perjumpaan SL1M
Khas Bersama YAB Perdana Menteri
Special Dialogue and SL1M Gathering
Session with the YAB Prime Minister



Majlis Perhimpunan Anggota **TH** Kali
Kedua 2015 & Anugerah Khidmat
Lama 30 Tahun
Second **TH**'s Staff Assembly 2015
& 30-Years Long Service Award
Ceremony



19

Majlis Tilawah Al Quran Peringkat GLCs 2015 di Universiti Teknologi Petronas Sri Iskandar, Perak
 2015 GLCs' *Tilawah Al-Quran* at Universiti Teknologi Petronas Sri Iskandar, Perak

26

Majlis Kesyukuran
 Tamat Operasi Haji
 Musim 1436H
Majlis Kesyukuran
 for the 1436H
 Hajj Operations
 Completion



Pertandingan Pidato
 Integriti **TH** 2015
 2015 **TH** Integrity Debate
 Competition

30

DISEMBER • December

11

Muzakarah Haji Peringkat
Kebangsaan Kali ke-32, 1437H
The 32nd National Level
'Muzakarah Haji', 1437H



Latihan
Kebakaran di
Ibu Pejabat **TH**,
Kuala Lumpur
Fire Safety
Training at **TH**'s
Head Office,
Kuala Lumpur

16



23

◀ Majlis Sumbangan Zakat **TH** 2015
Kepada Siswazah Asnaf dan Badan
Agama Islam di United Kingdom
2015 **TH** Zakat Presentation Ceremony
to Asnaf Graduates and the Islamic
Bodies in the United Kingdom



Majlis Sambutan Maulidul Rasul Peringkat Kebangsaan Tahun 1437H
1437H National Level Maulidur Rasul Celebration

24

AL-FATIAH DAN SALAM TAKZIAH

Al-Fatihah and Condolences

INSIDEN KREN TUMBANG DAN REMPUHAN MINA 1436H 1436H FALLING CRANE INCIDENT AND THE MINA STAMPEDE

Semoga roh mangsa di cucuri rahmat dan waris-waris serta jemaah yang cedera diberikan kesabaran oleh Allah SWT. Amin.

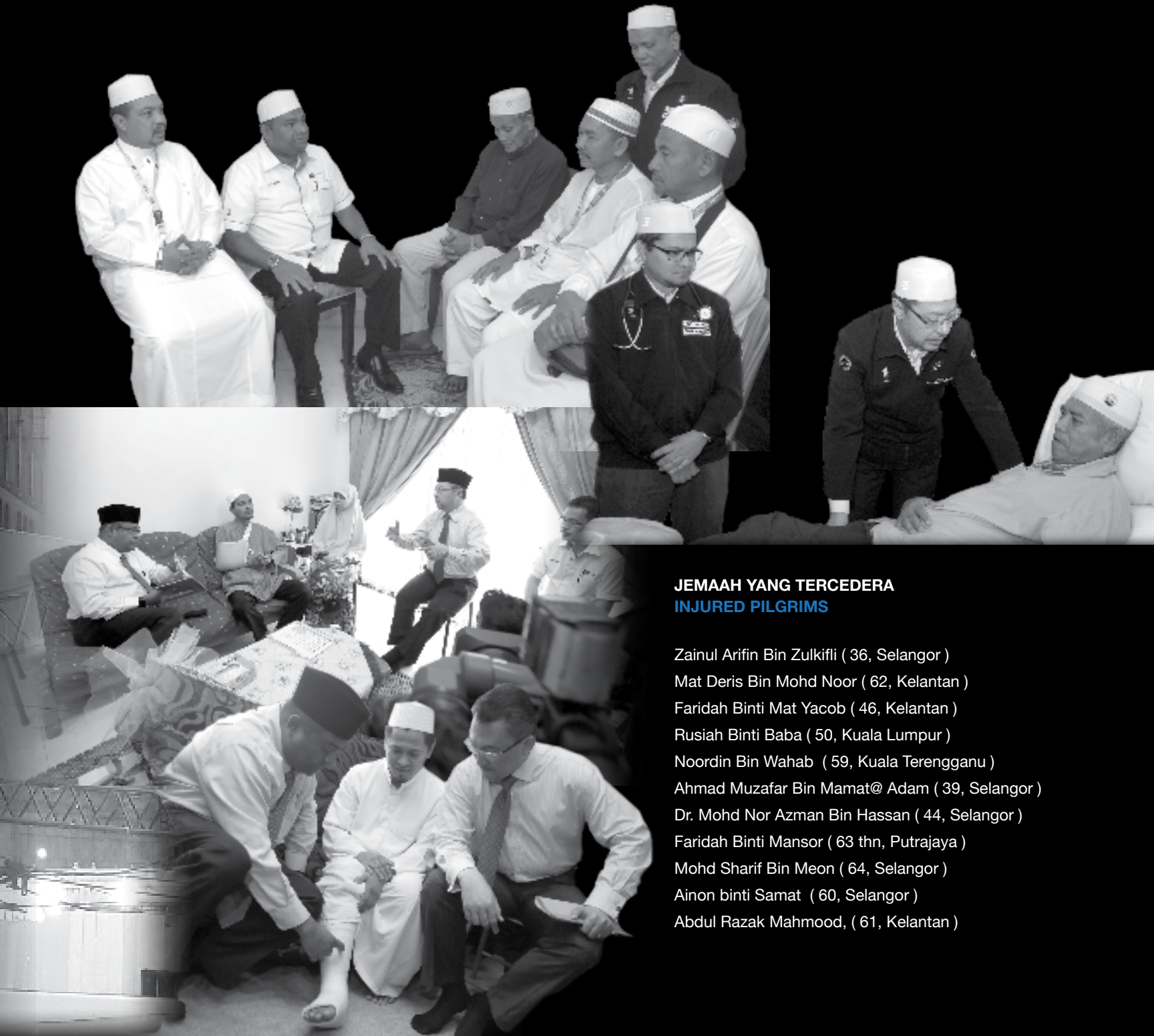
May the souls of the victims receive mercy and blessings; and their heirs and the injured pilgrims be granted patience and perseverance by Allah SWT. Amin.



JEMAAH YANG TERKORBAN PERISHED PILGRIMS

Abdul Habib Lahman (68, Kedah)
Shahidan Saad (52, Kedah)
Zainun Taha (69, Selangor)
Rohana Ismail (54, Kelantan)
Munah Jusoh (73, Kelantan)
Siti Nuroshlizan Zolkifli (37, Selangor)
Rusiah Suar (56, Perak)
Zulkifly bin Samad (50, Selangor)
Mangsa Rempuhan Mina | [Mina Stampede Victim](#)





JEMAAH YANG TERCEDERA **INJURED PILGRIMS**

Zainul Arifin Bin Zulkifli (36, Selangor)
 Mat Deris Bin Mohd Noor (62, Kelantan)
 Faridah Binti Mat Yacob (46, Kelantan)
 Rusiah Binti Baba (50, Kuala Lumpur)
 Noordin Bin Wahab (59, Kuala Terengganu)
 Ahmad Muzafar Bin Mamat@ Adam (39, Selangor)
 Dr. Mohd Nor Azman Bin Hassan (44, Selangor)
 Faridah Binti Mansor (63 thn, Putrajaya)
 Mohd Sharif Bin Meon (64, Selangor)
 Ainon binti Samat (60, Selangor)
 Abdul Razak Mahmood, (61, Kelantan)

SOROTAN MEDIA

Media Highlights

BONUS BESAR

// LEMBAGA TABUNG HAJI

// MERANGKUMI 6.25

UMUM PENG
tertinggi sejak
51 tahun lalu,
peratus bernilai
kepada 8.6 juta
mulai Isnin ini



Joy for Tabung Haji investors

Tabung Haji declares a total bonus of
RM3.25 per share for 2014 after posting a record
net profit of RM1.3 billion.

REPORTS ON 12



Tabung Haji's Deputy Chairman (left) and Chairman (right) (from right) and Lembaga Tabung Haji's Deputy Chairman (left) and Chairman (right) (from right) at Tabung Haji's

Tabung Haji increases bonus payout to RM3.2b

Tabung Haji's
net profit for
2014 was RM1.3
billion, up from
RM1.1 billion in
2013.

Tabung Haji susun strategi berikutan kejatuhan harga minyak dunia

Fokus pelaburan domestik

DAIRY BOMBAKANTARAL
perdagangan antarabangsa
KUALA LUMPUR 12 APRIL

LTH sells London property

Pilgrim fund to reap profit from the RM1.6bil deal

By NADYA NGUI
Starvation@star.com.my

LEMBAGA Tabung Haji (LTH) is believed to have sold one of its prime properties in central London, handing to a call by pilgrims to repatriate profits from the office block in London, said a source (RM1.6bil), will net the of a handsome profit.

Apert from the UK, pilots include those in One of its recent ac plot of land in the Van port, where LTH partly RM1.6bil in April to a tower.

TH jangka bawa pulang RM1b pelaburan luar

Voluntarian TH akan
kembangkan projek kebajikan

Only Final Final
LTH's net profit for 2014 was RM1.3 billion, up from RM1.1 billion in 2013.

Dana Bumiputera Al-Ansar dilancar

Tabung Haji
bantu Al-Ansar
untuk membantu
keperluan PAS Muslim
di Arab Saudi

LTH akan
menyediakan
keperluan Al-Ansar
di Arab Saudi

TH intai peluang melabur di Arab Saudi

Melaka: Tabung Haji (TH) telah menerima pelan pelaburan dari Al-Ansar, yang berfokus pada projek pembangunan di Arab Saudi.

Hal ini kerana, Program Besar Kaum Haji Tabung Haji, Syed Abdul Halim dan Pengarah Besar Kaum (Pengarah Besar Kaum) dan Perikatan Nasional (PN) telah menerima pelan pelaburan ini.

Mengulas sebuah has telah berkuat kuasa, TH telah menerima pelan pelaburan ini. Hal ini kerana, Program Besar Kaum Haji Tabung Haji, Syed Abdul Halim dan Pengarah Besar Kaum (Pengarah Besar Kaum) dan Perikatan Nasional (PN) telah menerima pelan pelaburan ini.

"Setelah itu, TH telah menerima pelan pelaburan ini. Hal ini kerana, Program Besar Kaum Haji Tabung Haji, Syed Abdul Halim dan Pengarah Besar Kaum (Pengarah Besar Kaum) dan Perikatan Nasional (PN) telah menerima pelan pelaburan ini."



EXCLUSIVE

Role model

WITH 52 years of experience in managing haj pilgrims, Tabung Haji has attracted the interest of many countries wanting to replicate its Islamic business module.

REPORTS ON 12, 13



Pembelian tanah untuk pembangunan menara kediaman

Tabung Haji labur RM188.5j di TRX

KUALA LUMPUR – Lembaga Tabung Haji (TH) membeli

atau Labuan di sini bersebut.
Jabatan pembangunan perumahan TH telah membuat pembelian hartanah di TRX sebanyak RM188.5 juta pada akhir Disember berikutan nilai pasaran tanah telah dinilai oleh sebuah badan penilaian bebas profesional.
"Langkah ini sejajar dengan strategi pembangunan hartanah TH yang memberi tumpuan kepada kawasan perniagaan."
"Pembelian ini merupakan keputusan komersial yang rasional kerana nilai dan lokasi sangat sesuai untuk proses pembangunan yang terperinci," ujar beliau.
Selain itu, beberapa projek pembangunan perumahan tersebut akan ditawarkan oleh anak syarikat



Tabung Haji (TH) yang membeli tanah di TRX untuk pembangunan menara kediaman. (Gambar: TH)

TRANSFORMASI GLCT PROGRAM PAPAR PENCAPAIAN SEPANJANG 10 TAHUN

Pengunjung dapat lihat sumbangan GLC, GLIC, jana ek



INFO
22 JULAI 2015
PENGUNJUNG DAPAT LIHAT SUMBANGAN GLC, GLIC, JANA EK

TH model a tough act to follow

ONE OF WORLD'S TOP ISLAMIC FUNDS: Many have tried, but failed to replicate pilgrims fund board's business module

AJIL HANID
AND ZAHIR ISMAIL ISMAIL
KUALA LUMPUR
Hajj season

TABUNG Haji's (TH) success in managing the pilgrims for the past 37 years has attracted a lot of interest from many countries. The Islamic organisation has been able to replicate the business model of one of the world's largest Islamic funds.

TH group managing director and chief executive officer, Hanid Ismail, said many organisations had approached the pilgrims fund board to create a similar fund in their respective countries.

"We have been approached by many organisations and they want to

replicate our model. It needs the backing of the government."

"However, there are also some

model and I told them our success is not overnight," he said. "In fact, TH had been around for the past 37 years and to create

Perancangan 5 tahun tingkat pelaburan, aset Tabung Haji

Banyak negara berminat kongsikan rahsia kejayaan TH urus jemaah ke Tanah Suci

Sekarang Tabung Haji (TH) telah merancang untuk meningkatkan asetnya kepada RM1.5 bilion dalam tempoh lima tahun. Ketua Pegawai Eksekutif TH, Hanid Ismail, berkata TH akan meningkatkan asetnya kepada RM1.5 bilion dalam tempoh lima tahun. Beliau berkata TH akan meningkatkan asetnya kepada RM1.5 bilion dalam tempoh lima tahun. Beliau berkata TH akan meningkatkan asetnya kepada RM1.5 bilion dalam tempoh lima tahun.

TH's strategic investment plans

CHALLENGING CLIMATE: Pilgrims fund board will keep current strategy but with some tactical changes in asset allocation for four main sectors — equities, real estate, fixed income and money market

TH Properties lancar projek AU\$800 juta

IN SYDNEY (THE STAR)

The Pilgrims Fund Board (PFB) has announced a new strategic investment plan for its subsidiary, TH Properties, to invest AU\$800 million in the next five years.

The plan is part of a broader strategy to diversify the fund's assets and to create long-term value for its beneficiaries. The board said the plan was based on a thorough analysis of the market and the fund's needs.

The board said the plan was based on a thorough analysis of the market and the fund's needs. The board said the plan was based on a thorough analysis of the market and the fund's needs.

TH to bring back RM1b foreign investment
KUALA LUMPUR — The board of the Tabung Haji (TH) has announced a plan to bring back RM1 billion of foreign investment to the fund. The board said the plan was based on a thorough analysis of the market and the fund's needs. The board said the plan was based on a thorough analysis of the market and the fund's needs.



3. THT juga di-
cakupi DPAK dari
biaya sekolah di SDA
untuk menjamin
bimbingan
penerbitan

[illegible]

Yang di-Pertuan Agong Tuanku Abdul Halim Mu'adzam Shah holding a book (top) presented by Tunku 1940 (bottom) Datuk Seri Abdul Aziz Abdul Rahman in 42nd year presidency. On by Shahrul Huda Fari.

Tabung Haji hands out RM4m in tithes



TH agih zakat kepada pelajar di UK

* Stambungan
babit 3.5 peratus
keuntungan

© 2005 Cambridge University Press
doi:10.1017/S0022292X05005317
Printed in the United Kingdom

Scientists who are worried about the impact of climate change on the world's oceans are looking for ways to protect the world's oceans. One way to do this is by creating artificial reefs. These reefs are made of materials that are not natural, but they can help to create a new habitat for marine life. They can also help to protect the natural reefs from damage. For example, they can help to prevent the natural reefs from being eroded by waves. They can also help to prevent the natural reefs from being damaged by pollution. Artificial reefs can also help to create a new habitat for marine life. They can also help to protect the natural reefs from damage. For example, they can help to prevent the natural reefs from being eroded by waves. They can also help to prevent the natural reefs from being damaged by pollution.

TH serah zakat
RM1,044,852.62
kepada PZS

Lembaga Tabung Haji
 (THT) mengumumkan
 penyerahan zakat
 pemungutan tahun 2014
 bagi Sabah berjumlah
 RM1,144,352.62 kepada
 Pulau Zakat Sabah (PZS).
 Jumlah zakat ini
 akan RM1,144,352.62
 berbanding tahun
 sebelumnya. Penyerahan
 ini dilakukan oleh Yang
 di-Pertua Negeri Sabah,
 Tan Sri Juhar
 Matrasid, di pejabat
 Negeri, Kuching.



TaHa anjur Bengkel Pendidikan Robotik

Package Deal: Great pricing includes
studio, kitchen, and bath. Call 800-368-2222.

nya merupakan bentuk yang
bukan merupakan pada nilai-
nya maka pelakunya.

kepada pelajar untuk menyelesaikan masalah secara kreatif dan inovatif" kata nya sebelum menyerahkan bingkis karya SAS TIGA Mahasiswa CITAMOKI dan Dendang Purnadihan Soehardi di sini, Selasa (1/12/2009).

Insuria bengkak #6, Masjid Harkisah Flamouth, 34, berkaus bengkak berkaus membukit perawat bengkaknya untuk mengatak dengan lebih dua dalam mengawat bengkak bengkak yang dimilikinya waja bengkak.

kegiatan ini diharapkan dapat meningkatkan kemampuan literasi masyarakat desa.

Sekarang lagi pemeran, Arie Arman. Adil Kholim, 14, bergelut itu membantingnya belagor bar



Seminar LPM Sinar Injeksi Tabung Api dan EM yang di selenggarakan adalah merupakan salah satu

Kaedah Tabung Haji boleh dicontohi negara lain

Jemaah haji Malaysia antara terbaik

■ MADANI 15 JUN

PENGUSULAN jemaah haji Malaysia di bawah Lembaga Tabung Haji (Tabung Haji) diisytiharkan sebagai terbaik di dunia, berbanding dengan jemaah haji dari negara lain.

bersama media Malaysia, di sini hari ini.

Yang turut hadir Konsul Haji Tabung Haji di Madinah, Redhuan Sahandudin.

Tetapan menampan, selain Malaysia, termasuklah Singapura, Indonesia, Filipina, Thailand, Vietnam, dan lain-lain.

mengikut tradisi Arab, iaitu di sini dan penyediaan makanan.

22,320 jemaah nikmati perkhidmatan lebih selesa

dua minggu sebelum berangkat ke Tanah Suci



Semua 22,320 jemaah haji Malaysia akan menikmati perkhidmatan lebih selesa berbanding dengan jemaah haji dari negara lain. Ini kerana Tabung Haji telah menyediakan perkhidmatan terbaik kepada jemaah haji Malaysia, termasuklah penginapan, pengangkutan, dan makanan.

Program Sahabat Korporat TH prihatin kebajikan jemaah



Tabung Haji tambah baik pelan tindakan kecemasan



Urusan haji kendalian TH lancar

Urusan haji kendalian TH lancar. Tabung Haji telah memastikan semua urusan haji berjalan dengan lancar dan selamat. Jemaah haji Malaysia akan menikmati perkhidmatan terbaik dari Tabung Haji.



TH lambang terbaik jihad pengurusan

■ MADANI 15 JUN

TH diiktiraf terbaik dunia

Pengurusan haji terbaik dunia. Tabung Haji telah diiktiraf sebagai organisasi terbaik dalam menguruskan haji. Ini kerana Tabung Haji telah menyediakan perkhidmatan terbaik kepada jemaah haji Malaysia.



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Tabung Haji laksana badal haji 11 jemaah meninggal

Media massa Asia Barat minta contohi TH

Media massa di Asia Barat meminta Tabung Haji untuk dijadikan contoh dalam menguruskan haji. Ini kerana Tabung Haji telah menyediakan perkhidmatan terbaik kepada jemaah haji Malaysia.



Tabung Haji telah diiktiraf sebagai organisasi terbaik dalam menguruskan haji. Ini kerana Tabung Haji telah menyediakan perkhidmatan terbaik kepada jemaah haji Malaysia.

Tabung Haji telah diiktiraf sebagai organisasi terbaik dalam menguruskan haji. Ini kerana Tabung Haji telah menyediakan perkhidmatan terbaik kepada jemaah haji Malaysia.

Pusat kaunseling TH tangani gangguan emosi

Pusat kaunseling TH telah dibuka untuk membantu jemaah haji yang mengalami gangguan emosi. Tabung Haji telah menyediakan perkhidmatan terbaik kepada jemaah haji Malaysia.

Maktab Tabung Haji berazam beri khidmat terbaik



Maktab Tabung Haji berazam untuk memberikan perkhidmatan terbaik kepada jemaah haji Malaysia. Tabung Haji telah menyediakan perkhidmatan terbaik kepada jemaah haji Malaysia.



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Kren jatuh ujian bagi umat Islam

Jemaah terselamat bersyukur dapat teruskan ibadah

di Makkah

Jemaah haji Malaysia yang sedang dalam tangga di Jemrah berhala di Masjidilharam yang mengagumkan, terkejut, bersyukur kepada Allah kerana tidak terbelah dan terbelah dalam keadaan beribadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

sebelum ujian jatuh pada Jemrah berhala di Masjidilharam. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

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di Makkah

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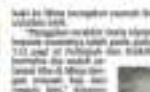
Tragedi Mina: Jemaah Malaysia disah maut

Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut

Sedikit jemaah haji Malaysia yang selamat dari tragedi Mina. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.



Tragedi Mina: Jemaah Malaysia disah maut

Sedikit jemaah haji Malaysia yang selamat dari tragedi Mina. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.



Tragedi Mina: Jemaah Malaysia disah maut

Sedikit jemaah haji Malaysia yang selamat dari tragedi Mina. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



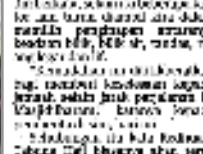
Tragedi Mina: Jemaah Malaysia disah maut

Tabung Haji sediakan maktab jemaah dekat Masjidilharam

Maktab jemaah haji akan disediakan di sekitar Masjidilharam. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

Maktab jemaah haji akan disediakan di sekitar Masjidilharam. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

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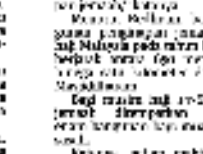
Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut

Saudi iktiraf sistem urus jemaah haji kita

di Makkah



Tragedi Mina: Jemaah Malaysia disah maut

Petugas haji wajar diberi penghargaan

di Makkah



Tragedi Mina: Jemaah Malaysia disah maut



Tragedi Mina: Jemaah Malaysia disah maut

Sahabat TH bantu licinkan ibadah

Uruseha diantuk bantu jemaah

Sahabat Tabung Haji membantu jemaah dalam urusan ibadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

Sahabat Tabung Haji membantu jemaah dalam urusan ibadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

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Sahabat Tabung Haji membantu jemaah dalam urusan ibadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

Kursus anjuran Tabung Haji banyak bantu jemaah



Tragedi Mina: Jemaah Malaysia disah maut

Kursus anjuran Tabung Haji banyak bantu jemaah dalam urusan ibadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.



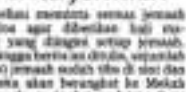
Tragedi Mina: Jemaah Malaysia disah maut

Kursus anjuran Tabung Haji banyak bantu jemaah dalam urusan ibadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.



Tragedi Mina: Jemaah Malaysia disah maut

Kursus anjuran Tabung Haji banyak bantu jemaah dalam urusan ibadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.



Tragedi Mina: Jemaah Malaysia disah maut

Kursus anjuran Tabung Haji banyak bantu jemaah dalam urusan ibadah. Mereka bersyukur kerana tidak terbelah dan terbelah dalam keadaan beribadah.

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 • 8 Stesen Berlepas | 8 Departure Stations

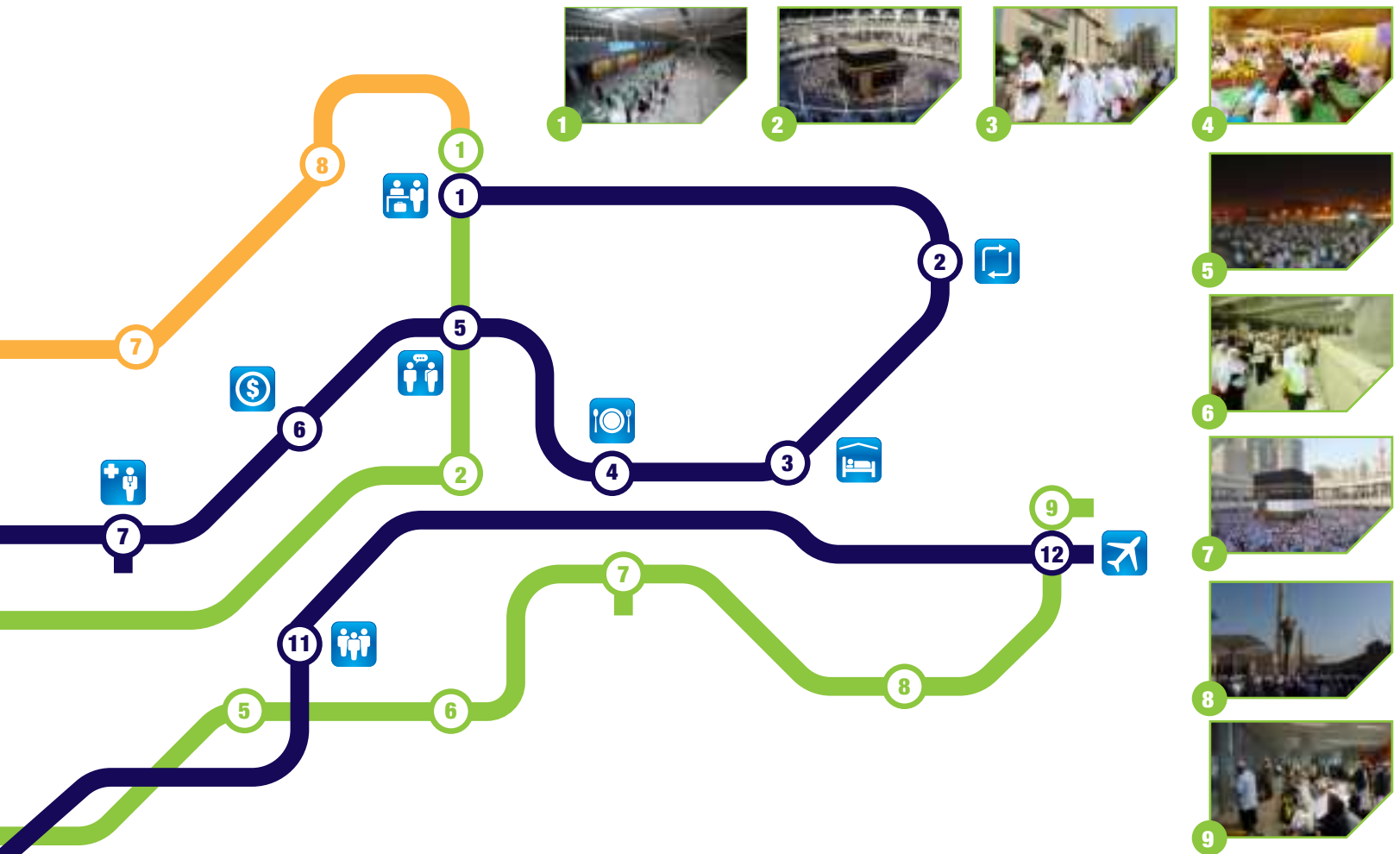
- | | |
|---|--|
| 1 Pendaftaran
Registration | 5 Urusan Pasport
Passport Handling |
| 2 Pemilihan Kelayakan
Selection of Eligibility | 6 Jadual Penerbangan Haji
Hajj Flight Schedule |
| 3 Bimbingan
Guidance | 7 Urusan Visa
Visa Handling |
| 4 Pemeriksaan Kesihatan
Health Check | 8 Operasi Penerbangan Pergi
Flight Departure Operations |



PERKHIDMATAN DI ARAB SAUDI | Services in Saudi Arabia

Jeddah • Madinah • Makkah • Masya'ir

- | | | | |
|--|---|---|---|
| 1 Sambutan/Ketibaan
Reception/Arrival | 4 Sajian
Meals | 7 Perkhidmatan Kesihatan
Health Services | 10 Pengurusan Kematian
Management of the Deceased |
| 2 Penyelarasan Pergerakan
Movement Coordination | 5 Perkhidmatan Nasihat Ibadah
Ibadah Advisory Services | 8 Penerangan dan Maklum Balas
Information and Feedback | 11 Pelbagai Perkhidmatan Pihak Ketiga
Various Third Party Services |
| 3 Penginapan
Accommodation | 6 Perkhidmatan Kewangan
Financial Services | 9 Kaunseling
Counseling | 12 Operasi Penerbangan Balik
Return Flight Operations |



AKTIVITI JEMAAH DI TANAH SUCI Pilgrims Activities in The Holy Land

Jeddah • Madinah • Makkah • Masya'ir

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

7 Makkah
• Tawaf dan Saie Haji, Tawaf Wada'
'City Check-In' Bagasi
Makkah
• Tawaf and Hajj Saie, Tawaf Wada'
'City Check-In Luggage

8 Madinah
• Ziarah Madinah
'City Check-In' Bagasi
Madinah
• Visit Historical Sites
'City Check-In Luggage

9 Lapangan Terbang Jeddah/Madinah
• Penerbangan Pulang
Jeddah/Madinah Airport
• Return Flight

PENCAPAIAN DAN ANUGERAH

Awards and Recognition

- ❖ Pensijilan Semula ISO Sistem Pengurusan Kualiti MS ISO 9001:2008 Tahun 2015 - Pengurusan dan Operasi Perkhidmatan Haji di Malaysia dan Arab Saudi
ISO Re-Certification for Quality Management Systems - Management and Operation of Hajj Services in Malaysia and Saudi Arabia

- ❖ Anugerah Rekabentuk Datuk Bandar Kuala Lumpur 2015 (Islamic Financial Services Centre) - Kategori Rekabentuk Dalaman
Mayor of Kuala Lumpur Design Award 2015 (Islamic Finance Services Centre) - Interior Design Category

- ❖ Anugerah Setiap Negeri
State Awards

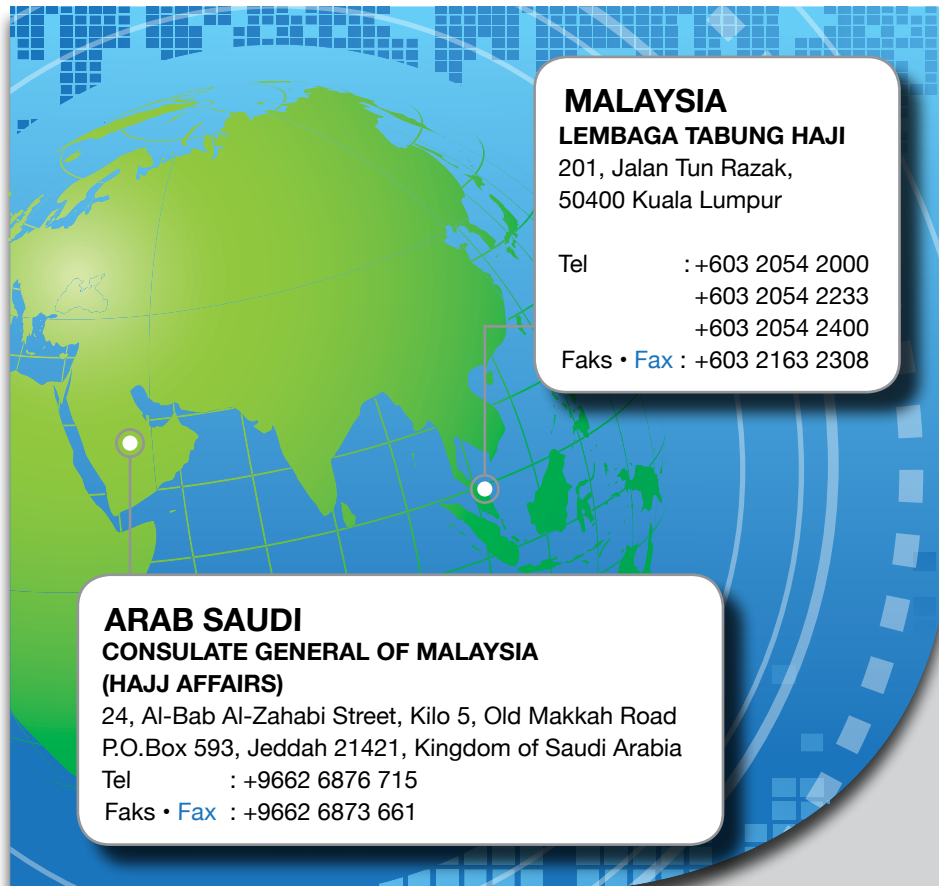
- **TH** Terengganu
Anugerah Johan Konvensyen KIK Peringkat **TH** 2015
Champion in the 2015 **TH** Level KIK Convention
- **TH** Terengganu
Anugerah Emas Konvensyen Team Excellence Wilayah Timur 2015
Gold Award for the 2015 Eastern Region Team Excellence Convention
- **TH** Terengganu
(RODA) Anugerah Emas 3 Bintang
(RODA) 3 Star Gold Award



- **TH** Kedah
Anugerah Emas Konvensyen Team Excellent Wilayah Tengah Tahun 2015
Gold Award for the 2015 Central Region Team Excellence Convention
- **TH** Kedah
Anugerah Perak Kategori ICT Anugerah Inovasi Jabatan Perdana Menteri 2015
Silver Award in the ICT Category from the Prime Minister's Department Innovation Awards 2015
- **TH** Kedah
Naib Johan Konvensyen KIK Peringkat **TH** 2015
2nd Runner-up for the 2015 **TH** Level KIK Convention
- **TH** Kedah
Naib Johan Sektor Perkhidmatan Konvensyen Team Excellent Kebangsaan Tahun 2015
2nd Runner-up the 2015 National Services Sector Team Excellence Convention
- **TH** Kedah
Naib Johan APIC 2015 Konvensyen Team Excellent Kebangsaan Tahun 2015
2nd Runner-up for the 2015 National APIC Team Excellence Convention
- **TH** Johor
(MAHKOTA) Tempat Ketiga Anugerah Konvensyen KIK Peringkat **TH** 2015
(MAHKOTA) Third Place in the 2015 **TH** KIK Convention

IBU PEJABAT TH

TH Headquarters



MALAYSIA

LEMBAGA TABUNG HAJI

201, Jalan Tun Razak,
50400 Kuala Lumpur

Tel : +603 2054 2000
+603 2054 2233
+603 2054 2400
Faks • Fax : +603 2163 2308

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

TABUNG HAJI CONTACT CENTRE (THCC)

Tel : +603 6207 1919
Faks • Fax : +603 7728 4959
SMS : TH<jarak> sebarang pertanyaan dan hantar kepada 33990
TH<space>inquiry and send to 33990

ALAMAT UTC TABUNG HAJI

Tabung Haji UTC Address

UTC KEDAH

TH UTC Kedah

Bangunan MBAS Lot 3-11, Tingkat 3
Jalan Kolam Air, 05675 ALOR SETAR

UTC PERAK

TH UTC PERAK

Lot 10 Tingkat 2,
Bangunan Urban Transformasi Centre
Jalan Dato' Onn Jaafar, 30000 IPOH

UTC MELAKA

TH UTC Melaka

Lot 1-02, Aras 1, Bangunan UTC
Jalan Tan Chay Yan, Off Jalan Hang Tuah
75300 MELAKA

UTC JOHOR

TH UTC Johor

L03-UTC-02, Galleria @ Kotaraya
Jalan Trus, 80000 JOHOR BHARU

UTC PAHANG

TH UTC Pahang

Lot 2-16, Aras 2, Bangunan UTC Pahang
Jalan Stadium, 25200 KUANTAN

UTC SARAWAK

TH UTC Sarawak

Aras 1, Unit 4.03, Lot 218, 337 & 338
Seksyen 47 Kuching Town Land District
Jalan Padungan, 93100 KUCHING

Untuk senarai penuh Pejabat TH Negeri dan Cawangan, sila layari laman web rasmi TH di:
For complete list of TH State Offices and Branches, please visit our TH official website at:

WWW.TABUNGHAJI.GOV.MY

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

DERU SEMANGAT 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



PEMBANGUNAN 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

Unit Level 13(A), Main Office Tower,
Financial Park Labuan, Jalan Merdeka,
87000 Federal Territory of Labuan,
Malaysia

Tel : 087-451 688

Faks | Fax : 087-453 688

LTH PROPERTY HOLDINGS LIMITED

5 Floor, 37 Esplanade
St Helier Jersey JE1 2TR
Channel Islands

LTH PROPERTY HOLDINGS 2 LIMITED

5 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 MARINE HOLDING (L) INC

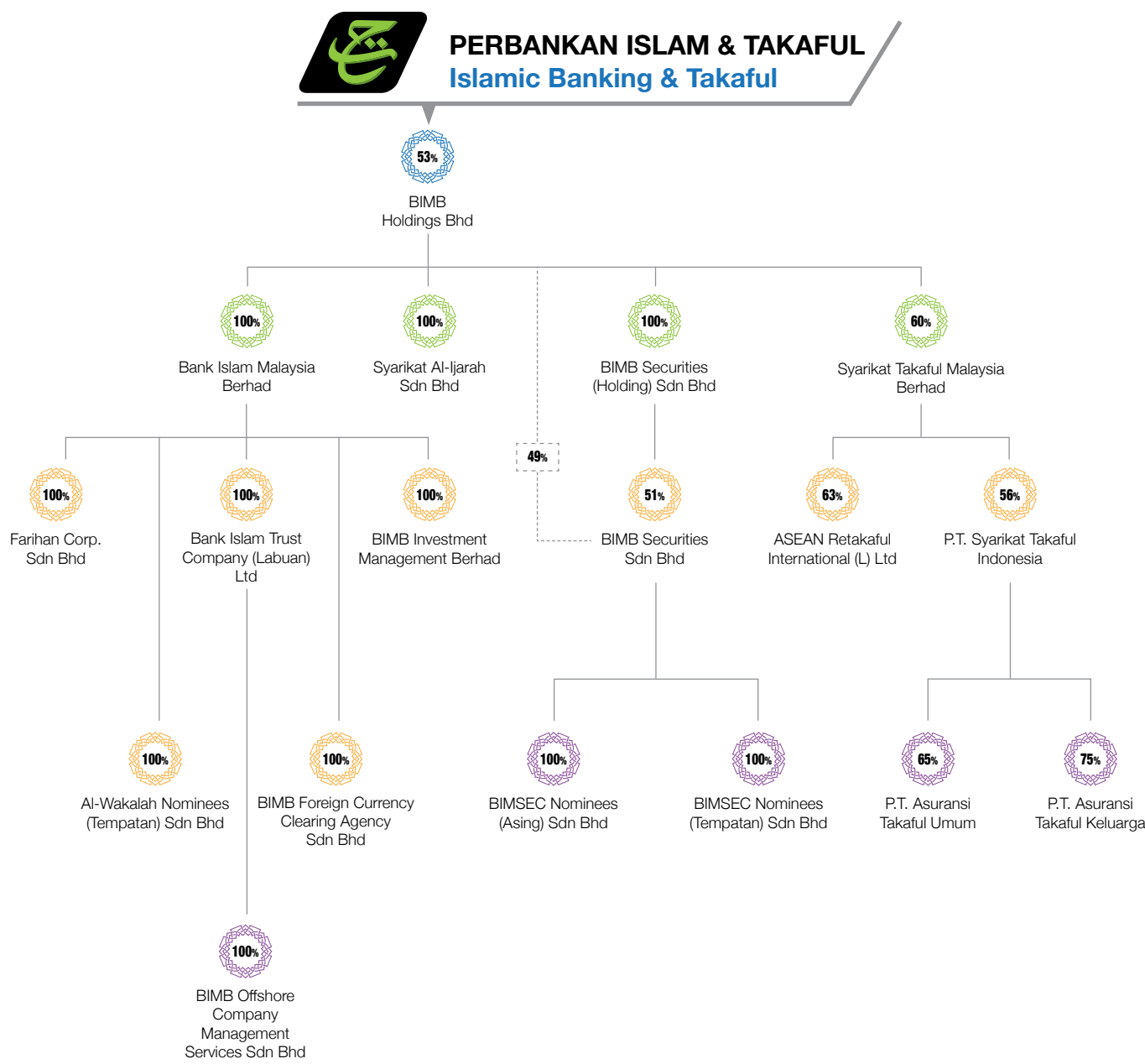
38F, Level 2, Jalan Radin Anum
Bandar Baru Sri Petaling,
57000 Kuala Lumpur

Tel : 03-9058 2244

Faks | Fax : 03-9059 6845

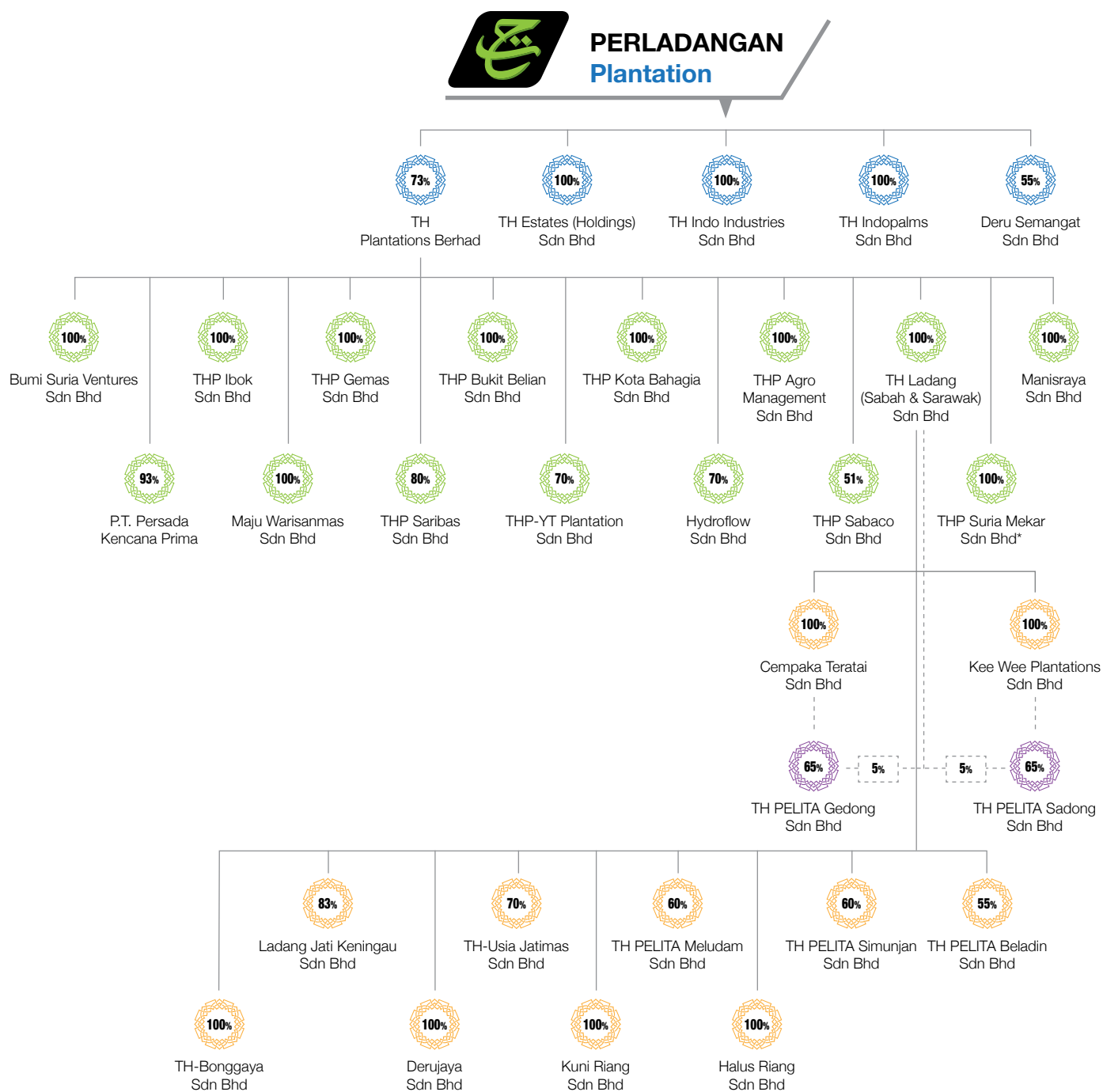
CARTA SEKTOR KEWANGAN ISLAM

Islamic Finance Sector Chart



CARTA SEKTOR PERLADANGAN

Plantation Sector Chart

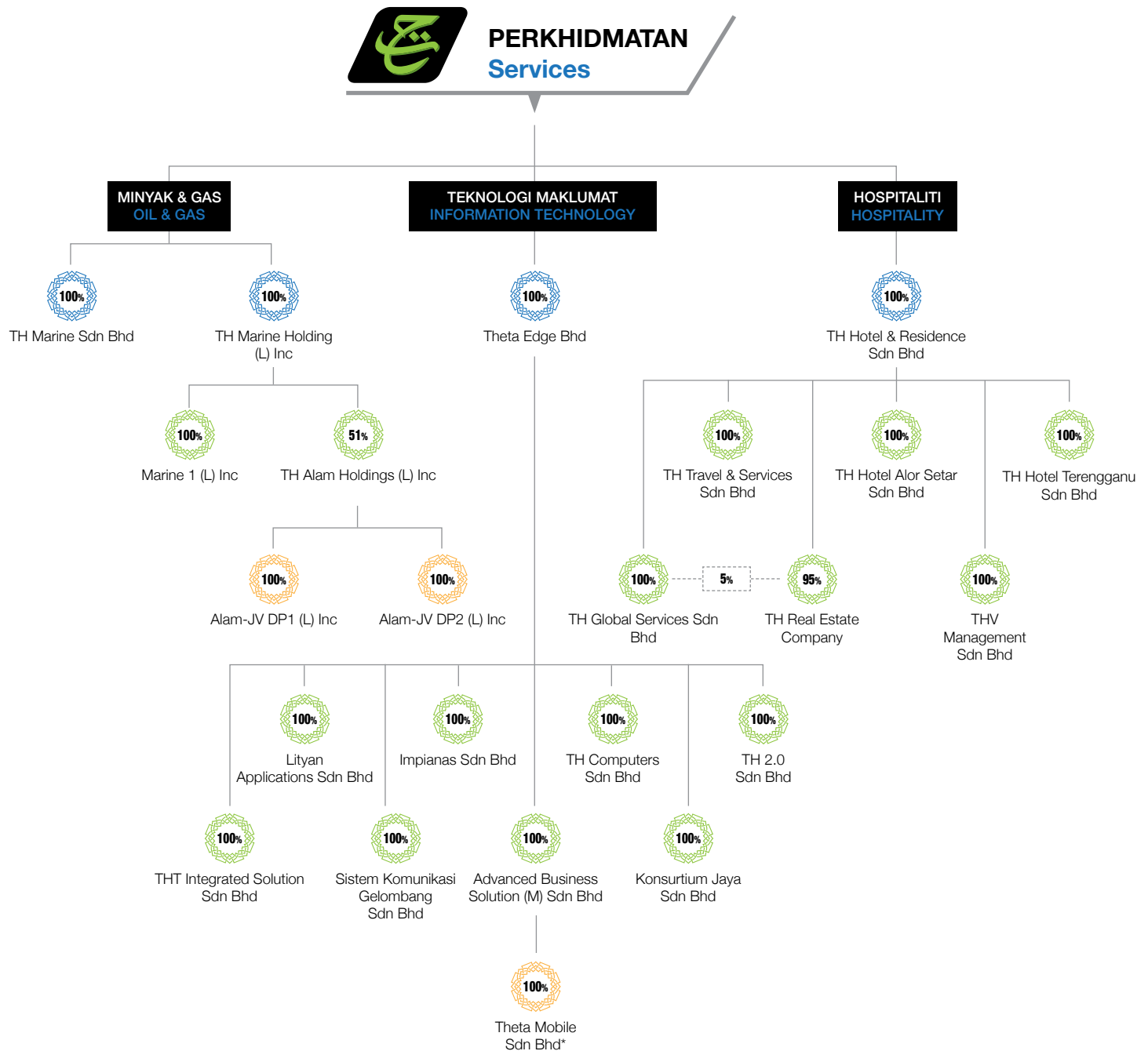


Property and Construction Sector Chart



CARTA SEKTOR PERKHIDMATAN LAIN

Other Services Sector Chart



* F.k.a Hi Pro Edar (Malaysia) Sdn Bhd



BERSAMA MENJANA PERTUMBUHAN

GENERATING GROWTH TOGETHER



BERSATU TEGUH
Stronger Together



PENYATA KEWANGAN

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250	PENYATA KEDUDUKAN KEWANGAN
252	PENYATA PENDAPATAN
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**LAPORAN KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
LEMBAGA TABUNG HAJI
BAGI TAHUN BERAKHIR 31 DISEMBER 2015**

Laporan Mengenai Penyata Kewangan

Saya telah mengaudit Penyata Kewangan Lembaga Tabung Haji dan Kumpulan yang merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2015 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 dan 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

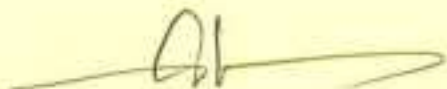
bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman entiti tersebut. Pengauditan juga termasuk menilai kesesuaian polisi perakaunan yang digunakan dan kemunasabahan anggaran perakaunan yang dibuat oleh pengurusan serta persembahan penyata kewangan secara menyeluruh.

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 ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Lembaga Tabung Haji dan Kumpulan pada 31 Disember 2015 dan prestasi kewangan serta aliran tunai bagi tahun berakhir pada tarikh tersebut selaras dengan piawalan pelaporan kewangan yang diluluskan di Malaysia.

Saya telah mempertimbangkan penyata kewangan dan laporan juruaudit bagi semua syarikat subsidiari yang tidak diaudit oleh saya seperti 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 memuaskan 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 HAJI AMBRIN BIN-BUANG)
KETUA AUDIT NEGARA
MALAYSIA

PUTRAJAYA
10 MEI 2016



PENYATA Pengerusi dan Seorang Ahli Lembaga Pengarah

Kami, DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM dan TAN SRI 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 2015 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

Bagi pihak Lembaga Pengarah,



DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM
PENGERUSI

Bangunan Tabung Haji
201, Jalan Tun Razak
50400 Kuala Lumpur

Bagi pihak Lembaga Pengarah,



TAN SRI 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 : 6 April 2016



DATUK ROZAIDA OMAR
KETUA PEGAWAI KEWANGAN KUMPULAN

Di hadapan saya:



PENYATA KEDUDUKAN KEWANGAN

PADA 31 DISEMBER 2015

		Kumpulan			TH	
		31.12.2015	31.12.2014	01.01.2014	31.12.2015	31.12.2014
Nota		RM'000	RM'000	RM'000	RM'000	RM'000
			Dinyatakan semula	Dinyatakan semula		
Aset						
Tunai dan bersamaan tunai	4	15,103,265	9,531,490	8,675,527	10,990,864	6,981,887
Deposit dan simpanan di bank dan institusi kewangan lain	5	976,830	721,324	701,302	-	-
Aset derivatif	6	126,527	71,488	53,041	60,107	75,569
Sekuriti dipegang untuk dagangan	7	670,006	1,165,590	1,405,198	-	-
Sekuriti tersedia untuk dijual	8	43,465,824	40,995,841	37,137,618	29,901,837	27,393,144
Aset dipegang untuk dijual	9	8,970	1,796,781	3,579,656	8,970	2,439,577
Tuntutan semula cukai		131,666	129,505	91,080	64,204	64,204
Penghutang perniagaan dan pelbagai	10	1,799,977	2,432,428	1,110,607	918,396	518,194
Inventori	11	78,588	40,942	45,616	-	-
Pembiayaan	12	34,294,690	29,524,571	23,740,948	1,038,779	1,448,290
Aset takaful	13	850,848	811,051	753,089	-	-
Sekuriti dipegang sehingga matang	14	3,460,413	4,011,530	2,967,935	5,134,675	5,596,231
Deposit berkanun di Bank Negara Malaysia	15	1,591,460	1,335,000	1,297,100	-	-
Kos pembangunan hartanah	16	975,731	972,487	354,409	-	-
Perbelanjaan pembangunan ladang	17	687,160	681,262	716,762	-	-
Perhutanan	18	145,905	-	-	-	-
Cukai tertunda	19	155,309	136,982	124,320	-	-
Pelaburan dalam entiti usahasama	20	420,926	333,955	184,807	295,961	295,961
Pelaburan dalam syarikat bersekutu	21	927,439	722,033	950,196	816,267	570,500
Pelaburan dalam syarikat subsidiari	22	-	-	-	4,805,547	3,752,555
Pelaburan hartanah	23	7,977,663	8,291,494	6,333,449	5,727,009	5,196,758
Hartanah, loji dan peralatan	24	3,543,077	3,051,537	2,993,111	408,997	395,552
Aset tak ketara	25	442,345	342,441	396,358	24,791	22,859
Jumlah aset		117,834,619	107,099,732	93,612,129	60,196,404	54,751,281

PENYATA KEDUDUKAN KEWANGAN
PADA 31 DISEMBER 2015 (samb.)

		Kumpulan			TH	
		31.12.2015	31.12.2014	01.01.2014	31.12.2015	31.12.2014
	Nota	RM'000	RM'000	RM'000	RM'000	RM'000
			Dinyatakan semula	Dinyatakan semula		
Liabiliti						
Deposit daripada pelanggan perbankan	26	42,766,491	38,368,726	32,410,964	-	-
Akaun pelaburan pelanggan perbankan	27	676,105	-	-	-	-
Deposit dan simpanan oleh bank dan institusi kewangan lain	28	-	300,000	1,529,975	-	-
Liabiliti derivatif	6	101,913	32,407	13,565	-	-
Liabiliti berkaitan aset yang dipegang untuk dijual		-	-	174,085	-	-
Peruntukan zakat dan cukai		112,415	129,826	102,195	67,419	57,931
Pemiutang perniagaan dan pelbagai	29	2,153,411	2,329,778	1,742,054	221,286	270,162
Liabiliti takaful	30	6,588,888	6,323,577	6,082,001	-	-
Pajakan kewangan	31	8,003	412	632	-	-
Pembiayaan	32	2,540,381	1,932,083	1,416,280	-	-
Pendapatan tertunda	33	9,975	32,425	10,597	9,975	10,286
Cukai tertunda	19	209,195	206,382	191,340	-	-
Peruntukan manfaat persaraan	34	435,534	406,731	391,414	435,534	406,615
Jumlah liabiliti		55,602,311	50,062,347	44,065,102	734,214	744,994
Dana diwakili oleh:						
Kumpulan wang simpanan pendeposit						
- Baki akhir tahun	35	59,327,388	51,120,554	43,087,551	59,327,388	51,120,554
- Bonus dibayar selepas akhir tahun	35	3,220,374	3,237,196	2,631,908	3,220,374	3,237,196
Rizab keuntungan terkumpul		714,649	1,147,423	202,711	607,957	292,704
Rizab terkumpul TKJHM dan TWT		263,743	223,366	317,784	263,743	223,366
Rizab-rizab lain		(2,983,414)	(221,675)	1,750,233	(3,957,272)	(867,533)
		60,542,740	55,506,864	47,990,187	59,462,190	54,006,287
Kepentingan minoriti		1,689,568	1,530,521	1,556,840	-	-
Jumlah dana		62,232,308	57,037,385	49,547,027	59,462,190	54,006,287
Jumlah liabiliti dan dana		117,834,619	107,099,732	93,612,129	60,196,404	54,751,281

Nota-nota yang dibentangkan di muka surat 261 hingga 340 merupakan sebahagian daripada penyata kewangan ini.

PENYATA PENDAPATAN

BAGI TAHUN BERAKHIR 31 DISEMBER 2015

	Nota	Kumpulan		TH	
		2015	2014	2015	2014
		RM'000	RM'000	RM'000	RM'000
Pendapatan	36	6,981,112	7,601,242	4,083,404	2,979,041
Kos jualan		(1,064,309)	(1,018,094)	-	-
Keuntungan kasar	36	5,916,803	6,583,148	4,083,404	2,979,041
Pendapatan lain		645,571	591,363	383,383	310,263
Bahagian pendapatan pendeposit perbankan	37	(907,113)	(776,932)	-	-
Perbelanjaan pentadbiran		(1,786,861)	(1,627,927)	(487,855)	(443,689)
Perbelanjaan lain		(291,081)	(303,724)	(191,116)	(62,548)
Keuntungan operasi	38	3,577,319	4,465,928	3,787,816	2,783,067
Kos pembiayaan		(83,960)	(59,940)	-	-
Rosot nilai dan pelarasan nilai saksama	39	25,492	565,537	(192,927)	252,901
Zakat	40	(73,158)	(74,426)	(59,262)	(57,000)
Bahagian kerugian selepas cukai dan zakat syarikat bersekutu		(11,863)	(12,340)	-	-
Bahagian keuntungan/(kerugian) selepas cukai dan zakat entiti usahasama		27,584	(12,153)	-	-
Keuntungan sebelum cukai		3,461,414	4,872,606	3,535,627	2,978,968
Cukai	41	(245,063)	(257,145)	-	-
Keuntungan tahun semasa		3,216,351	4,615,461	3,535,627	2,978,968
Keuntungan tahun semasa diatribut kepada:					
TH		2,911,717	4,305,235	3,535,627	2,978,968
Kepentingan minoriti		304,634	310,226	-	-
		3,216,351	4,615,461	3,535,627	2,978,968

PENYATA PENDAPATAN KOMPREHENSIF

BAGI TAHUN BERAKHIR 31 DISEMBER 2015

Nota	Kumpulan		TH	
	2015 RM'000	2014 RM'000	2015 RM'000	2014 RM'000
Keuntungan tahun semasa	3,216,351	4,615,461	3,535,627	2,978,968
Pendapatan komprehensif lain:				
Item yang akan atau mungkin dikelaskan semula kepada keuntungan atau kerugian				
Bahagian pendapatan/(kerugian) komprehensif lain syarikat bersekutu	2,910	(8,266)	-	-
Bahagian pendapatan/(kerugian) komprehensif lain entiti usahasama	4,054	(2,917)	-	-
Perubahan nilai saksama sekuriti tersedia untuk dijual	(3,083,542)	(2,456,223)	(3,089,739)	(2,423,892)
Perbezaan tukaran asing dari operasi luar negara	26,193	(18,111)	-	-
	(3,050,385)	(2,485,517)	(3,089,739)	(2,423,892)
Item yang tidak akan dikelaskan semula kepada keuntungan atau kerugian				
Bahagian pendapatan/(kerugian) komprehensif lain syarikat bersekutu	237	(9,853)	-	-
Pengukuran semula liabiliti manfaat persaraan	(2,368)	(24,459)	-	(24,459)
Perubahan nilai saksama perhutanan, selepas cukai	(5,281)	-	-	-
Pendapatan tertunda	22,139	-	-	-
Lebih bersih TKJHM dan TWT	4,277	6,085	4,277	6,085
	19,004	(28,227)	4,277	(18,374)
Kerugian komprehensif lain tahun semasa	(3,031,381)	(2,513,744)	(3,085,462)	(2,442,266)
Jumlah pendapatan komprehensif tahun semasa	184,970	2,101,717	450,165	536,702
Jumlah pendapatan komprehensif tahun semasa diatribut kepada:				
TH	(89,927)	1,790,466	450,165	536,702
Kepentingan minoriti	274,897	311,251	-	-
	184,970	2,101,717	450,165	536,702

Nota-nota yang dibentangkan di muka surat 261 hingga 340 merupakan sebahagian daripada penyata kewangan ini.

PENYATA PERUBAHAN DANA

BAGI TAHUN BERAKHIR 31 DISEMBER 2015

		Atribut kepada <i>TH</i>						
		Tidak boleh agih			Boleh agih			
Kumpulan	Nota	Kumpulan wang simpanan pendeposit RM'000	Rizab terkumpul TKJHM dan TWT RM'000	Rizab - rizab lain (Nota 44) RM'000	Rizab keuntungan terkumpul RM'000	Jumlah RM'000	Kepentingan minoriti RM'000	Jumlah dana RM'000
Pada 1 Januari 2015		54,357,750	223,366	(221,675)	1,147,423	55,506,864	1,530,521	57,037,385
Pengukuran semula liabiliti manfaat persaraan		-	-	-	(646)	(646)	(1,485)	(2,131)
Perubahan nilai saksama sekuriti tersedia untuk dijual		-	-	(3,085,345)	-	(3,085,345)	1,803	(3,083,542)
Perubahan nilai saksama perhutanan		-	-	-	(4,884)	(4,884)	(397)	(5,281)
Pendapatan tertunda		-	-	-	16,122	16,122	6,017	22,139
Perbezaan tukaran asing daripada operasi luar negara		-	-	68,832	-	68,832	(35,675)	33,157
Lebih bersih TKJHM dan TWT		-	4,277	-	-	4,277	-	4,277
Jumlah pendapatan komprehensif lain tahun semasa		-	4,277	(3,016,513)	10,592	(3,001,644)	(29,737)	(3,031,381)
Keuntungan tahun semasa		-	-	-	2,911,717	2,911,717	304,634	3,216,351
Jumlah pendapatan komprehensif tahun semasa		-	4,277	(3,016,513)	2,922,309	(89,927)	274,897	184,970
Simpanan bersih tahun semasa		4,969,638	-	-	-	4,969,638	-	4,969,638
Tambahan tahun semasa		-	36,100	-	-	36,100	-	36,100
Bonus pendeposit:	43							
- Bonus tahunan		2,807,369	-	-	(2,807,369)	-	-	-
- Bonus haji		413,005	-	-	(413,005)	-	-	-
Dividen dibayar kepada pemegang saham minoriti		-	-	-	-	-	(117,430)	(117,430)
Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari		-	-	1,467	-	1,467	3,342	4,809
Perubahan dalam pegangan struktur Kumpulan		-	-	(109)	46	(63)	116,899	116,836
Pindahan rizab		-	-	253,416	(134,755)	118,661	(118,661)	-
Pada 31 Disember 2015		62,547,762	263,743	(2,983,414)	714,649	60,542,740	1,689,568	62,232,308

PENYATA PERUBAHAN DANA
PADA 31 DISEMBER 2015 (samb.)

		Atribut kepada <i>TH</i>						
		Tidak boleh agih			Boleh agih			
Kumpulan	Nota	Kumpulan wang simpanan pendeposit RM'000	Rizab terkumpul TKJHM dan TWT RM'000	Rizab-rizab lain (Nota 44) RM'000	Rizab keuntungan terkumpul RM'000	Jumlah RM'000	Kepentingan minoriti RM'000	Jumlah dana RM'000
Pada 1 Januari 2014		45,719,459	317,784	1,750,233	202,711	47,990,187	1,556,840	49,547,027
Pengukuran semula liabiliti manfaat persaraan		-	-	-	(34,312)	(34,312)	-	(34,312)
Perubahan nilai saksama sekuriti tersedia untuk dijual		-	-	(2,453,388)	-	(2,453,388)	(2,835)	(2,456,223)
Perbezaan tukaran asing daripada operasi luar negara		-	-	(33,154)	-	(33,154)	3,860	(29,294)
Lebihan bersih TKJHM dan TWT		-	6,085	-	-	6,085	-	6,085
Jumlah pendapatan komprehensif lain tahun semasa		-	6,085	(2,486,542)	(34,312)	(2,514,769)	1,025	(2,513,744)
Keuntungan tahun semasa		-	-	-	4,305,235	4,305,235	310,226	4,615,461
Jumlah pendapatan komprehensif tahun semasa		-	6,085	(2,486,542)	4,270,923	1,790,466	311,251	2,101,717
Simpanan bersih tahun semasa		5,401,095	-	-	-	5,401,095	-	5,401,095
Pengurangan tahun semasa		-	(100,503)	-	-	(100,503)	-	(100,503)
Bonus pendeposit:	43							
- Bonus tahunan		2,988,053	-	-	(2,988,053)	-	-	-
- Bonus haji		249,143	-	-	(249,143)	-	-	-
Dividen dibayar kepada pemegang saham minoriti		-	-	-	-	-	(224,232)	(224,232)
Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari		-	-	2,551	-	2,551	7,872	10,423
Perubahan dalam pegangan struktur Kumpulan		-	-	225,536	91,082	316,618	(5,227)	311,391
Pindahan rizab		-	-	286,547	(180,097)	106,450	(115,983)	(9,533)
Pada 31 Disember 2014		54,357,750	223,366	(221,675)	1,147,423	55,506,864	1,530,521	57,037,385

PENYATA PERUBAHAN DANA

BAGI TAHUN BERAKHIR 31 DISEMBER 2015

Atribut kepada <i>TH</i>						
		Tidak boleh agih		Boleh agih		
<i>TH</i>	<i>Nota</i>	Kumpulan wang simpanan pendeposit RM'000	Rizab nilai saksama RM'000	Rizab terkumpul TKJHM dan TWT RM'000	Keuntungan terkumpul RM'000	Jumlah RM'000
Pada 1 Januari 2015		54,357,750	(867,533)	223,366	292,704	54,006,287
Lebihan bersih TKJHM dan TWT		-	-	4,277	-	4,277
Perubahan nilai saksama sekuriti tersedia untuk dijual		-	(3,089,739)	-	-	(3,089,739)
Jumlah pendapatan komprehensif lain tahun semasa		-	(3,089,739)	4,277	-	(3,085,462)
Keuntungan tahun semasa		-	-	-	3,535,627	3,535,627
Jumlah pendapatan komprehensif tahun semasa		-	(3,089,739)	4,277	3,535,627	450,165
Simpanan bersih tahun semasa		4,969,638	-	-	-	4,969,638
Tambahan tahun semasa		-	-	36,100	-	36,100
Bonus pendeposit:	43					
- Bonus tahunan		2,807,369	-	-	(2,807,369)	-
- Bonus haji		413,005	-	-	(413,005)	-
		3,220,374	-	-	(3,220,374)	-
Pada 31 Disember 2015		62,547,762	(3,957,272)	263,743	607,957	59,462,190
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:	43					
- 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

Nota-nota yang dibentangkan di muka surat 261 hingga 340 merupakan sebahagian daripada penyata kewangan ini.

PENYATA ALIRAN TUNAI

BAGI TAHUN BERAKHIR 31 DISEMBER 2015

Nota	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Keuntungan sebelum cukai dari:				
Operasi berterusan	3,461,414	4,872,606	3,535,627	2,978,968
	3,461,414	4,872,606	3,535,627	2,978,968
Pelarasan untuk:				
Susut nilai hartanah, loji dan peralatan	198,678	172,494	27,155	26,422
Keuntungan daripada jualan hartanah, loji dan peralatan	(3,575)	(22,663)	(3,142)	(10,042)
Keuntungan daripada aset dipegang untuk dijual	(17,674)	-	(17,674)	-
Keuntungan daripada penjualan pelaburan hartanah	-	(13)	-	-
Dividen syarikat subsidiari	-	-	(1,347,006)	(221,761)
Dividen syarikat bersekutu	-	-	(17,581)	(9,760)
Dividen saham	(440,395)	(334,790)	(440,359)	(334,790)
Dividen pengurus tabungan	(30,994)	(26,012)	(30,994)	(26,012)
Kupon sekuriti hutang	(471,324)	(471,065)	(604,646)	(593,719)
Bahagian kerugian selepas cukai dan zakat syarikat bersekutu	11,863	12,340	-	-
Bahagian (keuntungan)/kerugian selepas cukai dan zakat entiti usahasama	(27,584)	12,153	-	-
Keuntungan urus niaga saham	(460,999)	(821,645)	(460,999)	(821,645)
Keuntungan penjualan syarikat subsidiari	(1,303)	(836,210)	(85,967)	(83,375)
(Keuntungan)/Kerugian penjualan syarikat bersekutu	(247)	4,435	-	12,114
Keuntungan atas penjualan sekuriti hutang	(12,597)	(2,109)	(12,597)	(2,109)
(Keuntungan)/Kerugian urus niaga derivatif	(5,445)	1,184	(6,597)	(1,186)
Perubahan nilai saksama derivatif	1,480	(5,021)	15,264	53,944
Keuntungan pembiayaan kepada syarikat subsidiari	-	-	(71,513)	(72,074)
Keuntungan daripada pembayaran balik modal	-	(790)	-	(790)
Keuntungan sijil hutang boleh niaga	(145,502)	(128,209)	(147,107)	(128,209)
Pertambahan sekuriti hutang	(85,565)	(72,932)	(85,565)	(72,932)
Rosot nilai saham dan sekuriti hutang	17,726	56,219	17,726	55,965
Rosot nilai syarikat subsidiari tercatat	-	-	-	47,312
Rosot nilai syarikat bersekutu tercatat	28,109	230,490	28,109	230,490
Rosot nilai muhibah	-	15,510	-	-

PENYATA ALIRAN TUNAI

BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

Nota	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Rosot nilai pembiayaan perbankan	73,819	56,305	-	-
Perubahan nilai saksama pelaburan hartanah	(127,025)	(947,778)	106,011	(669,350)
Perubahan nilai saksama perhutanan	(14,461)	-	-	-
Perubahan nilai saksama geran Kerajaan	(5,180)	-	-	-
Hartanah, loji dan peralatan dilupuskan	(1,692)	1,556	71	136
Rosot nilai pelaburan saham diambil semula	(2,647)	(254,507)	-	(266,642)
Kos pelaburan syarikat subsidiari dihapuskira	-	-	25,777	-
Instrumen kewangan derivatif dihapuskira	-	28,738	-	28,738
Pelunasan pendapatan tertunda	(311)	(311)	(311)	(311)
Pelunasan aset tak ketara	(14,500)	8,755	-	-
Pendapatan dividen perbankan	(3,572)	(3,560)	-	-
Nilai saksama opsyen saham kakitangan	(47)	(55)	-	-
Peruntukan pelan manfaat persaraan	40,280	38,022	40,280	37,944
Keuntungan tukaran asing	(489,215)	(29,333)	(358,420)	(29,230)
Zakat	73,158	74,426	59,262	57,000
Kos pembiayaan	83,960	59,940	-	-
Keuntungan operasi sebelum pergerakan dalam modal kerja	1,628,633	1,688,170	164,804	185,096
Pengurangan/(Penambahan) dalam modal kerja:				
Inventori	(38,277)	(1,222)	-	-
Penghutang perniagaan dan pelbagai	2,207,076	287,421	(134,737)	710,793
Pemiutang perniagaan dan pelbagai	(138,491)	758,194	(176,782)	333,594
Deposit berkanun di Bank Negara Malaysia	(256,460)	(37,900)	-	-
Bil bayaran	(4,947)	(43,074)	-	-
Pembiayaan pelanggan perbankan	(4,973,658)	(5,980,556)	-	-
Deposit daripada pelanggan perbankan	3,116,255	5,957,762	-	-
Deposit dan simpanan oleh bank dan institusi kewangan lain	(300,000)	(1,229,975)	-	-
Tunai diperoleh daripada/(digunakan dalam) aktiviti operasi dan zakat	1,240,131	1,398,820	(146,715)	1,229,483
Bayaran bonus kepada pendeposit	(3,220,374)	(3,237,196)	(3,220,374)	(3,237,196)
Bayaran zakat	(62,715)	(68,469)	(49,774)	(53,462)
Bayaran cukai	(290,669)	(283,503)	-	-
Bayaran balik cukai	11,956	4,098	-	-
Bayaran pelan manfaat persaraan	(11,417)	(15,707)	(11,361)	(15,537)
Perbelanjaan pembangunan ladang	(524,313)	(256,568)	-	-

PENYATA ALIRAN TUNAI

BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

Nota	Kumpulan		TH	
	2015 RM'000	2014 RM'000	2015 RM'000	2014 RM'000
Perbelanjaan perhutanan	(23,568)	-	-	-
Kos pembangunan hartanah	(3,243)	(618,078)	-	-
Tunai bersih digunakan dalam aktiviti operasi	(2,884,212)	(3,076,603)	(3,428,224)	(2,076,712)
Aliran tunai daripada aktiviti pelaburan				
Hasil dari penjualan hartanah, loji dan peralatan	221,577	64,470	6,499	15,565
Hasil dari penjualan pelaburan hartanah	1,629,696	70	-	-
Hasil dari penjualan aset dipegang untuk dijual	20,326	15,220	20,326	4,220
Hasil dari penjualan syarikat subsidiari	16,250	751,835	278,899	194,116
Hasil dari penjualan syarikat bersekutu	247	21	-	-
Belian saham	(3,245,462)	(5,205,092)	(3,245,462)	(5,205,071)
Hasil dari urusniaga instrumen kewangan derivatif	6,796	1,186	6,796	1,186
Jualan/(Belian) bersih sekuriti hutang	8,556	(2,306,467)	8,556	(2,306,467)
Jualan/(Belian) aset kewangan lain	793,961	(1,343,108)	793,961	(1,343,108)
Pelaburan derivatif	-	(24,289)	-	(24,289)
Belian hartanah, loji dan peralatan	(562,048)	(278,442)	(57,957)	(134,660)
Pengambilalihan syarikat subsidiari	-	(12,410)	(627,209)	(501,621)
Pelaburan bersih dalam syarikat bersekutu	(274,307)	(27,694)	(274,307)	(27,694)
Pelaburan bersih dalam entiti usahasama	(87,516)	(147,360)	-	(80,000)
Hasil bersih sekuriti perbankan	416,931	2,873,082	-	-
Pelaburan hartanah	(619,387)	(775,811)	(619,377)	(367,746)
Terimaan dividen syarikat subsidiari	-	-	1,357,321	160,089
Dividen dari syarikat bersekutu	29,486	20,960	15,486	9,760
Terimaan dividen saham	335,271	233,005	335,271	233,005
Terimaan kupon sekuriti hutang	616,241	574,771	616,241	574,771
Tunai bersih digunakan dalam aktiviti pelaburan	(693,382)	(5,586,053)	(1,384,956)	(8,797,944)
Aliran tunai daripada aktiviti kewangan				
Terimaan daripada pembiayaan jangka panjang	897,067	482,664	-	-
Bayaran balik pembiayaan kepada syarikat subsidiari	688,541	715,089	688,541	657,888
Bayaran dividen kepada pemegang saham minoriti	(117,430)	(224,232)	-	-
Kumpulan wang simpanan pendeposit	8,190,012	8,638,291	8,190,012	8,638,291

PENYATA ALIRAN TUNAI
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

	Nota	Kumpulan		TH	
		2015	2014	2015	2014
		RM'000	RM'000	RM'000	RM'000
Bayaran balik pajakan kewangan		-	(102)	-	-
Kos pembiayaan dibayar		(103,534)	(59,940)	-	-
Tunai bersih diperolehi daripada aktiviti kewangan		9,554,656	9,551,770	8,878,553	9,296,179
Penambahan/(Pengurangan) bersih dalam tunai dan bersamaan tunai		5,977,062	889,114	4,065,373	(1,578,477)
Tunai dan bersamaan tunai pada 1 Januari		10,242,686	9,370,545	6,981,887	8,557,140
(Pengurangan)/Penambahan bersih dalam tunai dan bersamaan tunai TKJHM		(64,448)	18,128	(64,448)	18,128
Perbezaan mata wang asing		(126,668)	(35,101)	8,052	(14,904)
Tunai dan bersamaan tunai pada 31 Disember		16,028,632	10,242,686	10,990,864	6,981,887
Tunai dan bersamaan tunai terdiri daripada:					
Pelaburan dalam simpanan dengan institusi kewangan berlesen		10,825,753	5,011,185	10,709,444	6,833,475
Tunai dan baki di bank		1,795,676	1,418,721	281,420	148,412
Wang panggilan dan simpanan antara bank dengan tempoh matang tidak melebihi satu bulan		2,481,836	3,101,584	-	-
4		15,103,265	9,531,490	10,990,864	6,981,887
Deposit dan simpanan dengan bank dan institusi kewangan lain	5	976,830	721,324	-	-
Deposit dicagarkan		(51,463)	(10,128)	-	-
		16,028,632	10,242,686	10,990,864	6,981,887

Nota-nota yang dibentangkan di muka surat 261 hingga 340 merupakan sebahagian daripada penyata kewangan ini.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015

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 22, 21 dan 20 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 2015 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 6 April 2016.

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 diselaraskan menurut prinsip-prinsip Syariah.

Piawaian-piawaian perakaunan, interpretasi dan pindaan berkuat kuasa bagi tempoh kewangan bermula pada atau selepas 1 Julai 2014 yang diterima pakai oleh Kumpulan dan **TH** dari tahun kewangan bermula pada 1 Januari 2015 adalah seperti berikut:

- *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)*

Penerimaan pakai piawaian, interpretasi dan pindaan tersebut tidak memberi impak kewangan terhadap penyata kewangan Kumpulan dan **TH**.

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

2. Asas penyediaan penyata kewangan (*samb.*)

(a) Penyataan pematuhan (*samb.*)

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 Januari 2016

- *FRS 14, Regulatory Deferral Accounts*
- *Amendments to FRS 5, Non-current Assets Held for Sale and Discontinued Operations (Annual Improvements 2012 - 2014 Cycle)*
- *Amendments to FRS 7, Financial Instruments: Disclosures (Annual Improvements 2012 - 2014 Cycle)*
- *Amendments to FRS 10, Consolidated Financial Statements, FRS 12, Disclosure of Interests in Other Entities and FRS 128, Investment in Associates and Joint Ventures - Investment Entities: Applying the Consolidation Exception*
- *Amendments to FRS 11, Joint Arrangements - Accounting for Acquisitions of Interests in Joint Operations*
- *Amendments to FRS 101, Presentation of Financial Statements - Disclosure Initiative*
- *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*
- *Amendments to FRS 119, Employee Benefits (Annual Improvements 2012 - 2014 Cycle)*
- *Amendments to FRS 127, Separate Financial Statements - Equity Method in Separate Financial Statements*

(ii) Piawaian, interpretasi dan pindaan berkuat kuasa bagi tempoh kewangan bermula pada atau selepas 1 Januari 2018

- *FRS 9, Financial Instruments (2014)*
- *FRS 15, Revenue from Contracts with Customers*

(iii) Piawaian, interpretasi dan pindaan berkuat kuasa bagi tarikh yang belum ditetapkan

- *Amendments to FRS 10, Consolidated Financial Statements*
- *Amendments to FRS 128, Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

Kumpulan bercadang untuk menerima pakai piawaian, interpretasi dan pindaan seperti berikut:

- (i) dari tahun kewangan bermula pada 1 Januari 2016 bagi piawaian, pindaan dan interpretasi yang berkuat kuasa untuk tempoh kewangan bermula pada atau selepas 1 Januari 2016, yang mana berkaitan; dan
- (ii) dari tahun kewangan bermula pada 1 Januari 2018 bagi piawaian, pindaan 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

2. Asas penyediaan penyata kewangan (samb.)

(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.

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.

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. Potensi hak mengundi dipertimbang semasa kawalan dinilai hanya apabila hak tersebut adalah substantif.

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.

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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(a) Asas penyatuan (samb.)

(ii) Penggabungan perniagaan (samb.)

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.

(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 diiktiraf 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(a) Asas penyatuan (samb.)

v) Aturan usahasama (samb.)

Kumpulan menerima pakai FRS 11, *Joint Arrangement* dalam tahun kewangan semasa. Dengan itu, aturan usahasama 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** mengambil kira bahagian masing-masing dalam aset, liabiliti dan transaksi berkaitan dengan operasi bersama.
- Aturan usahasama diklasifikasikan sebagai entiti usahasama apabila Kumpulan mempunyai hak hanya pada aset bersih dari pengaturian tersebut. Kumpulan mengambil kira 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.

(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 berkecaraan 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

Pengiktirafan

Pembelian dan penjualan instrumen kewangan diiktiraf pada tarikh Kumpulan komited untuk membeli atau menjual sesuatu instrumen kewangan.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(c) Instrumen kewangan (samb.)

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.

(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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(c) Instrumen kewangan (samb.)

(iii) Aset kewangan dipegang sehingga matang (samb.)

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.

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.

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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(c) Instrumen kewangan (samb.)

Kontrak jaminan kewangan (samb.)

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.

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 jangka masa 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 diselaras mengikut kadar keuntungan efektif secara prospektif.

Penyahiktirafan

Aset kewangan dinyahiktiraf 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 dikeluarkan atau dinyahiktiraf daripada penyata kedudukan kewangan apabila obligasi yang ditetapkan di dalam kontrak dilucutkan, dibatalkan atau telah luput.

(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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(d) Kerja dalam pelaksanaan bagi kontrak pembinaan (samb.)

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 pemilihan 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 wajar 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.

(f) 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 pemilihan tanah adalah termasuk harga pembelian tanah, yuran profesional, duti setem, komisyen, yuran penukaran dan levi yang berkaitan.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

3. Dasar perakaunan penting (*samb.*)

(f) Kos pembangunan hartanah (*samb.*)

(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.

(g) 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.

Perbelanjaan overhead ladang dibahagikan kepada pendapatan dan perbelanjaan pembangunan ladang mengikut nisbah kawasan matang dan belum matang.

(h) Perhutanan

Perhutanan diukur pada nilai saksama yang mana 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.

Nilai saksama tapak semaian diukur mengikut kos penyelenggaraan tapak semaian.

(i) Pelaburan hartanah

Pelaburan hartanah dibawa pada nilai saksama

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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(i) Pelaburan hartanah (samb.)

Pengkelasan semula ke/dari pelaburan hartanah

Apabila sesuatu hartanah, loji dan peralatan dipindahkan ke hartanah pelaburan berikutan perubahan dalam penggunaannya, sebarang perbezaan yang timbul pada tarikh pindahan di antara amaun dibawa item tersebut sejurus sebelum dipindahkan dan nilai saksamanya diiktiraf secara langsung dalam ekuiti sebagai penilaian semula hartanah, loji dan peralatan.

Apabila penggunaan berubah dan ia dikelaskan semula sebagai hartanah, loji dan peralatan, nilai saksama pada tarikh pengkelasan semula adalah kos untuk perakaunan selanjutnya.

(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 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 dinyahiktiraf 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.

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 perlaksanaan tidak disusut nilai sehingga aset siap untuk digunakan.

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(j) Hartanah, loji dan peralatan (samb.)

Susut nilai (samb.)

(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

Hartanah milik pajak dilunaskan mengikut tempoh pajakan seperti berikut:

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 2015 (*samb.*)

3. Dasar perakaunan penting (*samb.*)

(I) 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 selaras dengan kehendak Akta Perkhidmatan Kewangan Islam 2013 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 tema 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 terdiri daripada penilaian aktuari prospektif, penilaian unjuran aliran tunai dan penilaian caruman yang belum diperolehi seperti yang dijelaskan di bawah:

(i) *Penilaian aktuari prospektif*

Bagi produk yang berkaitan dengan kredit, liabiliti Dana Takaful Keluarga hendaklah dinilai berdasarkan jumlah nilai semasa faedah masa depan dan perbelanjaan masa depan yang dijangka perlu dibayar daripada dana takaful, ditolak nilai semasa tabarru' kasar masa depan yang timbul daripada perakuan itu, didiskaunkan pada kadar diskaun risiko yang sesuai seperti yang dinyatakan di dalam garis panduan penilaian.

Bagi sijil takaful berkaitan kredit yang mana kemampuan potongan tabarru' bergantung kepada prestasi Dana Pelaburan Pencarum ("PIF"), pengiraan adalah tertakluk kepada pelarasan aliran tunai tabarru' kasar masa depan dan ia adalah terhad kepada tempoh di mana PIF boleh mengekalkan tabarru' dan andaian bahawa perlindungan takaful berkuat kuasa sepanjang tempoh kontrak.

(ii) *Penilaian unjuran aliran tunai*

Bagi produk dengan PIF selain daripada produk-produk yang berkaitan dengan kredit, liabiliti dinilai dengan unjuran aliran tunai masa hadapan bagi memastikan semua obligasi masa hadapan dapat dipenuhi tanpa kewangan tambahan atau sokongan modal sepanjang tempoh sijil. Unjuran aliran tunai hendaklah menggunakan asas yang selaras dengan kehendak garis panduan penilaian.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(I) Dana Takaful (samb.)

(i) Dana Takaful Keluarga (samb.)

Rizab aktuari (samb.)

(iii) Penilaian caruman yang belum diperolehi

Bagi produk yang diperbaharui setiap tahun hendaklah dinilai mengikut kepada yang berikut:

- (a) Bagi sijil yang meliputi kematian atau hidup, liabiliti dinilai berasaskan risiko belum tamat menggunakan anggaran prospektif bayaran masa hadapan yang timbul daripada peristiwa masa hadapan yang dilindungi pada tarikh penilaian. Bayaran masa depan termasuk peruntukan untuk tuntutan perbelanjaan yang berkaitan secara langsung, perbelanjaan yang berkaitan dengan pelaburan langsung, kos takaful semula dan bayaran balik sumbangan masa depan yang dijangka dalam tempoh belum tamat.
- (b) Bagi sijil yang meliputi selain daripada kematian atau hidup, liabiliti bersih adalah had maksimum rizab risiko belum tamat tempoh atau rizab sumbangan yang belum diperolehi.

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:

- (i) Sijil-sijil yang matang atau bayaran manfaat yang perlu dibayar pada suatu tarikh khusus dianggap sebagai tuntutan belum bayar pada tarikh tersebut.
- (ii) 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.
- (iii) 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 selaras dengan kehendak Akta Perkhidmatan Kewangan Islam 2013 dan ianya terdiri daripada:

- (i) Takaful Am; dan
- (ii) 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

3. Dasar perakaunan penting (*samb.*)

(l) Dana Takaful (*samb.*)

(ii) Dana Takaful Am (*samb.*)

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:

- (i) Kaedah 1/365 untuk kesemua Dana Takaful Am di Malaysia
- (ii) Kaedah 1/8 untuk kesemua kelas Dana Takaful Semula Am “*Inward Treaty*”.

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 lebih 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(m) Aset tak ketara (samb.)

(ii) Fi perkhidmatan Bancatakaful

Fi perkhidmatan Bancatakaful dilunaskan kepada penyata pendapatan mengikut kaedah garis lurus sepanjang anggaran tempoh hayat kegunaan perkhidmatan tersebut selama lima tahun. Kaedah perlunasan, tempoh hayat kegunaan dan nilai sisa disemak semula pada setiap akhir pelaporan dan diubah, jika perlu.

(iii) 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.

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 diperolehi semula, jumlah tersebut dikreditkan ke penyata pendapatan. Jika pada tahun berikutnya, jumlah kerugian rosot nilai berkurangan dan pengurangan dapat dihubungkan secara objektif dengan peristiwa yang berlaku selepas rosot nilai diiktiraf, kerugian rosot nilai yang telah diiktiraf dibalikkan kepada penyata pendapatan.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(n) Rosot nilai (samb.)

(i) Aset kewangan (samb.)

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 kebangkrutan, 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 diperolehi akan dianggarkan.

Jumlah boleh diperolehi 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 diperolehi. Kerugian rosot nilai diiktiraf dalam penyata pendapatan.

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 diperolehi. 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(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.

(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.

(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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(r) Manfaat kakitangan (samb.)

(iii) Manfaat jangka panjang (samb.)

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 urus 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.

(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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(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 urus 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 urus niaga itu tidak dapat dianggarkan secara tepat, pendapatan diiktiraf hanya setakat perbelanjaan yang diiktiraf yang dapat diperolehi semula.

(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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(t) Pengiktirafan pendapatan (samb.)

(iv) Kontrak pembinaan (samb.)

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 dirancang.

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.

(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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

3. Dasar perakaunan penting (samb.)

(v) Cukai (samb.)

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.

Pengelasan 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 pengelasan 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

3. Dasar perakaunan penting (*samb.*)

(x) Ukuran nilai saksama (*samb.*)

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:

- a) Tahap 1 - Harga tercatat (tidak terlaras) dalam pasaran aktif bagi aset atau liabiliti yang serupa.
- b) Tahap 2 - Input selain harga tercatat di Tahap 1 yang dapat diperoleh untuk aset atau liabiliti, sama ada secara langsung atau tidak langsung.
- c) 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 2015 (*samb.*)

4. Tunai dan bersamaan tunai

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Pelaburan dalam simpanan dengan institusi kewangan berlesen	10,825,753	5,011,185	10,709,444	6,833,475
Tunai dan baki di bank	1,795,676	1,418,721	281,420	148,412
Wang panggilan dan simpanan antara bank dengan tempoh matang tidak melebihi satu bulan	2,481,836	3,101,584	-	-
	15,103,265	9,531,490	10,990,864	6,981,887

Tunai dan bersamaan tunai adalah di dalam mata wang berikut:

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	14,580,399	9,314,499	10,798,371	6,923,011
Rial Saudi	64,464	15,017	9,362	13,549
Pound Sterling	257,979	153,976	2,227	1,885
Dolar Amerika	181,220	6,081	180,809	6,081
Dolar Australia	19,203	41,917	95	37,361
	15,103,265	9,531,490	10,990,864	6,981,887

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 RM250,779,000 (2014: RM315,228,000).

Tunai dan baki di bank milik Kumpulan termasuk RM8,178,000 (2014: RM12,464,000) 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 2.20% hingga 4.80% (2014: 2.90% hingga 4.80%).

Tunai dan baki di bank milik Kumpulan termasuk RM51,463,000 (2014: RM10,128,000) yang dicagarkan kepada bank untuk kemudahan jaminan bank.

5. Deposit dan simpanan di bank dan institusi kewangan lain

	Kumpulan	
	2015	2014
	RM'000	RM'000
Bank-bank dan institusi kewangan berlesen	976,830	721,324

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

6. Aset/(Liabiliti) derivatif

Kumpulan 2015	Prinsipal RM'000	Nilai saksama	
		Aset RM'000	Liabiliti RM'000
Kontrak hadapan	2,322,286	106,402	(98,593)
Waran tercatat	805,710	7,268	-
Tukaran kadar keuntungan	862,568	12,857	(3,320)
	3,990,564	126,527	(101,913)
2014			
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)
TH			
2015			
Waran tercatat	805,710	60,107	-
2014			
Waran tercatat	807,390	75,569	-

7. Sekuriti dipegang untuk dagangan

	Kumpulan	
	2015 RM'000	2014 RM'000
Pada nilai saksama		
Sekuriti tercatat		
Saham	125,650	110,319
Unit amanah	14,647	22,943
	140,297	133,262
Sekuriti tak tercatat		
Terbitan Pelaburan Kerajaan Malaysia	241,717	50,767
Nota Boleh Runding Bank Negara	-	394,808
Sekuriti Hutang Islam	287,992	307,125
Sijil Hutang Boleh Niaga Islam	-	279,628
	529,709	1,032,328
	670,006	1,165,590

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

8. Sekuriti tersedia untuk dijual

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Pada nilai saksama				
Saham				
Saham tercatat	15,421,813	13,250,335	14,767,366	12,807,052
Tolak: Rosot nilai tahun semasa	(13,656)	(39,129)	(13,656)	(39,129)
	15,408,157	13,211,206	14,753,710	12,767,923
Pengurus tabungan	1,327,673	1,177,567	1,327,673	1,177,567
Saham tak tercatat	1,138,169	704,382	1,111,274	654,701
Tolak: Rosot nilai tahun semasa	(20,883)	(32,665)	(1,555)	(16,836)
	1,117,286	671,717	1,109,719	637,865
	17,853,116	15,060,490	17,191,102	14,583,355
Sekuriti Hutang				
Sekuriti hutang kerajaan	11,135,498	12,834,901	1,182,245	1,379,753
Sekuriti hutang korporat	7,234,646	6,486,368	7,234,646	6,486,368
Tolak: Rosot nilai tahun semasa	(2,515)	-	(2,515)	-
	7,232,131	6,486,368	7,232,131	6,486,368
	18,367,629	19,321,269	8,414,376	7,866,121
Aset Kewangan Lain				
Unit amanah	918,032	1,053,057	610,579	611,034
Sijil hutang boleh niaga Islam	6,327,047	5,561,025	3,685,780	4,332,634
	7,245,079	6,614,082	4,296,359	4,943,668
	43,465,824	40,995,841	29,901,837	27,393,144

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

9. Aset yang dipegang untuk dijual

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Aset dikelaskan sebagai dipegang untuk dijual:				
Pelaburan dalam syarikat subsidiari	-	-	-	2,406,330
Hartanah, loji dan peralatan	8,970	34,943	8,970	33,247
Pelarasan nilai saksama pelaburan	-	1,761,838	-	-
	8,970	1,796,781	8,970	2,439,577

10. Penghutang perniagaan dan pelbagai

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Penghutang perniagaan				
Penghutang perniagaan	562,313	451,740	409,790	292,399
Penghutang pelbagai				
Baki debit akaun pelanggan dan peniaga	215,265	179,229	-	-
Pelbagai penghutang, deposit dan prabayaran	692,711	1,550,331	64,280	84,100
Pembiayaan kakitangan	105,196	100,127	19,628	21,658
Jumlah penghutang:				
- Syarikat subsidiari	-	-	422,601	120,037
- Syarikat bersekutu	2,095	-	2,095	-
- Entiti usahasama	222,397	151,001	2	-
	1,237,664	1,980,688	508,606	225,795
	1,799,977	2,432,428	918,396	518,194

11. Inventori

	Kumpulan	
	2015	2014
	RM'000	RM'000
Barangan ladang	21,367	18,256
Barangan siap	38,018	20,828
Hartanah yang telah siap	19,203	1,858
	78,588	40,942

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

12. Pembiayaan

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Kemudahan tunai	1,059,397	844,720	-	-
Kad kredit	443,543	435,638	-	-
Bil perdagangan didiskaunkan	1,139,827	1,013,823	-	-
Resit amanah	20,210	33,398	-	-
Pembiayaan bertempoh	32,223,366	27,693,845	-	-
Pajak gadai	73,883	90,288	-	-
Pembiayaan kepada syarikat subsidiari	-	-	1,038,779	1,448,290
	34,960,226	30,111,712	1,038,779	1,448,290
Tolak: Rosot nilai				
- Penilaian secara kolektif	(541,065)	(444,388)	-	-
- Penilaian secara khusus	(124,471)	(142,753)	-	-
	(665,536)	(587,141)	-	-
	34,294,690	29,524,571	1,038,779	1,448,290

Pembiayaan kepada syarikat subsidiari dalam negara dikenakan margin keuntungan sebanyak 5% hingga 7% (2014: 5%).

Pembiayaan kepada syarikat subsidiari luar negara dikenakan margin keuntungan sebanyak 5% (2014: 5%).

13. Aset Takaful

	Kumpulan	
	2015	2014
	RM'000	RM'000
Aset Takaful semula:		
Liabiliti tuntutan	404,205	405,867
Liabiliti caruman	55,893	69,949
Liabiliti aktuari	242,477	206,644
	702,575	682,460
Penghutang Takaful:		
Caruman terhutang	119,350	95,074
Terhutang dari retakaful/co-takaful	36,440	38,004
	155,790	133,078
Tolak: Rosot nilai penghutang	(7,517)	(4,487)
	148,273	128,591
	850,848	811,051

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

14. Sekuriti dipegang sehingga matang

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
<i>Pada kos terlunas</i>				
Sekuriti Hutang				
Kertas Pelaburan Islam Kerajaan Malaysia	145,157	145,276	-	-
Sekuriti hutang korporat	3,322,143	3,873,273	5,134,675	5,596,231
<i>Tolak:</i> Rosot nilai terkumpul	(6,887)	(7,019)	-	-
	3,460,413	4,011,530	5,134,675	5,596,231

15. Deposit berkanun di Bank Negara Malaysia

Deposit berkanun yang tidak menerima margin keuntungan disimpan di Bank Negara Malaysia sebagai mematuhi Seksyen 26(2)(c) Akta Bank Pusat Malaysia, 2009, dan jumlahnya dikira mengikut peratusan yang ditetapkan terhadap jumlah liabiliti tertentu.

16. Kos pembangunan hartanah

	Kumpulan	
	2015	2014
	RM'000	RM'000
Kos pembangunan hartanah merangkumi:		
Tanah	618,205	24,597
Kos pembangunan	1,197,913	1,023,632
	1,816,118	1,048,229
<i>Tambah:</i> Kos pembangunan tahun semasa		
Tanah	15,550	593,608
Kos pembangunan	107,593	177,012
	1,939,261	1,818,849
<i>Tolak:</i> Kos diiktiraf sebagai perbelanjaan dalam penyata pendapatan		
- Tahun terdahulu	(843,631)	(696,297)
- Tahun semasa	(119,899)	(150,065)
	975,731	972,487

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

17. Perbelanjaan pembangunan ladang

	Kumpulan	
	2015	2014
	RM'000	RM'000
Pada 1 Januari	681,262	716,762
Perubahan nilai saksama sebelum cukai yang diambilkira dalam pendapatan komprehensif lain	(6,949)	-
Pindahan kepada perhutanan (Nota 18)	(107,105)	-
	567,208	716,762
Tambahan	478,681	262,463
Pindahan kepada hartanah, loji dan peralatan (Nota 24)	(362,368)	(297,963)
Perbezaan tukaran asing	3,639	-
Pada 31 Disember	687,160	681,262
Termasuk dalam tambahan tahun semasa adalah seperti berikut:		
Susut nilai (Nota 24 (a))	5,322	7,118

Pindahan kepada perhutanan

Pada tahun kewangan semasa, Lembaga Pengarah syarikat subsidiari memutuskan untuk mengubah tujuan perbelanjaan pembangunan ladang bagi getah daripada penorehan kepada hasil perhutanan. Kesan dari perubahan tersebut, perbelanjaan pembangunan ladang yang berkaitan dengan getah telah dinilai semula pada 1 Januari 2015 sebelum dipindahkan kepada perhutanan dan sebarang perubahan pada nilai saksama diiktiraf kepada penyata pendapatan dan penyata pendapatan komprehensif lain.

18. Perhutanan

	Kumpulan	
	2015	2014
	RM'000	RM'000
Pada 1 Januari	-	-
Tambahan	24,339	-
Pindahan daripada perbelanjaan pembangunan ladang (Nota 17)	107,105	-
Perubahan nilai saksama yang diambilkira dalam penyata pendapatan	14,461	-
Pada 31 Disember	145,905	-
Termasuk dalam tambahan tahun semasa adalah seperti berikut:		
Susut nilai (Nota 24 (a))	771	-

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

19. Cukai tertunda

Jumlah aset dan liabiliti cukai tertunda setelah diselaraskan adalah seperti berikut:

	Kumpulan	
	2015	2014
	RM'000	RM'000
Aset cukai tertunda	155,309	136,982
Liabiliti cukai tertunda	(209,195)	(206,382)
	(53,886)	(69,400)

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 bersih merangkumi perkara-perkara berikut:

	Kumpulan	
	2015	2014
	RM'000	RM'000
Hartanah, loji dan peralatan		
- elaun modal	(396,900)	(364,512)
Pelaburan hartanah	1,593	654
Rosot nilai	49,508	66,040
Elaun modal belum diserap	217,203	191,701
Kerugian cukai belum digunakan	94,498	39,521
Lain-lain	(19,788)	(2,804)
	(53,886)	(69,400)

20. Pelaburan dalam entiti usahasama

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
<i>Pada kos</i>				
Saham tak tercatat	471,088	390,896	295,961	295,961
<i>Tambah:</i>				
Bahagian dalam entiti usahasama:				
- Kerugian terkumpul	(49,070)	(44,537)	-	-
- Rizab-rizab lain	(5,116)	(5,116)	-	-
- Perbezaan tukaran asing	4,024	(7,288)	-	-
	(50,162)	(56,941)	-	-
	420,926	333,955	295,961	295,961

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

20. Pelaburan dalam entiti usahasama (samb.)

Butiran mengenai entiti usahasama adalah seperti berikut:

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
<i>Dipegang secara langsung</i>			
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
<i>Dipegang secara tidak langsung</i>			
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
Piety THP Capital Pty. Ltd.	Pembangunan hartanah	50	50
Piety THP Developments Pty. Ltd.	Perkhidmatan pengurusan pembangunan hartanah	50	50

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

20. Pelaburan dalam entiti usahasama (*samb.*)

	Kumpulan	
	2015	2014
	RM'000	RM'000
Ringkasan maklumat kewangan pada 31 Disember		
Aset	2,838,496	2,052,656
Liabiliti	(1,885,706)	(1,309,182)
Aset bersih	952,790	743,474
Tahun berakhir 31 Disember		
Keuntungan/(Kerugian) dari operasi berterusan	55,168	(24,306)
Pendapatan/(Kerugian) komprehensif lain	8,108	(5,835)
Jumlah pendapatan/(kerugian) komprehensif	63,276	(30,141)
Penyesuaian aset bersih kepada nilai dibawa pada 31 Disember		
Bahagian Kumpulan dalam aset bersih	471,137	365,763
Nilai dibawa seperti di penyata kedudukan kewangan	420,926	333,955
Bahagian Kumpulan bagi tahun berakhir 31 Disember		
Bahagian keuntungan/(kerugian) dari operasi berterusan	27,584	(12,153)
Bahagian pendapatan/(kerugian) komprehensif lain	4,054	(2,917)
	31,638	(15,070)
Terimaan dividen oleh Kumpulan	32,117	2,512

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

21. Pelaburan dalam syarikat bersekutu

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Pada kos				
Saham tercatat	891,559	617,252	891,559	617,252
Tolak: Rosot nilai terkumpul	(230,490)	(230,490)	(230,490)	(230,490)
	661,069	386,762	661,069	386,762
Saham tak tercatat	252,820	258,270	250,019	250,450
Tolak: Rosot nilai terkumpul	(94,821)	(71,730)	(94,821)	(66,712)
	157,999	186,540	155,198	183,738
Tambah:				
Bahagian dalam syarikat bersekutu:				
- Keuntungan terkumpul	82,461	125,622	-	-
- Rizab-rizab lain	25,910	23,109	-	-
	108,371	148,731	-	-
	927,439	722,033	816,267	570,500
Harga pasaran saham tercatat	439,726	255,076	439,726	255,076

Butiran mengenai syarikat bersekutu yang kesemuanya ditubuhkan di Malaysia adalah seperti berikut:

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Dipegang secara langsung			
Tercatat dan diperbadankan di Malaysia			
TH Heavy Engineering Berhad	Pembinaan dan pembuatan struktur-struktur pelantar minyak dan gas	30	30
Pelikan International Corporation Berhad	Pengeluaran dan pengedaran alat tulis	28	28
Tak tercatat dan diperbadankan di Malaysia			
CCM Fertilizers Sdn. Bhd.	Pengeluaran dan pemasaran baja	50	50
Maju-TH Sdn. Bhd.	Pengurusan hartanah	49	49
Nihon Canpack (Malaysia) Sdn. Bhd.	Pengeluaran dan penjualan minuman dalam tin	40	40

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

21. Pelaburan dalam syarikat bersekutu (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
<i>Dipegang secara langsung (samb.)</i>			
Tak tercatat dan diperbadankan di Malaysia (samb.)			
Express Rail Link Sdn. Bhd.	Merekabentuk, membina, mengendalikan dan menyelenggara sistem keretapi laju	36	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
Top Priority Sdn. Bhd.*	Pengurusan hartanah	30	30
Prizevest Sdn. Bhd.*	Pengurusan hartanah	30	30
Victec Enterprise Sdn. Bhd.*	Pengurusan hartanah	30	30
<i>Dipegang secara tidak langsung</i>			
Tak tercatat dan diperbadankan di Malaysia			
THP Bina Sdn. Bhd. dan syarikat bersekutunya:			
HCM-TH Technologies JV	Dorman	40	40
HCM-TH Technologies Sdn. Bhd.	Dorman	30	30
Roadcare (M) Sdn. Bhd.	Menyelenggara dan menaik taraf jalan raya	28	28
BIMB Holdings Berhad dan syarikat bersekutunya:			
Islamic Banking and Finance Institute Malaysia Sdn. Bhd.	Perkhidmatan latihan dan perundingan	-	26

* **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 dihapusira sepenuhnya.

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

21. Pelaburan dalam syarikat bersekutu (samb.)

Ringkasan maklumat berkenaan dengan syarikat bersekutu adalah seperti berikut:

2015

	Pelikan International Corporation Berhad	TH Heavy Engineering Berhad	Syarikat bersekutu lain	Jumlah
	RM'000	RM'000	RM'000	RM'000
Ringkasan Penyata Kedudukan Kewangan				
Aset	1,544,219	1,386,189	4,367,459	7,297,867
Liabiliti	(1,080,582)	(737,119)	(3,603,191)	(5,420,892)
Jumlah aset bersih	463,637	649,070	764,268	1,876,975
Ringkasan Penyata Pendapatan dan Penyata Pendapatan Komprehensif				
Pendapatan	1,331,508	100,573	1,639,487	3,071,568
(Kerugian)/Keuntungan tahun semasa	(49,467)	(44,789)	85,803	(8,453)
Pendapatan/(Kerugian) komprehensif lain	22,477	(137)	-	22,340
Jumlah (kerugian)/pendapatan komprehensif	(26,990)	(44,926)	85,803	13,887

Perbandingan bahagian Kumpulan dalam jumlah aset bersih dengan jumlah pelaburan dalam syarikat bersekutu adalah seperti berikut:

	Pelikan International Corporation Berhad	TH Heavy Engineering Berhad	Syarikat bersekutu lain	Jumlah
	RM'000	RM'000	RM'000	RM'000
Ringkasan Penyata Kedudukan Kewangan				
Bahagian Kumpulan dalam jumlah aset bersih syarikat bersekutu	131,719	193,488	139,487	464,694
Jumlah pelaburan dalam syarikat bersekutu	256,571	382,672	288,196	927,439
Ringkasan Penyata Pendapatan dan Penyata Pendapatan Komprehensif				
(Kerugian)/Keuntungan tahun semasa	(14,890)	(13,350)	16,377	(11,863)
Pendapatan/(Kerugian) komprehensif lain	3,167	(41)	21	3,147
Jumlah (kerugian)/pendapatan komprehensif	(11,723)	(13,391)	16,398	(8,716)
Dividen	-	-	31,581	31,581

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

21. Pelaburan dalam syarikat bersekutu (samb.)

2014

	Pelikan International Corporation Berhad	TH Heavy Engineering Berhad	Syarikat bersekutu lain	Jumlah
	RM'000	RM'000	RM'000	RM'000
Ringkasan Penyata Kedudukan Kewangan				
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

**Ringkasan Penyata Pendapatan dan Penyata Pendapatan
Komprehensif**

Pendapatan	1,382,120	344,124	1,252,115	2,978,359
(Kerugian)/Keuntungan 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	TH Heavy Engineering Berhad	Syarikat bersekutu lain	Jumlah
	RM'000	RM'000	RM'000	RM'000
Ringkasan Penyata Kedudukan Kewangan				
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

**Ringkasan Penyata Pendapatan dan Penyata Pendapatan
Komprehensif**

(Kerugian)/Keuntungan 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	-	-	20,960	20,960

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari

	TH	
	2015	2014
	RM'000	RM'000
Pada kos		
Saham tercatat	2,944,030	2,831,826
Tolak: Rosot nilai terkumpul	(47,312)	(47,312)
	2,896,718	2,784,514
Saham tak tercatat	1,908,829	969,541
Tolak: Rosot nilai terkumpul	-	(1,500)
	1,908,829	968,041
	4,805,547	3,752,555
Harga pasaran saham tercatat	3,908,492	4,402,521

Butiran mengenai syarikat subsidiari adalah seperti berikut:

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Tercatat dan diperbadankan di Malaysia			
BIMB Holdings Berhad dan syarikat subsidiarinya:	Pemegangan pelaburan	53	54
Bank Islam Malaysia Berhad dan syarikat subsidiarinya:	Perbankan Islam	53	54
BIMB Investment Management Berhad	Pengurusan dana unit amanah	53	54
Al-Wakalah Nominees (Tempatan) Sdn. Bhd.	Perkhidmatan nomini	53	54
Farihan Corporation Sdn. Bhd.	Penyediaan tenaga kerja bagi perkhidmatan peruntukan pajak gadai Islam	53	54
Bank Islam Trust Company (Labuan) Ltd. dan syarikat subsidiarinya:	Perkhidmatan sebagai syarikat amanah berdaftar Labuan	53	54
BIMB Offshore Company Management Services Sdn. Bhd.	Residen setiausaha syarikat danpengarah bagi syarikat luar pesisir	53	54
BIMB Foreign Currency Clearing Agency Sdn. Bhd.	Dorman (dalam proses pembubaran secara sukarela)	53	54

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Tercatat dan diperbadankan di Malaysia (samb.)			
BIMB Securities (Holdings) Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	53	54
BIMB Securities Sdn. Bhd. dan syarikat subsidiarinya:	Broker saham	53	54
BIMSEC Nominees (Tempatan) Sdn. Bhd.	Perkhidmatan nomini	53	54
BIMSEC Nominees (Asing) Sdn. Bhd.	Perkhidmatan nomini	53	54
Syarikat Al-Ijarah Sdn. Bhd.	Pajakan aset	53	54
Syarikat Takaful Malaysia Berhad dan syarikat subsidiarinya:	Perkhidmatan takaful keluarga dan takaful am	32	33
ASEAN Retakaful International (L) Ltd	Perkhidmatan takaful semula takaful keluarga dan takaful am	20	21
TH Plantations Berhad dan syarikat subsidiarinya:	Pemegangan pelaburan, perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	73	71
THP Ibok Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	73	71
THP Gemas Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	73	71
THP Bukit Belian Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	73	71
THP Kota Bahagia Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	73	71
THP Agro Management Sdn. Bhd.	Perkhidmatan pengurusan	73	71
Bumi Suria Ventures Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	73	71
Maju Warisanmas Sdn. Bhd.	Penyewaan hartanah pelaburan	73	71
THP Suria Mekar Sdn. Bhd. (dahulunya dikenali sebagai Pinekey Enterprise Sdn. Bhd.)	Perkhidmatan khas	73	71
Manisraya Sdn. Bhd.	Perkhidmatan penyediaan kemudahan pembiayaan	73	71

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Tercatat dan diperbadankan di Malaysia (samb.)			
TH Ladang (Sabah & Sarawak) Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	73	71
Cempaka Teratai Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	73	71
TH PELITA Gedong Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	51	50
Kee Wee Plantations Sdn. Bhd. dan syarikat subsidiarinya:	Pemegangan pelaburan	73	71
TH PELITA Sadong Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	51	50
TH-Bonggaya Sdn. Bhd.	Perladangan getah	73	71
Ladang Jati Keningau Sdn. Bhd.	Perladangan jati	61	59
TH-USIA Jatimas Sdn. Bhd.	Perladangan getah	51	50
TH PELITA Meludam Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	44	43
TH PELITA Simunjan Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	44	43
TH PELITA Beladin Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	40	39
Derujaya Sdn. Bhd.	Dorman	73	71
Halus Riang Sdn. Bhd.	Dorman	73	71
Kuni Riang Sdn. Bhd.	Dorman	73	71
THP Saribas Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	58	57
THP-YT Plantation Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	51	50
Hydroflow Sdn. Bhd.	Perladangan kelapa sawit dan pemasaran buah tandan segar	51	50
THP Sabaco Sdn. Bhd.	Perladangan kelapa sawit, pemprosesan dan pemasaran produk kelapa sawit	37	36
TH Bakti Sdn. Bhd.	Perladangan kelapa sawit	-	50

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Tercatat dan diperbadankan di Malaysia (samb.)			
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
Theta Mobile Sdn. Bhd. (dahulunya dikenali sebagai 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:	Pemegangan pelaburan, 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

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Tak tercatat dan diperbadankan di Malaysia (samb.)			
TH Properties Sdn. Bhd. dan syarikat subsidiarinya: (samb.)			
THP Hartanah Sdn. Bhd.	Pembangunan hartanah	100	100
THP Pelindung Sdn. Bhd.	Pembangunan hartanah	100	100
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	100
THP Mutiara Sdn. Bhd.	Pembangunan hartanah	100	100
THP Australia Capital Sdn. Bhd.	Pemegangan pelaburan	100	100
THP Australia Developments Corporation	Pemegangan pelaburan	100	100
THP Bay Pavilions Corporation	Pemegangan pelaburan	100	100
THP Sinar Sdn. Bhd. dan syarikat subsidiarinya:	Perkhidmatan pengurusan bangunan	60	60
THPS Capital Sdn. Bhd.	Pemegangan pelaburan	60	60
Keramat Green Development Sdn. Bhd.	Pembangunan hartanah	100	-
THP Perlis Sdn. Bhd.	Dorman	100	-
THP Sydney Bay Views Sdn. Bhd.	Dorman	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	100

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Tak tercatat dan diperbadankan di Malaysia (samb.)			
TH Marine Holding (L) Inc. dan syarikat subsidiarinya:		100	-
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
Marine 1 (L) Inc.	Perkhidmatan perkapalan	100	-
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
TH Indopalms Sdn. Bhd.	Pemegangan pelaburan	100	100
LTH Property Investment (L) Inc.	Pemegangan pelaburan	100	100
Deru Semangat Sdn. Bhd.	Perladangan kelapa sawit	55	-
THC International Sdn. Bhd. #	Dorman	-	60
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
LTH Property Holdings 2 Limited dan syarikat subsidiarinya:	Pemegangan pelaburan	100	100
Leatherhead Properties Limited dan syarikat subsidiarinya:	Pemegangan pelaburan hartanah	100	100
LTH Leatherhead Limited	Pemegangan pelaburan hartanah	100	100
THPS Capital Sdn. Bhd. dan syarikat subsidiarinya:			
THPS OCS Services Limited	Perkhidmatan pengurusan hartanah	60	60

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Nama syarikat	Aktiviti utama	Pegangan efektif	
		2015	2014
		%	%
Diperbadankan di Australia			
LTH Property Investment (L) Inc. dan dana amanahnya:			
TH Trust*	Penyewaaan pelaburan hartanah	100	100
dan syarikat subsidiarinya:			
747 CS Melbourne Trust	Penyewaaan pelaburan hartanah	100	100
THP Australia Capital Sdn. Bhd. dan syarikat subsidiarinya:			
THP Amanah Pty. Ltd.	Pemegangan pelaburan	100	100
Diperbadankan di Arab Saudi			
TH Hotel & Residence Sdn. Bhd. dan syarikat subsidiarinya:			
TH Real Estate Company	Pengurusan dan pengendalian pelaburan hartanah	100	100
Diperbadankan di Indonesia			
Syarikat Takaful Malaysia Berhad dan syarikat subsidiarinya:			
P.T. Syarikat Takaful Indonesia	Pemegangan pelaburan	17	18
dan syarikat subsidiarinya:			
P.T. Asuransi Takaful Keluarga	Perkhidmatan takaful keluarga	13	14
P.T. Asuransi Takaful Umum	Perkhidmatan takaful am	11	12
TH Plantations Berhad dan syarikat subsidiarinya:			
P.T. Persada Kencana Prima	Perladangan kelapa sawit dan pemasaran buah tandan segar	69	67
#	Syarikat telah dibubarkan sepenuhnya.		
*	Dana amanah		

Kesemua syarikat subsidiari, bersekutu dan entiti usahasama **TH** tidak diaudit oleh Jabatan Audit Negara.

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Kepentingan Minoriti dalam Syarikat Subsidiari

Ringkasan maklumat kepentingan minoriti Kumpulan adalah seperti berikut:

2015

	BIMB Holdings Berhad %	TH Plantations Berhad %	Subsidiari Lain %	Jumlah
Peratusan pemegang saham minoriti	47	27	31 - 49	
	RM'000	RM'000	RM'000	RM'000
Jumlah nilai dibawa bagi kepentingan minoriti	1,103,166	479,855	106,547	1,689,568
Jumlah pendapatan/(kerugian) komprehensif diatribut kepada kepentingan minoriti	286,694	(15,814)	4,017	274,897

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
Ringkasan Penyata Kedudukan Kewangan				
Aset	57,363,828	3,459,416	983,403	61,806,647
Liabiliti	(53,668,102)	(1,835,543)	(615,620)	(56,119,265)
Aset bersih	3,695,726	1,623,873	367,783	5,687,382
Ringkasan Penyata Pendapatan dan Penyata Pendapatan Komprehensif				
Pendapatan	3,310,607	455,304	470,075	4,235,986
Keuntungan tahun semasa	612,947	23,929	19,306	656,182
Jumlah pendapatan komprehensif	536,920	40,420	19,306	596,646
Aliran tunai daripada aktiviti operasi	(1,144,222)	(249,818)	(51,228)	(1,445,268)
Aliran tunai daripada aktiviti pelaburan	285,874	(141,200)	(14,207)	130,467
Aliran tunai daripada aktiviti kewangan	600,609	104,236	8,112	712,957
Pengurangan bersih dalam tunai dan bersamaan tunai	(257,739)	(286,782)	(57,323)	(601,844)
Dividen dibayar kepada pemegang saham minoriti	106,168	9,362	1,900	117,430

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

22. Pelaburan dalam syarikat subsidiari (samb.)

Kepentingan Minoriti dalam Syarikat Subsidiari (samb.)

2014

	BIMB Holdings	TH Plantations	Subsidiari	
	Berhad	Berhad	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/(kerugian) 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	TH Plantations	Subsidiari	
	Berhad	Berhad	Lain	Jumlah
	RM'000	RM'000	RM'000	RM'000
	Dinyatakan semula			
Ringkasan Penyata Kedudukan Kewangan				
Aset	53,030,205	3,636,098	575,608	57,241,911
Liabiliti	(49,840,945)	(2,022,393)	(334,828)	(52,198,166)
Aset bersih	3,189,260	1,613,705	240,780	5,043,745
Ringkasan Penyata Pendapatan dan Penyata Pendapatan komprehensif				
Pendapatan	2,967,473	488,917	197,193	3,653,583
Keuntungan tahun semasa	586,904	59,580	15,659	662,143
Jumlah pendapatan komprehensif	537,112	59,511	15,659	612,282
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
(Pengurangan)/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 2015 (samb.)

23. Pelaburan hartanah

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
<i>Pada nilai saksama</i>				
Pada 1 Januari	8,291,494	6,333,449	5,196,758	3,921,032
Tambahan	619,387	775,811	619,376	367,746
Jualan	(1,630,566)	(628,155)	-	(623,027)
Pindahan daripada hartanah, loji dan peralatan (Nota 24)	17,894	350,102	15,853	350,102
Pindahan daripada aset dipegang untuk dijual	2,729	511,555	1,033	511,555
Perubahan nilai saksama	127,025	947,778	(106,011)	669,350
Perbezaan tukaran asing	549,700	954	-	-
Pada 31 Disember	7,977,663	8,291,494	5,727,009	5,196,758

Nilai saksama pelaburan hartanah Kumpulan dikategorikan seperti berikut:

Kumpulan

	Tahap 1	Tahap 2	Tahap 3	Jumlah
	RM'000	RM'000	RM'000	RM'000
2015				
Tanah dan bangunan milik bebas	-	5,727,009	4,980	5,731,989
Tanah dan bangunan milik pajak	-	2,231,503	14,171	2,245,674
	-	7,958,512	19,151	7,977,663
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

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 serupa 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 diambil kira 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 2015 (samb.)

24. Hartanah, loji dan peralatan

Kumpulan	Tanah milik bebas	Tanah milik pajak	Ladang	Bangunan milik bebas	Bangunan milik pajak	Pembaikan dan ubahsuai	Jentera, loji, kelengkapan dan kendaraan	Kerja dalam pelaksanaan	Jumlah
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Kos									
Pada 1 Januari 2015	82,029	567,199	986,085	495,359	279,587	193,290	1,954,616	66,932	4,625,097
Tambahan	-	151,860	-	7,008	-	19,121	333,853	50,206	562,048
Jualan	(3,210)	-	(482)	(59)	-	-	(266,482)	-	(270,233)
Pelupusan	-	-	(4,378)	(518)	-	(3,530)	(26,105)	(76)	(34,607)
Pindahan daripada perbelanjaan pembangunan ladang (Nota 17)	-	-	362,368	-	-	-	-	-	362,368
Pindahan daripada/(kepada) pelaburan hartanah (Nota 23)	4,345	(2,156)	-	1,338	(34,666)	(5,372)	-	-	(36,511)
Pindahan daripada aset dipegang untuk dijual	-	147	-	-	2,771	-	-	-	2,918
Pengkelasan semula	-	-	-	12,708	-	34,128	6,951	(53,787)	-
Pelarasan	(8,529)	2,439	-	8,007	34	(1,416)	5,994	-	6,529
Perbezaan tukaran asing	-	24	-	20	1,237	4	1,506	6	2,797
Pada 31 Disember 2015	74,635	719,513	1,343,593	523,863	248,963	236,225	2,010,333	63,281	5,220,406
Susut nilai terkumpul									
Pada 1 Januari 2015	-	49,494	190,169	115,362	121,207	116,646	980,682	-	1,573,560
Susut nilai tahun semasa (Nota 24 (a))	-	9,457	23,523	13,926	5,973	9,912	142,974	-	205,765
Jualan	-	-	(154)	(59)	-	-	(51,968)	-	(52,181)
Pelupusan	-	-	(4,378)	(436)	-	(3,363)	(24,700)	-	(32,877)
Pindahan (kepada)/daripada pelaburan hartanah (Nota 23)	-	(957)	-	85	(10,764)	(6,981)	-	-	(18,617)
Pengkelasan semula	-	-	-	-	-	6	(6)	-	-
Perbezaan tukaran asing	-	-	-	-	434	4	1,241	-	1,679
Pada 31 Disember 2015	-	57,994	209,160	128,878	116,850	116,224	1,048,223	-	1,677,329
Nilai bersih dibawa pada 31 Disember 2015	74,635	661,519	1,134,433	394,985	132,113	120,001	962,110	63,281	3,543,077

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

24. Hartanah, loji dan peralatan (*samb.*)

Kumpulan	Tanah milik bebas	Tanah milik pajak	Ladang	Bangunan milik bebas	Bangunan milik pajak	Pembaikan dan ubahsuai	Jentera, loji, kelengkapan dan kendaraan	Kerja dalam pelaksanaan	Jumlah
Kos	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
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 kepada pelaburan hartanah (Nota 23)	-	-	-	-	-	(125)	-	(349,977)	(350,102)
Pindahan daripada/(kepada) aset dipegang untuk dijual	-	11,063	19,841	4,119	(1,750)	-	7,336	137	40,746
Pengelasan semula	-	-	-	26,245	(3,326)	(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 24 (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 daripada aset dipegang untuk dijual	-	255	623	192	-	-	1,952	-	3,022
Pengelasan 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 2015 (samb.)

24. Hartanah, loji dan peralatan (samb.)

	Tanah milik bebas	Tanah milik pajak	Bangunan milik bebas	Bangunan milik pajak	Pembaikan dan ubahsuai	Jentera, loji, kelengkapan dan kenderaan	Kerja dalam pelaksanaan	Jumlah
TH	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Kos								
Pada 1 Januari 2015	26,545	17,491	126,176	237,854	153,328	195,642	40,310	797,346
Tambahan	-	-	1,470	-	16,766	9,918	29,803	57,957
Jualan	(3,211)	-	-	-	-	(1,854)	-	(5,065)
Pelupusan	-	-	-	-	(3,037)	(575)	(71)	(3,683)
Pindahan kepada pelaburan hartanah (Nota 23)	411	(2,156)	1,989	(30,736)	(5,372)	-	-	(35,864)
Pindahan daripada aset dipegang untuk dijual	-	147	-	2,771	-	-	-	2,918
Pengkelasan semula	-	-	824	-	34,721	-	(35,545)	-
Pada 31 Disember 2015	23,745	15,482	130,459	209,889	196,406	203,131	34,497	813,609
Susut nilai terkumpul								
Pada 1 Januari 2015	-	5,079	27,883	115,206	94,102	159,524	-	401,794
Susut nilai tahun semasa (Nota 24 (a))	-	123	2,285	4,781	7,251	13,709	-	28,149
Jualan	-	-	-	-	-	(1,708)	-	(1,708)
Pelupusan	-	-	-	-	(3,037)	(575)	-	(3,612)
Pindahan kepada pelaburan hartanah (Nota 23)	-	(957)	(792)	(11,281)	(6,981)	-	-	(20,011)
Pada 31 Disember 2015	-	4,245	29,376	108,706	91,335	170,950	-	404,612
Nilai bersih dibawa pada 31 Disember 2015	23,745	11,237	101,083	101,183	105,071	32,181	34,497	408,997

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

24. Hartanah, loji dan peralatan (*samb.*)

<i>TH</i>	Tanah milik bebas	Tanah milik pajak	Bangunan milik bebas	Bangunan milik pajak	Pembaikan dan ubahsuai	Jentera, loji, kelengkapan dan kendaraan	Kerja dalam pelaksanaan	Jumlah
<i>Kos</i>	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
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 kepada pelaburan hartanah (Nota 23)	-	-	-	-	(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 24 (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

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

24. Hartanah, loji dan peralatan (*samb.*)

(a) Susut nilai bagi tahun semasa diagihkan seperti berikut:

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Penyata pendapatan	198,678	172,494	27,155	26,422
Rizab terkumpul TKJHM dan TWT (Nota 42)	994	852	994	852
Dipermodalkan dalam perbelanjaan pembangunan ladang (Nota 17)	5,322	7,118	-	-
Dipermodalkan dalam perhutanan (Nota 18)	771	-	-	-
	205,765	180,464	28,149	27,274

(b) Termasuk di bawah jentera, loji, kelengkapan dan kenderaan adalah kenderaan bermotor dan peralatan komputer berjumlah sebanyak RM11,800,000 (2014: RM250,000) yang dibeli oleh syarikat subsidiari di bawah perjanjian sewa beli.

(c) Kapal marin milik syarikat subsidiari pada nilai dibawa bersih sebanyak RM358,466,000 (2014: RM373,476,000) telah dicagarkan bagi pinjaman bank berjumlah RM217,506,000 (2014: RM258,898,000).

(d) Tanah milik pajak syarikat subsidiari pada nilai dibawa bersih sebanyak RM15,886,000 (2014: RM16,217,000) telah dicagarkan bagi pinjaman bank berjumlah RM95,130,000 (2014: RM99,082,000).

25. Aset tak ketara

Kumpulan

	Muhibah	Fi perkhidmatan Bancatakaful	Aset tak ketara lain	Jumlah
	RM'000	RM'000	RM'000	RM'000
Kos				
Pada 1 Januari 2015	266,493	-	121,765	388,258
Tambahan	51,150	61,321	1,933	114,404
Pada 31 Disember 2015	317,643	61,321	123,698	502,662
Pelunasan terkumpul				
Pada 1 Januari 2015	-	-	45,817	45,817
Pelunasan tahun semasa	-	5,110	9,390	14,500
Pada 31 Disember 2015	-	5,110	55,207	60,317
Nilai bersih dibawa pada 31 Disember 2015	317,643	56,211	68,491	442,345

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25. Aset tak ketara (samb.)

Kumpulan

	Muhibah	Aset tak ketara lain	Jumlah
	RM'000	RM'000	RM'000
Kos			
Pada 1 Januari 2014	282,003	151,417	433,420
Pengukuran semula manfaat persaraan	-	(31,471)	(31,471)
Tambahan	-	1,819	1,819
Rosot nilai tahun semasa	(15,510)	-	(15,510)
Pada 31 Disember 2014	266,493	121,765	388,258
Pelunasan terkumpul			
Pada 1 Januari 2014	-	37,062	37,062
Pelunasan tahun semasa	-	8,755	8,755
Pada 31 Disember 2014	-	45,817	45,817
Nilai bersih dibawa pada 31 Disember 2014	266,493	75,948	342,441

TH

	Aset tak ketara lain	Jumlah
	RM'000	RM'000
Pada 1 Januari 2015	22,859	22,859
Tambahan	1,932	1,932
Pada 31 Disember 2015	24,791	24,791
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

Fi perkhidmatan Bancatakaful adalah perjanjian perkhidmatan Bancatakaful antara sebuah syarikat subsidiari Kumpulan dengan sebuah institusi perbankan kewangan Islam bagi tempoh sepuluh tahun untuk pengedaran produk syarikat subsidiari berkenaan yang dilaksanakan melalui saluran institusi perbankan kewangan Islam tersebut.

26. Deposit daripada pelanggan perbankan

	Kumpulan	
	2015	2014
	RM'000	RM'000
Dana Mudharabah	504,860	7,714,526
Dana bukan Mudharabah	42,261,631	30,654,200
	42,766,491	38,368,726

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27. Akaun pelaburan pelanggan perbankan

	Kumpulan	
	2015	2014
	RM'000	RM'000
Akaun pelaburan Mudharabah tidak terhad	461,312	-
Akaun pelaburan Wakalah tidak terhad	214,793	-
	676,105	-

28. Deposit dan simpanan oleh bank dan institusi kewangan lain

	Kumpulan	
	2015	2014
	RM'000	RM'000
Dana Mudharabah	-	300,000
Dana bukan Mudharabah	-	-
	-	300,000

29. Pemiutang perniagaan dan pelbagai

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Pemiutang perniagaan				
Pemiutang perniagaan	253,531	248,181	52,354	88,258
Deposit diterima	34,321	34,084	34,321	34,084
Wang tahanan	511	516	511	516
Pemiutang pelanggan kontrak (Nota 29 (a))	214,624	192,933	-	-
Bil dan penerimaan belum bayar	122,577	127,524	-	-
	625,564	603,238	87,186	122,858
Pemiutang pelbagai				
Pelbagai pemiutang dan akruan	1,281,349	1,515,240	134,100	147,304
Pemiutang entiti usahasama	31,920	41,002	-	-
Baki kredit akaun klien dan peniaga	214,578	170,298	-	-
	1,527,847	1,726,540	134,100	147,304
	2,153,411	2,329,778	221,286	270,162

Nota 29 (a) - Pemiutang pelanggan kontrak

	Kumpulan	
	2015	2014
	RM'000	RM'000
Perbelanjaan pembangunan pembinaan	(732,512)	(520,442)
Keuntungan diagihkan	(40,928)	(28,387)
	(773,440)	(548,829)
Bil kemajuan	988,064	741,762
Jumlah pemiutang pelanggan kontrak	214,624	192,933

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30. Liabiliti Takaful

	Kumpulan 2015 RM'000	2014 RM'000
Rizab perbelanjaan	142,258	142,127
Pemiutang Takaful		
- Terhutang kepada syarikat re-Takaful	73,198	46,409
- Terhutang kepada ahli dan lain-lain	22,449	14,908
Liabiliti kontrak Takaful		
- Peruntukan tuntutan tertunggak	741,069	808,491
- Peruntukan bagi caruman tidak terperoleh	297,773	290,899
- Dana peserta	5,312,141	5,020,743
	6,588,888	6,323,577

31. Pajakan kewangan

	Kumpulan 2015 RM'000	2014 RM'000
Bayaran balik dalam tempoh:		
Kurang dari satu tahun	4,138	113
Antara satu hingga lima tahun	3,865	299
	8,003	412

Jumlah pajakan kewangan yang perlu dibayar:

	Bayaran RM'000	Kos pembiayaan RM'000	Jumlah pokok pajakan kewangan RM'000
2015			
Kurang dari satu tahun	4,525	387	4,138
Antara satu hingga lima tahun	4,317	452	3,865
	8,842	839	8,003
2014			
Kurang dari satu tahun	212	99	113
Antara satu hingga lima tahun	302	3	299
	514	102	412

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32. Pembiayaan

	Kumpulan	
	2015	2014
	RM'000	RM'000
Jangka pendek:		
<i>Bercagar</i>		
Pembiayaan bertempoh	42,517	41,498
Terimaan amanah	41,575	-
Pembiayaan bertempoh <i>Ijarah-i</i>	12,000	10,000
Pembiayaan bertempoh <i>Flexi-i</i>	9,000	-
<i>Tidak bercagar</i>		
Pembiayaan <i>Islamic Trade-i</i>	5,493	-
Pembiayaan bertempoh	-	12,000
Kredit pusingan	-	4,000
	110,585	67,498
Jangka panjang:		
<i>Bercagar</i>		
Pembiayaan Murabahah	1,136,216	1,456,914
Pembiayaan bertempoh	520,563	313,589
Pembiayaan bertempoh <i>Flexi-i</i>	43,715	54,258
Pembiayaan bertempoh <i>Ijarah-i</i>	7,768	21,868
<i>Tidak bercagar</i>		
Sukuk Murabahah	704,380	-
Pembiayaan bertempoh	17,154	17,956
	2,429,796	1,864,585
	2,540,381	1,932,083

Pembiayaan bertempoh bercagar atas tanah milik pajak dan kapal marin masing-masing berjumlah RM15,886,000 (2014: RM16,217,000) dan RM358,466,000 (2014: RM373,476,000).

Beberapa syarikat subsidiari luar negara telah memeterai perjanjian pembiayaan Murabahah yang bercagar atas pelaburan hartanah pada nilai saksama sebanyak RM2,231,503,000 (2014: RM2,724,475,000).

Tempoh pembayaran balik pembiayaan adalah seperti berikut :

	Kumpulan	
	2015	2014
	RM'000	RM'000
Kurang dari satu tahun	110,585	67,498
Antara satu hingga lima tahun	1,680,102	1,759,586
Lebih dari lima tahun	749,694	104,999
	2,540,381	1,932,083

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33. Pendapatan tertunda

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Geran Kerajaan	-	22,139	-	-
Kumpulan wang pembangunan	10,286	10,597	10,286	10,597
<i>Tolak:</i> Pelunasan tahun semasa ke penyata pendapatan	(311)	(311)	(311)	(311)
	9,975	32,425	9,975	10,286

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 diiktiraf dan diukur pada nilai saksama. Manfaat daripada kadar yang lebih rendah dan tempoh bayaran balik yang lebih panjang diiktiraf sebagai geran Kerajaan. Pinjaman bertempoh tersebut dinilai saksama berdasarkan aliran tunai yang didiskaunkan dengan menggunakan kadar pasaran semasa pada tarikh pelaporan. Bayaran balik pinjaman dijangka akan dibuat selepas 20 tahun.

Pada tahun kewangan semasa, geran Kerajaan telah diiktiraf kepada penyata pendapatan komprehensif berikutan perubahan dasar perakaunan bagi aset yang berkaitan dengan pinjaman ini daripada kos kepada nilai saksama.

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.

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34. Peruntukan manfaat persaraan

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Pada 1 Januari	406,731	391,414	406,615	391,221
Pengukuran semula liabiliti manfaat persaraan	-	(7,013)	-	(7,013)
Peruntukan tahun semasa	40,280	38,022	40,280	37,944
Peruntukan diambil semula	(67)	-	-	-
Bayaran dalam tahun semasa	(11,417)	(15,707)	(11,361)	(15,537)
Perbezaan tukaran asing	7	15	-	-
Pada 31 Disember	435,534	406,731	435,534	406,615

Peruntukan yang dinyatakan dalam penyata kedudukan kewangan adalah seperti berikut:

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Nilai kini pelan manfaat persaraan tidak berdana	435,534	406,731	435,534	406,615

Peruntukan yang diambil kira dalam penyata pendapatan adalah seperti berikut:

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Kos perkhidmatan semasa	15,736	15,244	15,736	15,166
Kos faedah	24,544	22,778	24,544	22,778
Jumlah	40,280	38,022	40,280	37,944

Andaian utama yang telah digunakan dalam pengiraan kaedah aktuari bagi menentukan jumlah peruntukan dalam penyata pendapatan adalah seperti berikut:

	Kumpulan		TH	
	2015	2014	2015	2014
	%	%	%	%
Kadar inflasi	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0
Kadar diskaun	6.0	6.0	6.0	6.0
Kadar kenaikan gaji	6.0	6.0	6.0	6.0

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34. Peruntukan manfaat persaraan (samb.)

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.

Andaian aktuari

Andaian aktuari yang digunakan dalam menentukan faedah obligasi manfaat persaraan seperti yang dinyatakan dalam penyata kedudukan kewangan adalah seperti berikut:

	31 Disember 2015	31 Disember 2014
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%

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34. Peruntukan manfaat persaraan (samb.)

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:

TH

	Perubatan	Cuti Berkumpul	Anugerah Haji	Gratuiti Anggota	Jumlah
31 Disember 2015					
Obligasi (RM'000)	253,009	11,738	20,710	150,077	435,534
Nisbah (%)	58.1	2.7	4.8	34.4	100.0
Tempoh (Tahun)	20.9	9.1	6.4	9.2	15.8
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

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 2015.

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34. 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 2015.

Andaian	Kadar Asas	Analisis sensitiviti	Kadar Perbandingan	31 Disember 2015 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 menunjukkan perubahan terhadap jumlah obligasi apabila hanya satu andaian diubah. Pada hakikatnya, jumlah obligasi tertakluk kepada pelbagai faktor luar yang boleh mengubah jumlah obligasi. Pelan persaraan adalah sensitif kepada perubahan andaian yang digunakan dan boleh berubah dari semasa ke semasa.

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35. Kumpulan wang simpanan pendeposit

	Kumpulan / TH	
	2015	2014
	RM'000	RM'000
Baki pada 1 Januari	54,357,750	45,719,459
Simpanan dalam tahun semasa	19,226,698	18,105,075
Tolak: Pengeluaran dalam tahun semasa	(14,257,060)	(12,703,980)
	59,327,388	51,120,554
Bonus pendeposit bagi tahun semasa	3,220,374	3,237,196
Baki pada 31 Disember	62,547,762	54,357,750

36. Pendapatan dan keuntungan kasar

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Pendapatan				
Urus niaga	1,413,741	2,528,574	1,798,684	2,031,414
Dividen	537,669	411,326	1,908,984	653,187
Perbankan	3,310,607	2,967,473	-	-
Perladangan	455,784	489,158	-	-
Perkhidmatan	589,862	529,884	3,310	3,538
Hartanah dan pembinaan	673,449	674,827	372,426	290,902
	6,981,112	7,601,242	4,083,404	2,979,041
<i>Tolak:</i>				
Kos jualan				
Perbelanjaan langsung diatribut kepada pelaburan dana pelanggan dan pemegang saham perbankan	22,911	17,966	-	-
Perladangan	387,254	369,068	-	-
Perkhidmatan	551,962	468,375	-	-
Hartanah dan pembinaan	102,182	162,685	-	-
	1,064,309	1,018,094	-	-
Keuntungan kasar	5,916,803	6,583,148	4,083,404	2,979,041

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37. Bahagian pendapatan pendeposit perbankan

	Kumpulan	
	2015	2014
	RM'000	RM'000
Deposit daripada pelanggan		
- Dana Mudharabah	62,413	526,311
- Dana Bukan Mudharabah	835,659	227,159
Deposit dan simpanan bank dan institusi kewangan lain		
- Dana Mudharabah	2,261	23,155
- Dana Bukan Mudharabah	4,037	307
Akaun pelaburan tidak terhad	2,743	-
	907,113	776,932

38. Keuntungan operasi

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Keuntungan operasi diperoleh selepas dikreditkan/(dikenakan):				
Hasil dividen				
- syarikat subsidiari tercatat	-	-	117,434	211,761
- syarikat subsidiari tak tercatat	-	-	1,229,572	10,000
- syarikat bersekutu tak tercatat	-	-	17,581	9,760
- syarikat entiti usahasama	-	-	1,910	2,513
- saham tercatat	440,395	334,790	440,359	334,790
- saham tak tercatat	32,898	17,370	31,287	17,187
- pengurus tabungan	30,994	26,012	30,994	26,012
- unit amanah	31,377	29,515	39,846	41,165
Pulangan daripada pengurus tabungan	5,277	3,639	5,277	3,639
Keuntungan/(Kerugian) penjualan				
- syarikat subsidiari tercatat	-	-	59,404	83,375
- syarikat subsidiari tak tercatat	1,303	836,210	26,563	-
- syarikat bersekutu tak tercatat	247	(4,435)	-	(12,114)
Keuntungan/(Kerugian) urus niaga saham				
- saham tercatat	399,778	751,175	399,778	751,175
- saham tak tercatat	8,939	2,339	8,939	2,339
- pengurus tabungan	52,282	68,131	52,282	68,131
Keuntungan daripada pembayaran balik modal	-	790	-	790

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38. Keuntungan operasi (samb.)

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Keuntungan/(Kerugian) bersih urus niaga derivatif	5,445	(1,184)	6,597	1,186
Keuntungan sekuriti hutang	569,485	546,106	702,807	668,760
Keuntungan pembiayaan syarikat subsidiari	-	-	71,513	72,074
Keuntungan sijil hutang boleh niaga	145,502	128,209	147,107	128,209
Pendapatan sewaan	541,490	449,544	375,736	294,440
Keuntungan dari penjualan hartanah, loji dan peralatan	3,575	22,663	3,142	10,042
Keuntungan dari penjualan hartanah pelaburan	-	13	-	-
Hartanah, loji dan peralatan dilupuskan	(1,692)	(1,556)	(71)	(136)
Rosot nilai diambil semula				
- hutang ragu	425	-	279	-
- pelaburan saham	-	254,507	-	266,642
Keuntungan bersih tukaran mata wang asing	489,215	29,333	358,420	29,230
Pelunasan aset tak ketara (Nota 25)	(14,500)	(8,755)	-	-
Susut nilai hartanah, loji dan peralatan (Nota 24 (a))	(198,678)	(172,494)	(27,155)	(26,422)
Bayaran audit	(4,604)	(3,836)	(314)	(283)
Bayaran sewa pejabat	(72,565)	(72,678)	(7,315)	(8,123)
Peruntukan manfaat persaraan	(40,280)	(38,022)	(40,280)	(37,944)
Kos pekerja	(1,095,298)	(1,044,345)	(277,776)	(257,032)

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39. Rosot nilai dan pelarasan nilai saksama

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Rosot nilai				
- syarikat subsidiari tercatat	-	-	-	47,312
- syarikat bersekutu tercatat	-	230,490	-	230,490
- syarikat bersekutu tak tercatat	28,109	-	28,109	-
- pelaburan saham tercatat	13,656	39,129	13,656	39,129
- pelaburan saham tak tercatat	1,555	17,090	1,555	16,836
- sekuriti hutang	2,515	-	2,515	-
- muhibah	-	15,510	-	-
Rosot nilai daripada pembiayaan dan aset perbankan	73,819	56,305	-	-
Hapus kira				
- derivatif	-	28,738	-	28,738
- penghutang	40	-	40	-
- syarikat subsidiari	-	-	25,777	-
Perubahan nilai saksama pelaburan hartanah	(127,025)	(947,778)	106,011	(669,350)
Perubahan nilai saksama perhutanan	(14,461)	-	-	-
Perubahan nilai saksama geran Kerajaan	(5,180)	-	-	-
Perubahan nilai saksama derivatif	1,480	(5,021)	15,264	53,944
	(25,492)	(565,537)	192,927	(252,901)

40. 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.

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41. Cukai

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Cukai tahun semasa				
- Tahun semasa	261,105	286,155	-	-
- (Lebihan)/Kurangan peruntukan tahun terdahulu	(11,330)	(23,029)	-	-
	249,775	263,126	-	-
Cukai tertunda				
- Tahun semasa	(2,364)	(19,415)	-	-
- Tahun terdahulu	(3,544)	13,434	-	-
- Kesan dari perubahan kadar cukai	1,196	-	-	-
	245,063	257,145	-	-

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.

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	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Keuntungan sebelum cukai	3,461,414	4,872,606	3,535,627	2,978,968
Cukai mengikut kadar cukai di Malaysia 25% (2014: 25%)	865,354	1,218,152	883,907	744,742
Kesan dari perbezaan kadar cukai	(13,511)	(557)	-	-
Perbelanjaan tidak dibenarkan	81,062	(323,864)	-	-
Pendapatan tidak dikenakan cukai	(328,671)	(222,237)	(476,977)	(163,297)
Pendapatan dikecualikan cukai	(376,451)	(533,762)	(406,930)	(581,445)
Kesan daripada cukai tertunda tidak diiktiraf	(8)	10,148	-	-
Pengiktirafan aset cukai tertunda tidak diiktiraf sebelumnya	(30,149)	(4,744)	-	-
Bahagian cukai dalam syarikat bersekutu	(2,966)	(3,898)	-	-
Bahagian cukai dalam entiti usahasama	6,896	(3,038)	-	-
Kesan dari perubahan kadar cukai	2,081	-	-	-
Lain-lain	56,300	130,540	-	-
	259,937	266,740	-	-
Kurangan/(Lebihan) cukai tahun terdahulu				
- Semasa	(11,330)	(23,029)	-	-
- Cukai tertunda	(3,544)	13,434	-	-
	245,063	257,145	-	-

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42. Lebihan bersih Tabung Kebajikan Jemaah Haji Malaysia ("TKJHM") dan Tabung Warga Tua ("TWT")

	Kumpulan / TH	
	2015	2014
	RM'000	RM'000
Lebihan bagi tahun semasa:		
- TKJHM	4,422	6,135
- TWT	(145)	(50)
	4,277	6,085

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	
	2015	2014
	RM'000	RM'000
Terimaan dan pendapatan	21,276	24,013
<i>Tolak:</i>		
Perbelanjaan dan pemberian kebajikan	(15,860)	(17,026)
Susut nilai (Nota 24 (a))	(994)	(852)
Lebihan bagi tahun semasa	4,422	6,135

43. Bonus pendeposit

Bagi tahun kewangan berakhir 31 Disember 2015, **TH** telah mengumumkan bonus tahunan pada kadar 5.00% (2014: 6.25%) dan bonus haji pada kadar 3.00% (2014: 2.00%). Bonus tahunan ini diberi kepada kesemua pendeposit aktif pada 31 Disember 2015 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 2015.

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44. Rizab-rizab lain

Kumpulan	Rizab modal RM'000	Rizab penilaian semula RM'000	Rizab statutori RM'000	Rizab saham opsyen kakitangan RM'000	Rizab nilai saksama RM'000	Rizab tukaran asing RM'000	Jumlah RM'000
Pada 1 Januari 2015	57,038	9,682	679,684	7,271	(875,034)	(100,316)	(221,675)
Perubahan nilai saksama sekuriti tersedia untuk dijual	-	-	-	-	(3,085,345)	-	(3,085,345)
Perbezaan tukaran asing daripada operasi luar negara	-	-	-	-	-	68,832	68,832
Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari	-	-	-	1,467	-	-	1,467
Perubahan dalam pegangan struktur Kumpulan	(12)	(97)	-	-	-	-	(109)
Pindahan rizab	-	-	253,416	-	-	-	253,416
Pada 31 Disember 2015	57,026	9,585	933,100	8,738	(3,960,379)	(31,484)	(2,983,414)
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 daripada operasi luar negara	-	-	-	-	-	(33,154)	(33,154)
Terbitan saham di bawah opsyen saham kakitangan syarikat subsidiari	-	-	-	2,551	-	-	2,551
Perubahan dalam pegangan struktur Kumpulan	-	-	-	-	(4,365)	229,901	225,536
Pindahan rizab	51,156	6,915	254,538	-	(3,713)	(22,349)	286,547
Pada 31 Disember 2014	57,038	9,682	679,684	7,271	(875,034)	(100,316)	(221,675)

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45. Maklumat Segmen

	Pelaburan	Perbankan & Takaful	Perladangan	Lain-lain	Pelarasan Kumpulan	Jumlah Disatukan
2015	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Pendapatan						
Pendapatan daripada pelanggan luar	2,286,103	3,310,607	455,784	928,618	-	6,981,112
Pendapatan antara segmen	1,797,301	-	-	312,492	(2,109,793)	-
	4,083,404	3,310,607	455,784	1,241,110	(2,109,793)	6,981,112
Keuntungan tahun semasa						
Keuntungan operasi	3,787,816	991,650	185,166	284,248	(1,671,561)	3,577,319
Kos pembiayaan	-	(83,395)	(23,112)	(140,619)	163,166	(83,960)
Rosot nilai dan pelarasan nilai saksama	(192,927)	(73,819)	19,641	233,044	39,553	25,492
Zakat	(59,262)	(9,170)	-	(4,726)	-	(73,158)
Bahagian kerugian selepas cukai dan zakat syarikat bersekutu	-	-	-	9,135	(20,998)	(11,863)
Bahagian keuntungan selepas cukai dan zakat entiti usahasama	-	-	-	43,092	(15,508)	27,584
Cukai	-	(212,319)	(1,930)	(23,632)	(7,182)	(245,063)
	3,535,627	612,947	179,765	400,542	(1,512,530)	3,216,351
Segmen Aset						
Aset mengikut segmen	59,380,137	57,299,739	4,692,075	5,940,561	(10,560,641)	116,751,871
Pelaburan dalam syarikat bersekutu	816,267	-	-	18,322	92,850	927,439
Aset cukai tertunda	-	64,089	85,525	5,695	-	155,309
Jumlah	60,196,404	57,363,828	4,777,600	5,964,578	(10,467,791)	117,834,619
Segmen Liabiliti						
Liabiliti mengikut segmen	734,214	53,668,102	1,655,188	4,189,117	(4,853,505)	55,393,116
Liabiliti cukai tertunda	-	-	348,012	1,061	(139,878)	209,195
Jumlah	734,214	53,668,102	2,003,200	4,190,178	(4,993,383)	55,602,311

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45. Maklumat Segmen (samb.)

	Pelaburan	Perbankan & Takaful	Perladangan	Lain-lain	Pelarasan Kumpulan	Jumlah Disatukan
2014	RM'000	RM'000	RM'000	RM'000	RM'000	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)	-
	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	-	(68,222)	(28,751)	(122,493)	159,526	(59,940)
Rosot nilai dan pelarasan nilai saksama	252,901	(56,305)	-	34,385	334,556	565,537
Zakat	(57,000)	(13,202)	(34)	(4,190)	-	(74,426)
Bahagian kerugian selepas cukai dan zakat syarikat bersekutu	-	-	-	10,952	(23,292)	(12,340)
Bahagian kerugian selepas cukai dan zakat entiti usahasama	-	-	-	1,503	(13,656)	(12,153)
Cukai	-	(215,278)	(2,109)	(32,224)	(7,534)	(257,145)
	2,978,968	586,904	796,090	192,025	61,474	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	61,665	9,501	-	136,982
Jumlah	54,825,528	53,030,205	5,616,966	5,851,475	(12,224,442)	107,099,732
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	-	-	347,858	5,585	(147,061)	206,382
Jumlah	771,929	49,840,945	2,568,810	4,409,726	(7,529,063)	50,062,347

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46. Komitmen modal

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Dikontrakkan tetapi belum diperakaunkan dalam penyata kewangan:				
Hartanah, loji dan peralatan	75,110	569,688	-	-
Pelaburan hartanah	634,074	663,948	634,074	663,948
Kos pembangunan hartanah	85,174	175,155	-	-
Pelaburan	194,625	194,111	194,625	194,111
	988,983	1,602,902	828,699	858,059
Diluluskan tetapi belum dikontrakkan:				
Hartanah, loji dan peralatan	93,318	114,826	-	-
Pelaburan hartanah	43,560	207,800	43,560	207,800
Perbelanjaan pembangunan ladang	224,614	218,083	-	-
Pelaburan	-	258,975	-	258,975
	361,492	799,684	43,560	466,775

47. 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 22), syarikat-syarikat bersekutu (Nota 21), entiti usahasama (Nota 20), pengarah-pengarah dan kakitangan pengurusan utama (Nota 47(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:

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47. Transaksi dengan pihak-pihak berkaitan (samb.)

a) Urusniaga penting antara pihak-pihak berkaitan (samb.)

	Kumpulan		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Entiti usahasama				
Pendapatan				
Sewa kapal	49,054	61,537	-	-
Dividen	1,910	2,513	1,910	2,513
Perbelanjaan				
Yuran pengurusan	2,580	3,480	-	-
Syarikat bersekutu				
Pendapatan				
Dividen	-	-	17,581	9,760
Pendapatan sekuriti hutang	3,500	3,778	3,500	3,778
Syarikat subsidiari				
Pendapatan				
Dividen	-	-	1,347,006	221,761
Pembiayaan	-	-	674,755	553,702
Keuntungan dari pembiayaan	-	-	71,513	72,074
Sekuriti hutang	-	-	140,000	90,000
Pendapatan sekuriti hutang	-	-	130,313	122,655
Sewa	-	-	34,044	30,095

(b) Ganjaran kepada pengarah dan kakitangan pengurusan utama

	TH	
	2015	2014
	RM'000	RM'000
Lembaga Pengarah TH		
Fi dan emolumen lain	585	575
Lain-lain kakitangan pengurusan utama		
Manfaat jangka pendek	33,907	29,669

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.

Berdasarkan Akta TH (Akta 535) Seksyen 7, Ahli Lembaga Pengarah TH tidak berhak mendapat apa-apa saraan tetapi boleh dibayar apa-apa honorarium, elaun perjalanan dan sara hidup yang ditentukan oleh Menteri. Elaun bulanan yang diberikan kepada Pengerusi dan Lembaga Pengarah TH adalah masing-masing sebanyak RM18,500 dan RM2,500 sebulan serta RM1,000 bagi elaun kehadiran mesyuarat Lembaga Pengarah dan RM500 bagi elaun kehadiran mesyuarat jawatankuasa lain yang mana Lembaga Pengarah adalah juga seorang ahli.

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48. 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 menyediakan 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 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.

- *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.

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

48. Dasar pengurusan risiko kewangan (samb.)

Risiko kredit (samb.)

- Penghutang perniagaan (samb.)

Pengumuran penghutang perniagaan pada akhir tempoh pelaporan adalah seperti berikut:

	Jumlah kasar RM'000	Rosot nilai RM'000	Jumlah bersih RM'000
Kumpulan			
2015			
Antara 1 hingga 30 hari	449,296	-	449,296
Melebihi 31 hingga 60 hari	64,127	-	64,127
Melebihi 61 hingga 90 hari	20,388	(257)	20,131
Melebihi 90 hari	34,573	(5,814)	28,759
	568,384	(6,071)	562,313
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

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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (*samb.*)

48. Dasar pengurusan risiko kewangan (*samb.*)

Risiko pasaran (*samb.*)

- 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 mengoptimalkan 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.

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 diperolehi, 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

48. Nilai saksama aset dan liabiliti kewangan (samb.)

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.

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:

- a) Tahap 1 - Harga tercatat (tidak terlaras) dalam pasaran aktif bagi aset atau liabiliti yang serupa. Tahap ini merangkumi sekuriti ekuiti dan instrumen hutang.
- b) 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.
- c) 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 2015 (samb.)

48. Nilai saksama aset dan liabiliti kewangan (samb.)

Maklumat nilai saksama

Jadual di bawah menunjukkan analisis instrumen kewangan dibawa pada nilai saksama dan 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 Dibawa
	Tahap 1	Tahap 2	Tahap 3	Jumlah	Tahap 1	Tahap 2	Tahap 3	Jumlah	Jumlah	Jumlah
2015	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Kumpulan										
Aset Kewangan										
Aset derivatif	7,268	119,259	-	126,527	-	-	-	-	126,527	126,527
Sekuriti dipegang untuk dagangan	220,177	449,829	-	670,006	-	-	-	-	670,006	670,006
Sekuriti tersedia untuk dijual	17,571,090	21,174,185	152,641	38,897,916	-	3,450,648	1,116,864	4,567,512	43,465,428	43,465,824
Pembiayaan	-	-	-	-	-	-	34,334,821	34,334,821	34,334,821	34,294,690
Sekuriti dipegang sehingga matang	-	-	-	-	61,770	3,339,299	59,352	3,460,421	3,460,421	3,460,413
	17,798,535	21,743,273	152,641	39,694,449	61,770	6,789,947	35,511,037	42,362,754	82,057,203	82,017,460
Liabiliti Kewangan										
Liabiliti derivatif	-	101,913	-	101,913	-	-	-	-	101,913	101,913
Pembiayaan	-	-	-	-	-	-	2,548,637	2,548,637	2,548,637	2,540,381
	-	101,913	-	101,913	-	-	2,548,637	2,548,637	2,650,550	2,642,294
TH										
Aset Kewangan										
Aset derivatif	60,107	-	-	60,107	-	-	-	-	60,107	60,107
Sekuriti tersedia untuk dijual	16,691,961	8,414,376	-	25,106,337	-	3,685,780	1,109,720	4,795,500	29,901,837	29,901,837
Sekuriti dipegang sehingga matang	-	-	-	-	-	5,134,675	-	5,134,675	5,134,675	5,134,675
	16,752,068	8,414,376	-	25,166,444	-	8,820,455	1,109,720	9,930,175	35,096,619	35,096,619

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

48. Nilai saksama aset dan liabiliti kewangan (samb.)

Maklumat nilai saksama

Jadual di bawah menunjukkan analisis instrumen kewangan dibawa pada nilai saksama dan 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 Dibawa
	Tahap 1	Tahap 2	Tahap 3	Jumlah	Tahap 1	Tahap 2	Tahap 3	Jumlah	Jumlah	Jumlah
2014	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
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	41,150,557	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	75,923,523	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 2015 (samb.)

49. Liabiliti luar jangka

	Kumpulan	
	2015	2014
	RM'000	RM'000
Jaminan		
i) Jaminan bank yang diberi kepada penghutang dagangan	9,479	7,818
ii) Jaminan korporat yang diberi untuk kemudahan perbankan kepada syarikat subsidiari	95,147	72,989
iii) Jaminan korporat yang diberi untuk kemudahan perbankan kepada syarikat bersekutu	-	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. Pihak plaintif telah membuat rayuan di Mahkamah Agung Republik Indonesia terhadap keputusan Mahkamah Tinggi. Pada 28 Ogos 2015, Mahkamah Agung tersebut telah menolak rayuan yang dibuat oleh plaintif dan keputusan penuh penghakiman telah dikeluarkan pada 17 Mac 2016.

50. Angka-angka perbandingan

Penyata kedudukan kewangan Kumpulan pada 31 Disember 2014 dan 1 Januari 2014 telah dinyatakan semula berikutan perubahan asas pengukuran aset perladangan. Kesan daripada pengelasan terhadap penyata kedudukan kewangan Kumpulan ditunjukkan seperti berikut:

	Pada 31.12.2014		
	Seperti dinyatakan terdahulu	Perubahan asas pengukuran aset perladangan	Seperti dinyatakan semula
	RM'000	RM'000	RM'000
Penyata Kedudukan Kewangan Kumpulan			
Aset			
Inventori	60,598	(19,656)	40,942
Perbelanjaan pembangunan ladang	661,606	19,656	681,262
Cukai tertunda	75,317	61,665	136,982
Liabiliti			
Cukai tertunda	144,717	61,665	206,382

NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN BERAKHIR 31 DISEMBER 2015 (samb.)

50. Angka-angka perbandingan (samb.)

	Pada 01.01.2014		
	Seperti dinyatakan terdahulu	Perubahan asas pengukuran aset perladangan	Seperti dinyatakan semula
Penyata Kedudukan Kewangan Kumpulan	RM'000	RM'000	RM'000
Aset			
Inventori	59,377	(13,761)	45,616
Perbelanjaan pembangunan ladang	703,001	13,761	716,762
Cukai tertunda	76,047	48,273	124,320
Liabiliti			
Cukai tertunda	143,067	48,273	191,340





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TABUNG HAJI

حي على الفلاح

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015



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**REPORT OF THE AUDITOR GENERAL
ON THE FINANCIAL STATEMENTS OF
LEMBAGA TABUNG HAJI
FOR THE YEAR ENDED 31 DECEMBER 2015**

Report on the Financial Statements

I have audited the accompanying financial statements of Lembaga Tabung Haji and the Group, which comprise the Statements of Financial Position as at 31 December 2015 and Statements of Income and Other Comprehensive Income, Statements of Changes in Fund and Statements of Cash Flows for the year then ended, 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 approved financial reporting standards in Malaysia and the Tabung Haji Act 1995 (Act 535). The Board is also responsible for such internal control as the management determine 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 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

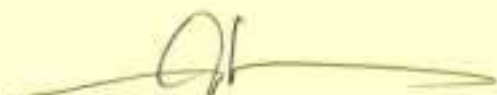
appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as 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 Lembaga Tabung Haji and the Group as at 31 December 2015 and their financial performance as well as cash flows for the year then ended in accordance with 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 the financial statements of the subsidiary companies that have been consolidated with Lembaga Tabung Haji's financial statements are in appropriate form and content for the purposes in the preparation of the financial statements. I have received satisfactory information and explanations required for those purposes. The auditors' reports on the financial statements of the subsidiary companies were not subjected to any observations that could affect the financial statements.


(TAN SRI HAJI AMBRIN BIN BUANG)
AUDITOR GENERAL
MALAYSIA

PUTRAJAYA
10 MAY 2016



STATEMENT BY CHAIRMAN AND A MEMBER OF THE BOARD OF DIRECTORS

We, DATUK SERI PANGLIMA ABDUL AZEEZ ABDUL RAHIM and TAN SRI 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 2015 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 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 : 6 April 2016


DATUK ROZAIDA OMAR
GROUP CHIEF FINANCIAL OFFICER

Before me:



STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2015

	Note	31.12.2015	Group		TH	
		RM'000	31.12.2014	01.01.2014	31.12.2015	31.12.2014
			RM'000	RM'000	RM'000	RM'000
			<i>Restated</i>	<i>Restated</i>		
Assets						
Cash and cash equivalents	4	15,103,265	9,531,490	8,675,527	10,990,864	6,981,887
Deposits and placements with banks and other financial institutions	5	976,830	721,324	701,302	-	-
Derivative assets	6	126,527	71,488	53,041	60,107	75,569
Securities held-for-trading	7	670,006	1,165,590	1,405,198	-	-
Securities available-for-sale	8	43,465,824	40,995,841	37,137,618	29,901,837	27,393,144
Assets held for sale	9	8,970	1,796,781	3,579,656	8,970	2,439,577
Tax recoverable		131,666	129,505	91,080	64,204	64,204
Trade and other receivables	10	1,799,977	2,432,428	1,110,607	918,396	518,194
Inventories	11	78,588	40,942	45,616	-	-
Financing	12	34,294,690	29,524,571	23,740,948	1,038,779	1,448,290
Takaful assets	13	850,848	811,051	753,089	-	-
Securities held-to-maturity	14	3,460,413	4,011,530	2,967,935	5,134,675	5,596,231
Statutory deposits with Bank Negara Malaysia	15	1,591,460	1,335,000	1,297,100	-	-
Property development costs	16	975,731	972,487	354,409	-	-
Plantation development expenditure	17	687,160	681,262	716,762	-	-
Forestry	18	145,905	-	-	-	-
Deferred tax assets	19	155,309	136,982	124,320	-	-
Investment in jointly controlled entities	20	420,926	333,955	184,807	295,961	295,961
Investment in associates	21	927,439	722,033	950,196	816,267	570,500
Investment in subsidiaries	22	-	-	-	4,805,547	3,752,555
Investment property	23	7,977,663	8,291,494	6,333,449	5,727,009	5,196,758
Property, plant and equipment	24	3,543,077	3,051,537	2,993,111	408,997	395,552
Intangible assets	25	442,345	342,441	396,358	24,791	22,859
Total assets		117,834,619	107,099,732	93,612,129	60,196,404	54,751,281

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2015 (cont'd.)

		Group			TH	
		31.12.2015	31.12.2014	01.01.2014	31.12.2015	31.12.2014
	Note	RM'000	RM'000	RM'000	RM'000	RM'000
			Restated	Restated		
Liabilities						
Deposits from banking customers	26	42,766,491	38,368,726	32,410,964	-	-
Investment accounts of banking customers	27	676,105	-	-	-	-
Deposits and placements of banks and other financial institutions	28	-	300,000	1,529,975	-	-
Derivative liabilities	6	101,913	32,407	13,565	-	-
Liabilities held for sale		-	-	174,085	-	-
Provision for zakat and tax		112,415	129,826	102,195	67,419	57,931
Trade and other payables	29	2,153,411	2,329,778	1,742,054	221,286	270,162
Takaful liabilities	30	6,588,888	6,323,577	6,082,001	-	-
Finance lease	31	8,003	412	632	-	-
Financing	32	2,540,381	1,932,083	1,416,280	-	-
Deferred income	33	9,975	32,425	10,597	9,975	10,286
Deferred tax liabilities	19	209,195	206,382	191,340	-	-
Provision for retirement benefits	34	435,534	406,731	391,414	435,534	406,615
Total liabilities		55,602,311	50,062,347	44,065,102	734,214	744,994
Fund represented by:						
Depositors' savings fund:						
- Balance at year end	35	59,327,388	51,120,554	43,087,551	59,327,388	51,120,554
- Bonus paid after year end	35	3,220,374	3,237,196	2,631,908	3,220,374	3,237,196
Retained earnings		714,649	1,147,423	202,711	607,957	292,704
Accumulated reserves of TKJHM and TWT		263,743	223,366	317,784	263,743	223,366
Other reserves		(2,983,414)	(221,675)	1,750,233	(3,957,272)	(867,533)
		60,542,740	55,506,864	47,990,187	59,462,190	54,006,287
Non-controlling interests		1,689,568	1,530,521	1,556,840	-	-
Total fund		62,232,308	57,037,385	49,547,027	59,462,190	54,006,287
Total liabilities and fund		117,834,619	107,099,732	93,612,129	60,196,404	54,751,281

The notes set out on pages 261 to 340 form an integral part of these financial statements.

STATEMENTS OF INCOME

FOR THE YEAR ENDED 31 DECEMBER 2015

	Note	Group		TH	
		2015 RM'000	2014 RM'000	2015 RM'000	2014 RM'000
Revenue	36	6,981,112	7,601,242	4,083,404	2,979,041
Cost of sales		(1,064,309)	(1,018,094)	-	-
Gross profit	36	5,916,803	6,583,148	4,083,404	2,979,041
Other income		645,571	591,363	383,383	310,263
Income attributable to banking depositors	37	(907,113)	(776,932)	-	-
Administrative expenses		(1,786,861)	(1,627,927)	(487,855)	(443,689)
Other expenses		(291,081)	(303,724)	(191,116)	(62,548)
Operating profit	38	3,577,319	4,465,928	3,787,816	2,783,067
Financing costs		(83,960)	(59,940)	-	-
Impairment and fair value adjustments	39	25,492	565,537	(192,927)	252,901
Zakat	40	(73,158)	(74,426)	(59,262)	(57,000)
Share of loss after tax and zakat of associates		(11,863)	(12,340)	-	-
Share of profit/(loss) after tax and zakat of jointly controlled entities		27,584	(12,153)	-	-
Profit before tax		3,461,414	4,872,606	3,535,627	2,978,968
Tax expense	41	(245,063)	(257,145)	-	-
Profit for the year		3,216,351	4,615,461	3,535,627	2,978,968
Profit for the year attributable to:					
TH		2,911,717	4,305,235	3,535,627	2,978,968
Non-controlling interests		304,634	310,226	-	-
		3,216,351	4,615,461	3,535,627	2,978,968

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2015

	Note	Group		TH	
		2015 RM'000	2014 RM'000	2015 RM'000	2014 RM'000
Profit for the year		3,216,351	4,615,461	3,535,627	2,978,968
Other comprehensive income:					
Items that may be reclassified subsequently to profit or loss:					
Share of other comprehensive income/(loss) of associates		2,910	(8,266)	-	-
Share of other comprehensive income/(loss) of jointly controlled entities		4,054	(2,917)	-	-
Changes in fair value of securities available-for-sale		(3,083,542)	(2,456,223)	(3,089,739)	(2,423,892)
Currency translation differences in respect of foreign operations		26,193	(18,111)	-	-
		(3,050,385)	(2,485,517)	(3,089,739)	(2,423,892)
Deposits from banking subsequently to profit or loss:					
Share of other comprehensive income/(loss) of associates		237	(9,853)	-	-
Remeasurement of retirement benefit liability		(2,368)	(24,459)	-	(24,459)
Changes in fair value of forestry, net of tax		(5,281)	-	-	-
Deferred income		22,139	-	-	-
Net surplus of TKJHM and TWT	42	4,277	6,085	4,277	6,085
		19,004	(28,227)	4,277	(18,374)
Total other comprehensive loss		(3,031,381)	(2,513,744)	(3,085,462)	(2,442,266)
Total comprehensive income for the year		184,970	2,101,717	450,165	536,702
Total comprehensive income for the year attributable to:					
TH		(89,927)	1,790,466	450,165	536,702
Non-controlling interests		274,897	311,251	-	-
		184,970	2,101,717	450,165	536,702

The notes set out on pages 261 to 340 form an integral part of these financial statements.

STATEMENTS OF CHANGES IN FUND

FOR THE YEAR ENDED 31 DECEMBER 2015

		Attributable to <i>TH</i>						
		Non-distributable			Distributable			
		Depositors' savings fund	Accumulated reserve of TKJHM and TWT	Other reserves (Note 44)	Retained earnings	Total	Non-controlling interests	Total fund
Group	Note	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
At 1 January 2015		54,357,750	223,366	(221,675)	1,147,423	55,506,864	1,530,521	57,037,385
Remeasurement of retirement benefit liability		-	-	-	(646)	(646)	(1,485)	(2,131)
Changes in fair value of securities available-for-sale		-	-	(3,085,345)	-	(3,085,345)	1,803	(3,083,542)
Changes in fair value of forestry		-	-	-	(4,884)	(4,884)	(397)	(5,281)
Deferred income		-	-	-	16,122	16,122	6,017	22,139
Currency translation differences in respect of foreign operations		-	-	68,832	-	68,832	(35,675)	33,157
Net surplus of TKJHM and TWT		-	4,277	-	-	4,277	-	4,277
Total other comprehensive income for the year		-	4,277	(3,016,513)	10,592	(3,001,644)	(29,737)	(3,031,381)
Profit for the year		-	-	-	2,911,717	2,911,717	304,634	3,216,351
Total comprehensive income for the year		-	4,277	(3,016,513)	2,922,309	(89,927)	274,897	184,970
Net deposits for the year		4,969,638	-	-	-	4,969,638	-	4,969,638
Additions for the year		-	36,100	-	-	36,100	-	36,100
Depositors' bonus:	43							
- Annual bonus		2,807,369	-	-	(2,807,369)	-	-	-
- Hajj bonus		413,005	-	-	(413,005)	-	-	-
Dividends paid to non-controlling interests		-	-	-	-	-	(117,430)	(117,430)
Issuance of shares pursuant to ESOS of subsidiaries		-	-	1,467	-	1,467	3,342	4,809
Changes in Group structure		-	-	(109)	46	(63)	116,899	116,836
Transfers between reserves		-	-	253,416	(134,755)	118,661	(118,661)	-
At 31 December 2015		62,547,762	263,743	(2,983,414)	714,649	60,542,740	1,689,568	62,232,308

STATEMENTS OF CHANGES IN FUND
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

		Attributable to <i>TH</i>						
		Non-distributable				Distributable		
		Depositors' savings fund	Accumulated reserve of TKJHM and TWT	Other reserves (Note 44)	Retained earnings	Total	Non-controlling interests	Total fund
Group	Note	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	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
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:	43							
- 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 pursuant to ESOS of subsidiaries		-	-	2,551	-	2,551	7,872	10,423
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

The notes set out on pages 261 to 340 form an integral part of these financial statements.

STATEMENTS OF CHANGES IN FUND

FOR THE YEAR ENDED 31 DECEMBER 2015

		Attributable to <i>TH</i>				
		Non-distributable		Distributable		
		Depositors' savings fund	Fair value reserve	Accumulated reserve of TKJHM and TWT	Retained earnings	Total
<i>TH</i>	Note	RM'000	RM'000	RM'000	RM'000	RM'000
At 1 January 2015		54,357,750	(867,533)	223,366	292,704	54,006,287
Net surplus of TKJHM and TWT		-	-	4,277	-	4,277
Changes in fair value of securities available-for-sale		-	(3,089,739)	-	-	(3,089,739)
Total other comprehensive loss for the year		-	(3,089,739)	4,277	-	(3,085,462)
Profit for the year		-	-	-	3,535,627	3,535,627
Total comprehensive income for the year		-	(3,089,739)	4,277	3,535,627	450,165
Net deposits for the year		4,969,638	-	-	-	4,969,638
Additions for the year		-	-	36,100	-	36,100
Depositors' bonus:	43					
- Annual bonus		2,807,369	-	-	(2,807,369)	-
- Hajj bonus		413,005	-	-	(413,005)	-
		3,220,374	-	-	(3,220,374)	-
At 31 December 2015		62,547,762	(3,957,272)	263,743	607,957	59,462,190
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 loss 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
Reductions for the year		-	-	(100,503)	-	(100,503)
Depositors' bonus:	43					
- 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

The notes set out on pages 261 to 340 form an integral part of these financial statements.

STATEMENTS OF CASH FLOW

FOR THE YEAR ENDED 31 DECEMBER 2015

Note	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Profit before tax from:				
Continuing operations	3,461,414	4,872,606	3,535,627	2,978,968
	3,461,414	4,872,606	3,535,627	2,978,968
Adjustments for:				
Depreciation of property, plant and equipment	198,678	172,494	27,155	26,422
Gain on disposal of property, plant and equipment	(3,575)	(22,663)	(3,142)	(10,042)
Gain on disposal of assets held for sale	(17,674)	-	(17,674)	-
Gain on sale of investment properties	-	(13)	-	-
Dividends from subsidiaries	-	-	(1,347,006)	(221,761)
Dividends from associates	-	-	(17,581)	(9,760)
Dividends from equities	(440,395)	(334,790)	(440,359)	(334,790)
Dividends from fund managers	(30,994)	(26,012)	(30,994)	(26,012)
Coupons from debt securities	(471,324)	(471,065)	(604,646)	(593,719)
Share of loss after tax and zakat of associates	11,863	12,340	-	-
Share of (profit)/loss after tax and zakat of jointly controlled entities	(27,584)	12,153	-	-
Gain on trading of equities	(460,999)	(821,645)	(460,999)	(821,645)
Gain on disposal of subsidiaries	(1,303)	(836,210)	(85,967)	(83,375)
(Gain)/Loss on disposal of associates	(247)	4,435	-	12,114
Gain on sale of securities	(12,597)	(2,109)	(12,597)	(2,109)
(Gain)/Loss on trading of derivatives	(5,445)	1,184	(6,597)	(1,186)
Changes in fair value of derivatives	1,480	(5,021)	15,264	53,944
Profit from financing to subsidiaries	-	-	(71,513)	(72,074)
Gain from capital repayment	-	(790)	-	(790)
Gain on negotiable debt certificates	(145,502)	(128,209)	(147,107)	(128,209)
Additions of debt securities	(85,565)	(72,932)	(85,565)	(72,932)
Impairment of equities and debt securities	17,726	56,219	17,726	55,965
Impairment of quoted subsidiaries	-	-	-	47,312
Impairment of quoted associates	28,109	230,490	28,109	230,490
Impairment of goodwill	-	15,510	-	-

STATEMENTS OF CASH FLOW

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

	Note	Group		TH	
		2015 RM'000	2014 RM'000	2015 RM'000	2014 RM'000
Impairment on financing from banking operations		73,819	56,305	-	-
Changes in fair value of investment properties		(127,025)	(947,778)	106,011	(669,350)
Changes in fair value of forestry		(14,461)	-	-	-
Changes in fair value of government grant		(5,180)	-	-	-
Property, plant and equipment written off		(1,692)	1,556	71	136
Write back of impairment of investment in equities		(2,647)	(254,507)	-	(266,642)
Investment in a subsidiary written off		-	-	25,777	-
Derivative financial instruments written off		-	28,738	-	28,738
Amortisation of deferred expenditure		(311)	(311)	(311)	(311)
Amortisation of intangible assets		(14,500)	8,755	-	-
Dividend income from banking operations		(3,572)	(3,560)	-	-
Fair value of employees share option		(47)	(55)	-	-
Deposits from banking		40,280	38,022	40,280	37,944
Gain on foreign exchange		(489,215)	(29,333)	(358,420)	(29,230)
Zakat		73,158	74,426	59,262	57,000
Financing costs		83,960	59,940	-	-
Operating profit before changes in working capital		1,628,633	1,688,170	164,804	185,096
Changes in working capital:					
Inventories		(38,277)	(1,222)	-	-
Trade and other receivables		2,207,076	287,421	(134,737)	710,793
Trade and other payables		(138,491)	758,194	(176,782)	333,594
Statutory deposits with Bank Negara Malaysia		(256,460)	(37,900)	-	-
Bills payable		(4,947)	(43,074)	-	-
Financing of banking customers		(4,973,658)	(5,980,556)	-	-
Deposits from banking customers		3,116,255	5,957,762	-	-
Deposits and placements of banks and other financial statements		(300,000)	(1,229,975)	-	-
Cash generated from/(used in) operations		1,240,131	1,398,820	(146,715)	1,229,483
Bonus paid to depositors		(3,220,374)	(3,237,196)	(3,220,374)	(3,237,196)
Zakat paid		(62,715)	(68,469)	(49,774)	(53,462)
Tax paid		(290,669)	(283,503)	-	-
Tax refund		11,956	4,098	-	-
Retirement benefits paid		(11,417)	(15,707)	(11,361)	(15,537)
Plantation development expenditure		(524,313)	(256,568)	-	-

STATEMENTS OF CASH FLOW
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

	Note	Group		TH	
		2015 RM'000	2014 RM'000	2015 RM'000	2014 RM'000
Forestry		(23,568)	-	-	-
Property development costs		(3,243)	(618,078)	-	-
Net cash used in operating activities		(2,884,212)	(3,076,603)	(3,428,224)	(2,076,712)
Cash flows from investing activities					
Proceeds from disposal of property, plant and equipment		221,577	64,470	6,499	15,565
Proceeds from disposal of investment properties		1,629,696	70	-	-
Proceeds from disposal of assets held for sale		20,326	15,220	20,326	4,220
Proceeds from disposal of subsidiaries		16,250	751,835	278,899	194,116
Proceeds from disposal of associates		247	21	-	-
Purchase of equities		(3,245,462)	(5,205,092)	(3,245,462)	(5,205,071)
Proceeds from trading of financial derivatives		6,796	1,186	6,796	1,186
Disposal/(Purchase) of debt securities		8,556	(2,306,467)	8,556	(2,306,467)
Disposal/(Purchase) of other financial assets		793,961	(1,343,108)	793,961	(1,343,108)
Derivative investments		-	(24,289)	-	(24,289)
Purchase of property, plant and equipment		(562,048)	(278,442)	(57,957)	(134,660)
Acquisition of subsidiaries		-	(12,410)	(627,209)	(501,621)
Net investment in associates		(274,307)	(27,694)	(274,307)	(27,694)
Net investment in jointly controlled entities		(87,516)	(147,360)	-	(80,000)
Net proceeds from banking securities		416,931	2,873,082	-	-
Investment property		(619,387)	(775,811)	(619,377)	(367,746)
Dividends from subsidiaries		-	-	1,357,321	160,089
Dividends from associates		29,486	20,960	15,486	9,760
Dividends from equities		335,271	233,005	335,271	233,005
Coupons from debt securities		616,241	574,771	616,241	574,771
Net cash used in investing activities		(693,382)	(5,586,053)	(1,384,956)	(8,797,944)
Cash flows from financing activities					
Proceeds from long term financing		897,067	482,664	-	-
Repayment of financing to subsidiaries		688,541	715,089	688,541	657,888
Dividends paid to non-controlling interests		(117,430)	(224,232)	-	-
Depositors' savings fund		8,190,012	8,638,291	8,190,012	8,638,291

STATEMENTS OF CASH FLOW

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

	Note	Group 2015 RM'000	2014 RM'000	TH 2015 RM'000	2014 RM'000
Repayment of finance lease		-	(102)	-	-
Financing costs		(103,534)	(59,940)	-	-
Net cash generated from financing activities		9,554,656	9,551,770	8,878,553	9,296,179
Net increase/(decrease) in cash and cash equivalents		5,977,062	889,114	4,065,373	(1,578,477)
Cash and cash equivalents at 1 January		10,242,686	9,370,545	6,981,887	8,557,140
Net (decrease)/increase in cash and cash equivalents of TKJHM		(64,448)	18,128	(64,448)	18,128
Currency translation differences		(126,668)	(35,101)	8,052	(14,904)
Cash and cash equivalents at 31 December		16,028,632	10,242,686	10,990,864	6,981,887
Cash and cash equivalents comprise:					
Deposits and placements with licensed financial institutions		10,825,753	5,011,185	10,709,444	6,833,475
Cash and bank balances		1,795,676	1,418,721	281,420	148,412
Money at call and interbank placements with remaining maturity not exceeding one month		2,481,836	3,101,584	-	-
	4	15,103,265	9,531,490	10,990,864	6,981,887
Deposits and placements with banks and other financial institutions	5	976,830	721,324	-	-
Deposits pledged		(51,463)	(10,128)	-	-
		16,028,632	10,242,686	10,990,864	6,981,887

The notes set out on pages 261 to 340 form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

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 Tabung Haji Building, 201 Jalan Tun Razak, 50400 Kuala Lumpur.

TH is principally engaged in the management of Hajj operations, acceptance and management of deposits from depositors, investment holding and letting of properties. The principal activities of the subsidiaries, associates and jointly controlled entities are stated in Note 22, 21 dan 20 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 2015 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 6 April 2016.

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 Standards, Interpretations and amendments effective for annual periods beginning on or after 1 July 2014 and have been adopted by the Group and **TH** with effect from 1 January 2015:

- *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)*

The adoption of the above Standards, Interpretations and amendments has no significant impact to the financial statements of the Group and **TH**.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

2. Basis of preparation (cont'd)

(a) Statement of compliance (cont'd)

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 January 2016

- *FRS 14, Regulatory Deferral Accounts*
- *Amendments to FRS 5, Non-current Assets Held for Sale and Discontinued Operations (Annual Improvements 2012 - 2014 Cycle)*
- *Amendments to FRS 7, Financial Instruments: Disclosures (Annual Improvements 2012 - 2014 Cycle)*
- *Amendments to FRS 10, Consolidated Financial Statements, FRS 12, Disclosure of Interests in Other Entities and FRS 128, Investment in Associates and Joint Ventures - Investment Entities: Applying the Consolidation Exception*
- *Amendments to FRS 11, Joint Arrangements - Accounting for Acquisitions of Interests in Joint Operations*
- *Amendments to FRS 101, Presentation of Financial Statements - Disclosure Initiative*
- *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*
- *Amendments to FRS 119, Employee Benefits (Annual Improvements 2012 - 2014 Cycle)*
- *Amendments to FRS 127, Separate Financial Statements - Equity Method in Separate Financial Statements*

(ii) Standards, Interpretations and amendments effective for annual periods beginning on or after 1 January 2018

- *FRS 9, Financial Instruments (2014)*
- *FRS 15, Revenue from Contracts with Customers*

(iii) Standards, Interpretations and amendments effective for a date yet to be confirmed

- *Amendments to FRS 10, Consolidated Financial Statements*
- *Amendments to FRS 128, Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group plans to apply the abovementioned standards, amendments and interpretations:

- (i) 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; and
- (ii) 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

2. Basis of preparation (cont'd)

(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.

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 controls an entity when it 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. Potential voting rights are considered when assessing control only when such rights are substantive.

The Group also 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.

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.

For new acquisitions, the 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 interests 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(a) Basis of consolidation (cont'd.)

(ii) Business combinations (cont'd.)

When the excess is negative, a bargain purchase gain is recognised immediately in 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 the 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) Acquisitions of non-controlling interests

The Group accounts for all changes in its ownership interest in a subsidiary that do not result in a loss of control as equity transactions between the 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.

(iv) Associates

Associates are entities, including unincorporated entities, in which the Group has significant influence, but not control, over the financial and operating policies.

Investments in associates are accounted for in the consolidated financial statements using the equity method less any impairment losses. The cost of the 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 an associate, 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.

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 of 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 remeasured. 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(a) Basis of consolidation (cont'd.)

(v) Joint arrangements (cont'd.)

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. Investments in joint venture are measured in the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution. The cost of investment includes transaction costs.

(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 **TH**, are presented in the consolidated statement of financial position and statement of changes in fund, separately from fund attributable to **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 **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

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Unrealised gains arising from transactions with equity-accounted associates and joint ventures 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

Recognition

Purchases and sales of financial instruments are recognised on the date that the Group and **TH** commits to purchase or sell the instruments.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(c) Financial instruments (cont'd.)

Initial measurement

A financial instrument is recognised initially, at its 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 the acquisition or issuance of the financial instrument.

Financial instrument categories and subsequent measurement

The Group and **TH** categorise financial instruments 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.

(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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(c) Financial instruments (cont'd.)

(iii) Financial assets held-to-maturity (cont'd.)

Any sale or reclassification of more than 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.

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.

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(c) Financial instruments (cont'd.)

Financial guarantee contracts (cont'd.)

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.

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.

Derecognition

A financial asset or part of it is derecognised when, and only when the contractual rights to the cash flows from the financial asset expire or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expires.

(d) Construction work-in-progress

Construction 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 Company's contract activities based on normal operating capacity.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(d) Construction work-in-progress (cont'd.)

Construction work-in-progress is presented as part of receivables, deposits and prepayments as amount due from contract customers in the statement of financial position for all contracts in which costs incurred plus recognised profits exceed progress billings. If progress billings exceed costs incurred plus recognised profits, then the difference is presented as amount due to contract customers which is part of the deferred income in the statement 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 calculated using the weighted average method, 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.

(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.

(f) 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(f) Property development costs (cont'd.)

(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.

(g) Plantation development expenditure

All expenditure relating to development of oil palm estate (immature estate) will be capitalised under plantation development expenditure. An estate is declared mature when they are ready for its intended purpose. This cost will be depreciated over useful life when the expenditure is transferred to property, plant and equipment when the estate matures.

Estate overhead expenditure is apportioned to revenue and plantation development expenditure on the basis of the proportion of mature to immature areas.

(h) Forestry

Forestry are measured on initial recognition and at subsequent reporting dates at fair value, with any changes in fair value of forestry during a year recognised in profit or loss. The fair value of forestry is determined independently by professional valuers.

Nurseries fair value are deemed at cost. This cost relates to nursery maintenance costs.

(i) Investment property

Investment property carried at fair value

Investment properties are properties which are owned or held under a leasehold interest to earn rental income or for capital appreciation or for both but not for sale in the ordinary course of business, use in the production or supply of services or for administrative purposes. These include 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 and subsequently at fair value with any changes therein recognised in profit or loss for the period in which they arise. The fair value is based on market values valued by an independent valuation firm.

An investment property is derecognised on its disposal, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal. The difference between the net disposal proceeds and the carrying amount is recognised in profit or loss in the period in which the item is derecognised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(i) Investment property (cont'd.)

Reclassifications to/from investment property

When an item of property, plant and equipment is transferred to investment property following a change in its use, any difference arising at the date of transfer between the carrying amount of the item immediately prior to transfer and its fair value is recognised directly in equity as a revaluation of property, plant and equipment.

When the use of a property changes such that it is reclassified as property, plant and equipment or inventories, its fair value at the date of reclassification becomes its cost for subsequent accounting.

(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.

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(j) Property, plant and equipment (cont'd.)

Depreciation (cont'd.)

(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 30 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

Leasehold land and buildings are amortised based on the following rates:

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 rate of interest 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 leases

Leases, where the Group does not assume substantially all the risks and rewards of ownership are classified as operating leases and, the leased assets are not recognised in the statement of financial position.

Payments made under operating leases are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised in profit or loss as an integral part of the total lease expense, over the term of the lease. Contingent rentals are charged to profit or loss in the reporting period in which they are incurred.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(l) Takaful Fund

(i) Family Takaful Fund

Included in Family Takaful Fund are funds 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 Islamic Financial Services Act, 2013 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 profit or loss 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.

At the end of each financial period, all due contributions are accounted for to the extent that they can be reliably measured.

Actuarial reserves

Actuarial reserves comprise the Prospective Actuarial Valuation, Cash Flow Projection Valuation and Unearned Contribution Valuation as explained below:

(i) Prospective actuarial valuation

For credit-related products, the liabilities of Family Takaful Fund shall be valued based on the sum of present value of future benefits and any expected future expenses payable from the takaful funds, less the present value of future gross tabarru' arising from the certificate, discounted at the appropriate risk discount rate as defined in the valuation guidelines.

For a credit-related takaful certificate whose sustainability of tabarru' deductions is dependent on the performance of Participants Investment Fund ("PIF"), the calculation is subject to adjusting the future gross tabarru' cash flow such that it is limited to the period where the PIF can sustain the tabarru' and assuming that the takaful coverage is in force for the full duration of the takaful contract.

(ii) Cash flow projection valuation

For products with PIF other than credit-related products, the liabilities shall be valued by projecting future cash flows to ensure that all future obligations can be met without recourse to additional finance or capital support at any future time during the duration of the certificate. The cash flow projection shall use a basis that is consistent with the requirements of the valuation guidelines.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(I) Takaful Fund (cont'd.)

(i) Family Takaful Fund (cont'd.)

Actuarial reserves (cont'd.)

(iii) Unearned contribution valuation

For yearly renewable products or extensions shall be valued according to the following:

- (a) For a certificate covering death or survival, the liabilities shall be valued on an unexpired risk basis using a prospective estimate of expected future payments arising from future events covered as at the valuation date. These future payments shall include allowance for direct claims related expenses, direct investment-related expenses, cost of retakaful and expected future contribution refunds expected during the unexpired period.
- (b) For a certificate covering contingencies other than death or survival, the net liability is the maximum of unexpired risk reserve or unearned contribution reserve.

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 receipt 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 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 Islamic Financial Services Act, 2013. Included in General Takaful Fund are funds 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(l) Takaful Fund (cont'd.)

(ii) General Takaful Fund (cont'd.)

Contribution income

Contributions are recognised in a financial period in respect of risks assumed during that particular financial period based on the inception date. Inward treaty retakaful contributions are recognised on the basis of periodic advices received from ceding takaful operators.

Unearned contribution reserves

The Unearned Contribution Reserves ("UCR") represent the portion of the net contributions of takaful certificates written that relate to the unexpired periods of the certificates at the end of the financial year.

In determining the UCR at the end of the reporting period, the method that most accurately reflects the actual unearned contributions is used, as follows:

- (i) 1/365th method for all General Takaful business.
- (ii) 1/8th method for all classes of General Treaty Inward Retakaful business.

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 end of the reporting period. Any difference between the current estimated cost and subsequent settlement is dealt with in the takaful statement of comprehensive income of the Group and of the Company in the year in which the settlement takes place.

Provision is also made for the cost of claims (together with related expenses) and Incurred But Not Reported Claims ("IBNR") at the end of the reporting period, using a mathematical method of estimation by a qualified external 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, 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(m) Intangible assets (cont'd.)

(ii) Bancatakaful service fees

Bancatakaful service fees is amortised using the straight-line method over its useful lives of five years. The amortisation methods, useful lives and residual values are reviewed at the end of each reporting and changed, if necessary.

(iii) 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 and **TH** assess 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 as a result of one or more events having an impact on the estimated future cash flows of the asset. 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 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.

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(n) Impairment (cont'd.)

(i) Financial assets (cont'd.)

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; or
- (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.

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(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.

(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.

(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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(r) Employees benefit (cont'd.)

(iii) Long term benefits (cont'd.)

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) Transaction and balance in foreign currency

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.

(ii) Foreign operations

The assets and liabilities of operations denominated in functional currencies other than RM, including fair value adjustments arising from consolidation are translated to RM at exchange rates at the end of the reporting period. The income and expenses of foreign operations are translated to RM at average exchange rates for the period. Foreign currency differences are recognised in other comprehensive income and accumulated in the translation reserve in equity.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(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 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 period 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 asset 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.

(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 profit or loss in proportion to the stage of completion of the contract. Contract expenses are recognised as incurred unless they create an asset related to future contract activity.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(t) Recognition of income (cont'd.)

(iv) Construction contracts (cont'd.)

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 profit or loss.

(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 statement of comprehensive income.

Revenue from the land sales are recognised when the significant risks and., recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably.

(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 costs

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 incurred, borrowing costs are 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.

(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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(v) Income tax (cont'd.)

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 to owners rather than through continuing use, are classified as held for sale or distribution.

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 or distribution, 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 of disposal.

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

3. Significant accounting policies (cont'd.)

(x) Fair value measurements (cont'd.)

When measuring the fair value of an asset or a 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:

- a) Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
- b) Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- c) 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 2015 (cont'd.)

4. Cash and cash equivalents

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Placements with licensed financial institutions	10,825,753	5,011,185	10,709,444	6,833,475
Cash and bank balances	1,795,676	1,418,721	281,420	148,412
Money at call and interbank placements with remaining maturity not exceeding one month	2,481,836	3,101,584	-	-
	15,103,265	9,531,490	10,990,864	6,981,887

Cash and cash equivalents are denominated in the following currencies:

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	14,580,399	9,314,499	10,798,371	6,923,011
Saudi Riyal	64,464	15,017	9,362	13,549
Pound Sterling	257,979	153,976	2,227	1,885
U.S. Dollar	181,220	6,081	180,809	6,081
Australian Dollar	19,203	41,917	95	37,361
	15,103,265	9,531,490	10,990,864	6,981,887

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 RM250,779,000 (2014: RM315,228,000).

Included in cash and bank balances of the Group was RM8,178,000 (2014: RM12,464,000), 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 2.20% and 4.80% (2014: 2.90% and 4.80%).

Included in cash and bank balances of the Group was RM51,463,000 (2014: RM10,128,000) pledged to banks for bank guarantee facilities.

5. Deposits and placements with banks and other financial institutions

	Group	
	2015	2014
	RM'000	RM'000
Licensed banks and financial institutions	976,830	721,324

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

6. Derivative assets/(liabilities)

Group	Fair value		
	Principal	Assets	Liabilities
2015	RM'000	RM'000	RM'000
Forward contracts	2,322,286	106,402	(98,593)
Warrants	805,710	7,268	-
Profit rate swaps	862,568	12,857	(3,320)
	3,990,564	126,527	(101,913)
2014			
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)
TH			
2015			
Warrants	805,710	60,107	-
2014			
Warrants	807,390	75,569	-

7. Securities held-for-trading

	Group	
	2015	2014
	RM'000	RM'000
At fair value		
Quoted securities		
Shares	125,650	110,319
Unit trusts	14,647	22,943
	140,297	133,262
Unquoted securities		
Malaysian Government Investment Issues	241,717	50,767
Bank Negara Negotiable Notes	-	394,808
Islamic debt securities	287,992	307,125
Negotiable Islamic Debt Certificates	-	279,628
	529,709	1,032,328
	670,006	1,165,590

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

8. Securities available-for-sale

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
At fair value				
Shares				
Quoted shares	15,421,813	13,250,335	14,767,366	12,807,052
Less: Impairment during the year	(13,656)	(39,129)	(13,656)	(39,129)
	15,408,157	13,211,206	14,753,710	12,767,923
Fund managers	1,327,673	1,177,567	1,327,673	1,177,567
Unquoted shares	1,138,169	704,382	1,111,274	654,701
Less: Impairment during the year	(20,883)	(32,665)	(1,555)	(16,836)
	1,117,286	671,717	1,109,719	637,865
	17,853,116	15,060,490	17,191,102	14,583,355
Debt Securities				
Government debt securities	11,135,498	12,834,901	1,182,245	1,379,753
Corporate debt securities	7,234,646	6,486,368	7,234,646	6,486,368
Less: Impairment during the year	(2,515)	-	(2,515)	-
	7,232,131	6,486,368	7,232,131	6,486,368
	18,367,629	19,321,269	8,414,376	7,866,121
Other Financial Assets				
Unit trusts	918,032	1,053,057	610,579	611,034
Negotiable Islamic Debt Certificate	6,327,047	5,561,025	3,685,780	4,332,634
	7,245,079	6,614,082	4,296,359	4,943,668
	43,465,824	40,995,841	29,901,837	27,393,144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

9. Assets held for sale

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Assets classified as held for sale:				
Investment in subsidiaries	-	-	-	2,406,330
Property, plant and equipment	8,970	34,943	8,970	33,247
Fair value adjustment on investment	-	1,761,838	-	-
	8,970	1,796,781	8,970	2,439,577

10. Trade and other receivables

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Trade receivables				
Trade receivables	562,313	451,740	409,790	292,399
Other receivables				
Clients' and dealers' debit balances	215,265	179,229	-	-
Other receivables, deposits and prepayments	692,711	1,550,331	64,280	84,100
Staff financing	105,196	100,127	19,628	21,658
Amount due from:				
- Subsidiaries	-	-	422,601	120,037
- Associates	2,095	-	2,095	-
- Jointly controlled entities	222,397	151,001	2	-
	1,237,664	1,980,688	508,606	225,795
	1,799,977	2,432,428	918,396	518,194

11. Inventories

	Group	
	2015	2014
	RM'000	RM'000
Stores	21,367	18,256
Finished goods	38,018	20,828
Completed properties	19,203	1,858
	78,588	40,942

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

12. Financing

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Cash line	1,059,397	844,720	-	-
Credit cards	443,543	435,638	-	-
Discounted trade bills	1,139,827	1,013,823	-	-
Trust receipts	20,210	33,398	-	-
Term financing	32,223,366	27,693,845	-	-
Pawn broking	73,883	90,288	-	-
Financing to subsidiaries	-	-	1,038,779	1,448,290
	34,960,226	30,111,712	1,038,779	1,448,290
Less: Accumulated impairment				
- Collective assessment	(541,065)	(444,388)	-	-
- Individual assesment	(124,471)	(142,753)	-	-
	(665,536)	(587,141)	-	-
	34,294,690	29,524,571	1,038,779	1,448,290

Financing to local subsidiaries were chargeable at a profit margin of 5% to 7% (2014: 5%).

Financing to overseas subsidiaries were chargeable at a profit margin of 5% (2014: 5%).

13. Takaful assets

	Group	
	2015	2014
	RM'000	RM'000
Retakaful assets:		
Claims liabilities	404,205	405,867
Contribution liabilities	55,893	69,949
Actuarial liabilities	242,477	206,644
	702,575	682,460
Takaful receivables:		
Due contributions	119,350	95,074
Due from retakaful/co-Takaful	36,440	38,004
	155,790	133,078
Less: Allowance for impaired receivables	(7,517)	(4,487)
	148,273	128,591
	850,848	811,051

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

14. Securities held-to-maturity

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
<i>At amortised cost</i>				
Debt Securities				
Malaysian Government Islamic papers	145,157	145,276	-	-
Corporate Debt Securities	3,322,143	3,873,273	5,134,675	5,596,231
Less: Accumulated impairment	(6,887)	(7,019)	-	-
	3,460,413	4,011,530	5,134,675	5,596,231

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	
	2015	2014
	RM'000	RM'000
Property development costs comprise:		
Land	618,205	24,597
Development costs	1,197,913	1,023,632
	1,816,118	1,048,229
Add: Development costs incurred during the year		
Land	15,550	593,608
Development costs	107,593	177,012
	1,939,261	1,818,849
Less: Development costs recognised as expense in the statement of income		
- Previous years	(843,631)	(696,297)
- Current year	(119,899)	(150,065)
	975,731	972,487

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

17. Plantation development expenditure

	Group	
	2015	2014
	RM'000	RM'000
At 1 January	681,262	716,762
Change in fair value recognise in other comprehensive income	(6,949)	-
Transfer to forestry (Note 18)	(107,105)	-
	567,208	716,762
Additions	478,681	262,463
Transfer to property, plant and equipment (Note 24)	(362,368)	(297,963)
Foreign exchange difference	3,639	-
At 31 December	687,160	681,262
Included in additions during the year is:		
Depreciation (Note 24 (a))	5,322	7,118

Transfer to forestry

During the board meetings of the subsidiaries of the Group in 2015, the respective Board of the subsidiaries decided to change the intended purpose of the plantation development expenditure from tapping of latex to timber. As a result of the change in the business use, the Boards of the subsidiaries has decided to record the plantation development expenditure at fair value instead of cost. The plantation development expenditure related to rubber was transferred to forestry which is carried at fair value. The plantation development expenditure has been revalued at 1 January 2015 before it is being transferred to forestry. As a result of the revaluation, the changes in fair value is recognised in other comprehensive income.

18. Forestry

	Group	
	2015	2014
	RM'000	RM'000
At 1 January	-	-
Additions	24,339	-
Transfer from plantation development expenditure (Note 17)	107,105	-
Change in fair value recognised in statements of income	14,461	-
At 31 December	145,905	-
Included in additions during the year is:		
Depreciation (Note 24 (a))	771	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

19. Deferred tax

Total deferred tax assets and liabilities, after appropriate offsetting are as follows:

	Group	
	2015	2014
	RM'000	RM'000
Deferred tax assets	155,309	136,982
Deferred tax liabilities	(209,195)	(206,382)
	(53,886)	(69,400)

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	
	2015	2014
	RM'000	RM'000
Property, plant and equipment		
- capital allowances	(396,900)	(364,512)
Investment properties	1,593	654
Impairment	49,508	66,040
Unabsorbed capital allowance	217,203	191,701
Unutilised tax losses	94,498	39,521
Others	(19,788)	(2,804)
	(53,886)	(69,400)

20. Investment in jointly controlled entities

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
At cost				
Unquoted shares	471,088	390,896	295,961	295,961
Add:				
Shares in jointly controlled entities:				
- Accumulated losses	(49,070)	(44,537)	-	-
- Other reserves	(5,116)	(5,116)	-	-
- Foreign exchange differences	4,024	(7,288)	-	-
	(50,162)	(56,941)	-	-
	420,926	333,955	295,961	295,961

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

20. Investment in jointly controlled entities (cont'd.)

The Group's interest in the assets, liabilities, income and expenses of jointly controlled entities are as follows:

Name of company	Principal activities	Effective ownership interest	
		2015	2014
		%	%
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 hajj 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 entities:			
Piety Capital Pty. Ltd.	Property development	50	50
Piety THP Capital Pty. Ltd.	Property development	50	50
Piety THP Developments Pty. Ltd.	Property development management services	50	50

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

20. Investment in jointly controlled entities (cont'd.)

	Group	
	2015	2014
	RM'000	RM'000
Summarised financial information at 31 December		
Assets	2,838,496	2,052,656
Liabilities	(1,885,706)	(1,309,182)
Net assets	952,790	743,474
Year ended 31 December		
Profit/(Loss) from continuing operations	55,168	(24,306)
Other comprehensive income/(loss)	8,108	(5,835)
Total comprehensive income/(loss)	63,276	(30,141)
Reconciliation of net assets to carrying amount as at 31 December		
Group's share of net assets	471,137	365,763
Carrying amount in the statement of financial position	420,926	333,955
Group's share of results for the year ended 31 December		
Group's share of profit/(loss) from continuing operations	27,584	(12,153)
Group's share of other comprehensive income/(loss)	4,054	(2,917)
	31,638	(15,070)
Dividends received by the Group	32,117	2,512

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

21. Investment in associates

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
At cost				
Quoted shares	891,559	617,252	891,559	617,252
Less: Accumulated impairment	(230,490)	(230,490)	(230,490)	(230,490)
	661,069	386,762	661,069	386,762
Unquoted shares	252,820	258,270	250,019	250,450
Less: Accumulated impairment	(94,821)	(71,730)	(94,821)	(66,712)
	157,999	186,540	155,198	183,738
<i>Add:</i>				
Share of results of associates:				
- Retained profit	82,461	125,622	-	-
- Reserves	25,910	23,109	-	-
	108,371	148,731	-	-
	927,439	722,033	816,267	570,500
Market value of quoted shares	439,726	255,076	439,726	255,076

Details of associates, of which all are incorporated in Malaysia, are as follows:

Name of company	Principal activities	Effective ownership interest	
		2015	2014
		%	%
Direct holding			
Quoted and incorporated in Malaysia			
TH Heavy Engineering Berhad	Construction and fabrication of oil and gas offshore structures	30	30
Pelikan International Corporation Berhad	Manufacture and distribution of stationeries	28	28
Unquoted and incorporated in Malaysia			
CCM Fertilizers Sdn. Bhd.	Production and marketing of fertilizers	50	50
Maju-TH Sdn. Bhd.	Property management	49	49
Nihon Canpack (Malaysia) Sdn. Bhd.	Manufacture and sale of canned beverages	40	40

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

21. Investment in associates (cont'd.)

Name of company	Principal activities	Effective ownership interest	
		2015	2014
		%	%
Direct holding (cont'd.)			
Unquoted and incorporated in Malaysia (cont'd.)			
Express Rail Link Sdn. Bhd.	Design, construction, maintenance and management of express railway system	36	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
Top Priority Sdn. Bhd. *	Property management	30	30
Prizevest Sdn. Bhd.*	Property management	30	30
Victec Enterprise Sdn. Bhd.*	Property management	30	30
Indirect holding			
Unquoted and incorporated in Malaysia			
THP Bina Sdn. Bhd. and its associates:			
HCM-TH Technologies JV	Dormant	40	40
HCM-TH Technologies Sdn. Bhd.	Dormant	30	30
Roadcare (M) Sdn. Bhd.	Maintenance and upgrading	28	28
BIMB Holdings Berhad and its associate:			
Islamic Banking and Finance Institute Malaysia Sdn. Bhd.	Training and consultancy services	-	26

* **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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

21. Investment in associates (cont'd.)

Summarised information of the associates are as follows:

2015

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Other associates RM'000	Total RM'000
Summarised Statements of Financial Position				
Assets	1,544,219	1,386,189	4,367,459	7,297,867
Liabilities	(1,080,582)	(737,119)	(3,603,191)	(5,420,892)
Net assets	463,637	649,070	764,268	1,876,975
Summarised Statements of Income and Statements of Comprehensive Income				
Revenue	1,331,508	100,573	1,639,487	3,071,568
(Loss)/Profit for the year	(49,467)	(44,789)	85,803	(8,453)
Other comprehensive income	22,477	(137)	-	22,340
Total comprehensive income	(26,990)	(44,926)	85,803	13,887

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
Summarised Statement of Financial Position				
Group's share of net assets in associates	131,719	193,488	139,487	464,694
Total investments in associates	256,571	382,672	288,196	927,439
Summarised Statements of Income and Statements of Comprehensive Income				
(Loss)/Profit for the year	(14,890)	(13,350)	16,377	(11,863)
Other comprehensive income	3,167	(41)	21	3,147
Total comprehensive income	(11,723)	(13,391)	16,398	(8,716)
Dividends	-	-	31,581	31,581

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

21. Investment in associates (cont'd.)

2014

	Pelikan International Corporation Berhad RM'000	TH Heavy Engineering Berhad RM'000	Other associates RM'000	Total RM'000
Summarised Statements of Financial Position				
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

**Summarised Statements of Income and Statements of
Comprehensive Income**

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 income	(71,318)	4,579	-	(66,739)
Total comprehensive 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
Summarised Statements of Financial Position				
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
Summarised Statements of Income and Statements of Comprehensive Income				
(Loss)/Profit for the year	(9,554)	(21,067)	18,281	(12,340)
Other comprehensive income	(19,268)	1,149	-	(18,119)
Total comprehensive income	(28,822)	(19,918)	18,281	(30,459)
Dividends	-	-	20,960	20,960

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries

	<i>TH</i>	
	2015	2014
	RM'000	RM'000
At cost		
Quoted shares	2,944,030	2,831,826
Less: Accumulated impairment	(47,312)	(47,312)
	2,896,718	2,784,514
Unquoted shares	1,908,829	969,541
Less: Accumulated impairment	-	(1,500)
	1,908,829	968,041
Market value of quoted shares	4,805,547	3,752,555
	3,908,492	4,402,521

Details of subsidiaries are as follows:

Name of company	Principal activities	Effective ownership interest	
		2015	2014
		%	%
Quoted and incorporated in Malaysia			
BIMB Holdings Berhad and its subsidiaries:	Investment holding	53	54
Bank Islam Malaysia Berhad and its subsidiaries:	Islamic banking business	53	54
BIMB Investment Management Berhad	Management of Islamic Unit Trust Funds	53	54
Al-Wakalah Nominees (Tempatan) Sdn. Bhd.	Nominee services	53	54
Farihan Corporation Sdn. Bhd.	Provision of manpower for the provision of Islamic pawn broking services	53	54
Bank Islam Trust Company (Labuan) Ltd. and its subsidiary:	Provision of services as Labuan registered trust company	53	54
BIMB Offshore Company Management Services Sdn. Bhd.	Resident corporate secretary and director for offshore companies	53	54
BIMB Foreign Currency Clearing Agency Sdn. Bhd.	Dormant (In the process of members' voluntary liquidation)	53	54

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries (cont'd)

		Effective ownership interest	
Name of company	Principal activities	2015	2014
		%	%
Quoted and incorporated in Malaysia (cont'd)			
BIMB Securities (Holdings) Sdn. Bhd. and its subsidiary:	Investment holding	53	54
BIMB Securities Sdn. Bhd. and its subsidiaries:	Stockbroking	53	54
BIMSEC Nominees (Tempatan) Sdn. Bhd.	Nominee services	53	54
BIMSEC Nominees (Asing) Sdn. Bhd.	Nominee services	53	54
Syarikat Al-Ijarah Sdn. Bhd.	Leasing of assets	53	54
Syarikat Takaful Malaysia Berhad and its subsidiary:	Family and general takaful business	32	33
ASEAN Retakaful International (L) Ltd	Family and general retakaful business	20	21
TH Plantations Berhad and its subsidiaries:	Investment holding, cultivation of oil palm, processing and marketing of palm products	73	71
THP Ibok Sdn. Bhd.	Cultivation of oil palm and selling of fresh fruit bunches	73	71
THP Gemas Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	73	71
THP Bukit Belian Sdn. Bhd.	Cultivation of oil palm and selling of fresh fruit bunches	73	71
THP Kota Bahagia Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	73	71
THP Agro Management Sdn. Bhd.	Management services	73	71
Bumi Suria Ventures Sdn. Bhd.	Cultivation of oil palm and selling of fresh fruit bunches	73	71
Maju Warisanmas Sdn. Bhd.	Letting of investment property	73	71
THP Suria Mekar Sdn. Bhd. (formerly known as Pinekey Enterprise Sdn. Bhd.)	Special services	73	71
Manisraya Sdn. Bhd.	Provision of financing services	73	71

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries (cont'd)

Name of company	Principal activities	Effective ownership interest	
		2015	2014
		%	%
Quoted and incorporated in Malaysia (cont'd)			
TH Ladang (Sabah & Sarawak) Sdn. Bhd. and its subsidiaries:	Investment holding	73	71
Cempaka Teratai Sdn. Bhd. and its subsidiary:	Investment holding	73	71
TH PELITA Gedong Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	51	50
Kee Wee Plantations Sdn. Bhd. and its subsidiary:	Investment holding	73	71
TH PELITA Sadong Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	51	50
TH-Bonggaya Sdn. Bhd.	Rubber plantation	73	71
Ladang Jati Keningau Sdn. Bhd.	Teak plantation	61	59
TH-USIA Jatimas Sdn. Bhd.	Rubber plantation	51	50
TH PELITA Meludam Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	44	43
TH PELITA Simunjan Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	44	43
TH PELITA Beladin Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	40	39
Derujaya Sdn. Bhd.	Dormant	73	71
Halus Riang Sdn. Bhd.	Dormant	73	71
Kuni Riang Sdn. Bhd.	Dormant	73	71
THP Saribas Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	58	57
THP-YT Plantation Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	51	50
Hydroflow Sdn. Bhd.	Cultivation of oil palm and marketing of fresh fruit bunches	51	50
THP Sabaco Sdn. Bhd.	Cultivation of oil palm, processing and marketing of palm products	37	36
TH Bakti Sdn. Bhd.	Cultivation of oil palm	-	50

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries (cont'd)

		Effective ownership interest	
Name of company	Principal activities	2015	2014
		%	%
Quoted and incorporated in Malaysia (cont'd)			
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
Theta Mobile Sdn. Bhd. (formerly known as 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 and 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, property development	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 project	100	100

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries (cont'd)

		Effective ownership interest	
Name of company	Principal activities	2015	2014
		%	%
Unquoted and incorporated in Malaysia (cont'd)			
TH Properties Sdn. Bhd. and its subsidiaries (cont'd):			
THP Hartanah Sdn. Bhd.	Property development	100	100
THP Pelindung Sdn. Bhd.	Property development	100	100
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	100
THP Mutiara Sdn. Bhd.	Property development	100	100
THP Australia Capital Sdn. Bhd.	Investment holding	100	100
THP Australia Developments Corporation	Investment holding	100	100
THP Bay Pavilions Corporation	Investment holding	100	100
THP Sinar Sdn. Bhd. and its subsidiary:	Provision of building management services	60	60
THPS Capital Sdn. Bhd.	Investment holding	60	60
Keramat Green Development Sdn. Bhd.	Property development	100	-
THP Perlis Sdn. Bhd.	Dormant	100	-
THP Sydney Bay Views Sdn. Bhd.	Dormant	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	100

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries (cont'd)

Name of company	Principal activities	Effective ownership interest	
		2015	2014
		%	%
Unquoted and incorporated in Malaysia (cont'd)			
TH Marine Holding (L) Inc. and its subsidiaries:		100	-
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.	Dormant	51	51
Marine 1 (L) Inc.	Provision of marine services	100	-
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	100	100
TH Indopalms Sdn. Bhd.	Investment holding	100	100
LTH Property Investment (L) Inc.	Investment holding	100	100
Deru Semangat Sdn. Bhd.	Cultivation of oil palm	55	-
THC International Sdn. Bhd. #	Dormant	-	60
Incorporated in United Kingdom			
LTH Property Holdings Limited and its subsidiaries:	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
LTH Property Holdings 2 Limited and its subsidiary:	Investment holding	100	100
Leatherhead Properties Limited and its subsidiary:	Property investment holding	100	100
LTH Leatherhead Limited	Property investment holding	100	100
THPS Capital Sdn. Bhd. and its subsidiary:			
THPS OCS Services Limited	Property management services	60	60

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries (cont'd)

Name of company	Principal activities	Effective ownership interest	
		2015	2014
		%	%
Incorporated in Australia			
LTH Property Investment (L) Inc. and its trust fund:			
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	100
Incorporated in Saudi Arabia			
TH Hotel & Residence Sdn. Bhd. and its subsidiary:			
TH Real Estate Company	Management of investment	100	100
Incorporated in Indonesia			
Syarikat Takaful Malaysia Berhad and its subsidiary:			
P.T. Syarikat Takaful Indonesia and its subsidiaries:	Investment holding	17	18
P.T. Asuransi Takaful Keluarga	Family takaful business	13	14
P.T. Asuransi Takaful Umum	General takaful business	11	12
TH Plantations Berhad and its subsidiary:			
P.T. Persada Kencana Prima	Cultivation of oil palm and marketing of fresh fruit bunches	69	67

Fully liquidated

* Trust funds

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 2015 (cont'd.)

22. Investment in subsidiaries (cont'd.)

Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interests ("NCI") are as follows:

2015

	BIMB Holdings Berhad	TH Plantations Berhad	Other subsidiaries	Total
	%	%	%	
Percentage of ownership and voting interest by non-controlling interest	47	27	31 - 49	
	RM'000	RM'000	RM'000	RM'000
Carrying amount of non-controlling interest	1,103,166	479,855	106,547	1,689,568
Total comprehensive income attributable to non-controlling interest	286,694	(15,814)	4,017	274,897

Summarised financial information before intra-group elimination:

	BIMB Holdings Berhad	TH Plantations Berhad	Other subsidiaries	Total
	RM'000	RM'000	RM'000	RM'000

Summarised Statements of Financial Position

Assets	57,363,828	3,459,416	983,403	61,806,647
Liabilities	(53,668,102)	(1,835,543)	(615,620)	(56,119,265)
Net assets	3,695,726	1,623,873	367,783	5,687,382

Summarised Statements of Income and Statements of Comprehensive Income

Revenue	3,310,607	455,304	470,075	4,235,986
Profit for the year	612,947	23,929	19,306	656,182
Total comprehensive income	536,920	40,420	19,306	596,646

Cash flows from operating activities	(1,144,222)	(249,818)	(51,228)	(1,445,268)
Cash flows from investing activities	285,874	(141,200)	(14,207)	130,467
Cash flows from financing activities	600,609	104,236	8,112	712,957
Net decrease in cash and cash equivalents	(257,739)	(286,782)	(57,323)	(601,844)
Dividends paid to non-controlling interest	106,168	9,362	1,900	117,430

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

22. Investment in subsidiaries (cont'd.)

Non-controlling interests in subsidiaries (cont'd.)

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
Total 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
		<i>Restated</i>		

Summarised Statements of Financial Position

Assets	53,030,205	3,636,098	575,608	57,241,911
Liabilities	(49,840,945)	(2,022,393)	(334,828)	(52,198,166)
Net assets	3,189,260	1,613,705	240,780	5,043,745

Summarised Statements of Income and Statements of Comprehensive Income

Revenue	2,967,473	488,917	197,193	3,653,583
Profit for the year	586,904	59,580	15,659	662,143
Total comprehensive income	537,112	59,511	15,659	612,282
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/(decrease) 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 2015 (cont'd.)

23. Investment property

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
At fair value				
At 1 January	8,291,494	6,333,449	5,196,758	3,921,032
Additions	619,387	775,811	619,376	367,746
Disposal	(1,630,566)	(628,155)	-	(623,027)
Transfer from property, plant and equipment (Note 24)	17,894	350,102	15,853	350,102
Transfer from assets held for sale	2,729	511,555	1,033	511,555
Changes in fair value	127,025	947,778	(106,011)	669,350
Foreign exchange difference	549,700	954	-	-
At 31 December	7,977,663	8,291,494	5,727,009	5,196,758

Fair value of the Group's investment properties are categorised as follows:

Group	Level 1	Level 2	Level 3	Total
2015	RM'000	RM'000	RM'000	RM'000
Freehold land and buildings	-	5,727,009	4,980	5,731,989
Leasehold land and buildings	-	2,231,503	14,171	2,245,674
	-	7,958,512	19,151	7,977,663
2014	RM'000	RM'000	RM'000	RM'000
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

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 2015 (cont'd.)

24. Property, plant and equipment

Group	Freehold land	Leasehold land	Estates	Freehold buildings	Leasehold buildings	Building renovations	Plant, machineries, fittings and motor vehicles	Work in progress	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Cost									
At 1 January 2015	82,029	567,199	986,085	495,359	279,587	193,290	1,954,616	66,932	4,625,097
Additions	-	151,860	-	7,008	-	19,121	333,853	50,206	562,048
Disposals	(3,210)	-	(482)	(59)	-	-	(266,482)	-	(270,233)
Write off	-	-	(4,378)	(518)	-	(3,530)	(26,105)	(76)	(34,607)
Transfer from plantation development expenditure (Note 17)	-	-	362,368	-	-	-	-	-	362,368
Transfer from/(to) investment property (Note 23)	4,345	(2,156)	-	1,338	(34,666)	(5,372)	-	-	(36,511)
Transfer from assets held for sale	-	147	-	-	2,771	-	-	-	2,918
Reclassification	-	-	-	12,708	-	34,128	6,951	(53,787)	-
Adjustments	(8,529)	2,439	-	8,007	34	(1,416)	5,994	-	6,529
Foreign exchange difference	-	24	-	20	1,237	4	1,506	6	2,797
At 31 December 2015	74,635	719,513	1,343,593	523,863	248,963	236,225	2,010,333	63,281	5,220,406
Accumulated depreciation									
At 1 January 2015	-	49,494	190,169	115,362	121,207	116,646	980,682	-	1,573,560
Depreciation for the year (Note 24 (a))	-	9,457	23,523	13,926	5,973	9,912	142,974	-	205,765
Disposals	-	-	(154)	(59)	-	-	(51,968)	-	(52,181)
Write off	-	-	(4,378)	(436)	-	(3,363)	(24,700)	-	(32,877)
Transfer from/(to) investment property (Note 23)	-	(957)	-	85	(10,764)	(6,981)	-	-	(18,617)
Reclassification	-	-	-	-	-	6	(6)	-	-
Foreign exchange difference	-	-	-	-	434	4	1,241	-	1,679
At 31 December 2015	-	57,994	209,160	128,878	116,850	116,224	1,048,223	-	1,677,329
Net carrying amount at 31 December 2015	74,635	661,519	1,134,433	394,985	132,113	120,001	962,110	63,281	3,543,077

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

24. Property, plant and equipment (cont'd.)

Group	Freehold land	Leasehold land	Estates	Freehold buildings	Leasehold buildings	Building renovations	Plant, machineries, fittings and motor vehicles	Work in progress	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	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 to investment property (Note 23)	-	-	-	-	-	(125)	-	(349,977)	(350,102)
Transfer from/(to) assets held for sale	-	11,063	19,841	4,119	(1,750)	-	7,336	137	40,746
Reclassification	-	-	-	26,245	(3,326)	(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 24 (a))	-	8,030	20,362	14,715	5,971	7,196	124,190	-	180,464
Disposals	-	(253)	(828)	(398)	(54)	(2,708)	(35,360)	-	(39,601)
Write off	-	-	(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 2015 (cont'd.)

24. Property, plant and equipment (cont'd.)

	Freehold land	Leasehold land	Freehold buildings	Leasehold buildings	Building renovations	Plant, machineries, fittings and motor vehicles	Work in progress	Total
<i>TH</i>	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Cost								
At 1 January 2015	26,545	17,491	126,176	237,854	153,328	195,642	40,310	797,346
Additions	-	-	1,470	-	16,766	9,918	29,803	57,957
Disposals	(3,211)	-	-	-	-	(1,854)	-	(5,065)
Write off	-	-	-	-	(3,037)	(575)	(71)	(3,683)
Transfer to investment property (Note 23)	411	(2,156)	1,989	(30,736)	(5,372)	-	-	(35,864)
Transfer from assets held for sale	-	147	-	2,771	-	-	-	2,918
Reclassification	-	-	824	-	34,721	-	(35,545)	-
At 31 December 2015	23,745	15,482	130,459	209,889	196,406	203,131	34,497	813,609
Accumulated depreciation								
At 1 January 2015	-	5,079	27,883	115,206	94,102	159,524	-	401,794
Depreciation for the year (Note 24 (a))	-	123	2,285	4,781	7,251	13,709	-	28,149
Disposals	-	-	-	-	-	(1,708)	-	(1,708)
Write off	-	-	-	-	(3,037)	(575)	-	(3,612)
Transfer to investment property (Note 23)	-	(957)	(792)	(11,281)	(6,981)	-	-	(20,011)
At 31 December 2015	-	4,245	29,376	108,706	91,335	170,950	-	404,612
Net carrying amount at 31 December 2015	23,745	11,237	101,083	101,183	105,071	32,181	34,497	408,997

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

24. Property, plant and equipment (cont'd.)

	Freehold land	Leasehold land	Freehold buildings	Leasehold buildings	Building renovations	Plant, machineries, fittings and motor vehicles	Work in progress	Total
<i>TH</i>	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
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 23)	-	-	-	-	(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 24 (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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

24. Property, plant and equipment (cont'd.)

(a) Depreciation for the year is allocated as follows:

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Statements of income	198,678	172,494	27,155	26,422
Accumulated reserve of TKJHM and TWT (Note 42)	994	852	994	852
Capitalised in plantation development expenditure (Note 17)	5,322	7,118	-	-
Capitalised in forestry (Note 18)	771	-	-	-
	205,765	180,464	28,149	27,274

- (b) Included in property, plant and equipment, were motor vehicles and computers of RM11,800,000 (2014: RM250,000) of the Group acquired under hire-purchase.
- (c) Marine vessels of a subsidiary with a net carrying value of RM358,466,000 (2014: RM373,476,000) were pledged as security for bank borrowings amounting to RM217,506,000 (2014: RM258,898,000).
- (d) Leasehold land of a subsidiary with a net carrying value of RM15,886,000 (2014: RM16,217,000) were pledged as security for bank borrowings amounting to RM95,130,000 (2014: RM99,082,000).

25. Intangible assets

Group

	Goodwill	Bancatakaful services fees	Other intangible assets	Total
	RM'000	RM'000	RM'000	RM'000
Cost				
At 1 January 2015	266,493	-	121,765	388,258
Additions	51,150	61,321	1,933	114,404
At 31 December 2015	317,643	61,321	123,698	502,662
Accumulated amortisation				
At 1 January 2015	-	-	45,817	45,817
Amortisation for the year	-	5,110	9,390	14,500
At 31 December 2015	-	5,110	55,207	60,317
Net carrying amount at 31 December 2015	317,643	56,211	68,491	442,345

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

25. Intangible assets (cont'd.)

Group

	Goodwill	Other intangible assets	Total
	RM'000	RM'000	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
Impairment for the year	(15,510)	-	(15,510)
At 31 December 2014	266,493	121,765	388,258
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

TH

	Other intangible assets	Total
	RM'000	RM'000
At 1 January 2015	22,859	22,859
Additions	1,932	1,932
At 31 December 2015	24,791	24,791
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

Bancatakaful services fees is a ten year term between a subsidiary of the Group with an Islamic banking institution to distribute its products via the said institution's distribution channel.

26. Deposits from banking customers

	Group	
	2015	2014
	RM'000	RM'000
Mudharabah fund	504,860	7,714,526
Non-Mudharabah fund	42,261,631	30,654,200
	42,766,491	38,368,726

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

27. Investment accounts of banking customers

	Group	
	2015	2014
	RM'000	RM'000
Unrestricted Mudharabah investment account	461,312	-
Unrestricted Wakalah investment account	214,793	-
	676,105	-

28. Deposits and placements of banks and other financial institutions

	Group	
	2015	2014
	RM'000	RM'000
Mudharabah fund	-	300,000
Non-Mudharabah fund	-	-
	-	300,000

29. Trade and other payables

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Trade payables				
Trade payables	253,531	248,181	52,354	88,258
Deposits received	34,321	34,084	34,321	34,084
Retention sum	511	516	511	516
Amount due to contract customers (Note 29 (a))	214,624	192,933	-	-
Bill and acceptance payables	122,577	127,524	-	-
	625,564	603,238	87,186	122,858
Other payables				
Other payables and accruals	1,281,349	1,515,240	134,100	147,304
Amount due to jointly controlled	31,920	41,002	-	-
Clients' and dealers' credit balances	214,578	170,298	-	-
	1,527,847	1,726,540	134,100	147,304
	2,153,411	2,329,778	221,286	270,162

Note 29 (a) - Amount due to contract customers

	Group	
	2015	2014
	RM'000	RM'000
Development costs	(732,512)	(520,442)
Attributable profits	(40,928)	(28,387)
	(773,440)	(548,829)
Progress billings	988,064	741,762
Amount due to contract customers	214,624	192,933

30. Takaful liabilities

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

	Group 2015 RM'000	2014 RM'000
Expense reserves	142,258	142,127
Takaful payables		
- Due to retakaful companies	73,198	46,409
- Due to intermediaries/participants	22,449	14,908
Takaful contract liabilities		
- Provision for outstanding claims	741,069	808,491
- Provision for unearned contributions	297,773	290,899
- Participants' fund	5,312,141	5,020,743
	6,588,888	6,323,577

31. Finance lease

	Group 2015 RM'000	2014 RM'000
Payable within:		
Less than one year	4,138	113
Between one and five years	3,865	299
	8,003	412

Finance lease liabilities are payable as follows:

	Payments RM'000	Financing cost RM'000	Principal RM'000
2015			
Less than one year	4,525	387	4,138
Between one and five years	4,317	452	3,865
	8,842	839	8,003
2014			
Less than one year	212	99	113
Between one and five years	302	3	299
	514	102	412

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

32. Financing

	Group 2015 RM'000	2014 RM'000
Current:		
<i>Secured</i>		
Term financing	42,517	41,498
Trust receipts	41,575	-
Ijarah term financing-i	12,000	10,000
Flexi term financing-i	9,000	-
<i>Unsecured</i>		
Islamic Trade financing-i	5,493	-
Term financing	-	12,000
Revolving credit	-	4,000
	110,585	67,498
Non-current:		
<i>Secured</i>		
Murabahah financing	1,136,216	1,456,914
Term financing	520,563	313,589
Flexi term financing-i	43,715	54,258
Ijarah term financing-i	7,768	21,868
<i>Unsecured</i>		
Sukuk Murabahah	704,380	-
Term financing	17,154	17,956
	2,429,796	1,864,585
	2,540,381	1,932,083

Leasehold land and marine vessels of subsidiaries with a net carrying amount of RM15,886,000 (2014: RM16,217,000) and RM358,466,000 (2014: RM373,476,000) were pledged as security for term financing.

Three foreign subsidiaries had entered into Murabahah financing and pledged its investment properties at the fair value of RM2,231,503,000 (2014: RM2,724,475,000).

Financing are payable as follows:

	Group 2015 RM'000	2014 RM'000
Less than one year	110,585	67,498
Between one and five years	1,680,102	1,759,586
More than five years	749,694	104,999
	2,540,381	1,932,083

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

33. Deferred income

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Government grant	-	22,139	-	-
Development fund	10,286	10,597	10,286	10,597
Less: Amortised to statement of income during the year	(311)	(311)	(311)	(311)
	9,975	32,425	9,975	10,286

A subsidiary of the Group received a government grant 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.

During the year, government grant is recognised in the statement of comprehensive income in accordance with changes in accounting policies related to an asset measured at fair value.

Development fund represents grant from the Government for the construction of Hajj pilgrims complexes at Bayan Lepas, Pulau Pinang and Kota Kinabalu, Sabah.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

34. Provision for retirement benefits

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
At 1 January	406,731	391,414	406,615	391,221
Remeasurement of retirement benefit liability	-	(7,013)	-	(7,013)
Provision for the year	40,280	38,022	40,280	37,944
Write back of provision	(67)	-	-	-
Payment during the year	(11,417)	(15,707)	(11,361)	(15,537)
Foreign exchange difference	7	15	-	-
At 31 December	435,534	406,731	435,534	406,615

The provisions recognised in the statement of financial position are as follows:

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Present value of unfunded retirement benefit plan	435,534	406,731	435,534	406,615

The provisions recognised in the statement of income are as follows:

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Current service cost	15,736	15,244	15,736	15,166
Interest cost	24,544	22,778	24,544	22,778
Total	40,280	38,022	40,280	37,944

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	
	2015	2014	2015	2014
	%	%	%	%
Inflation rate	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0	3.0 - 5.0
Discount rate	6.0	6.0	6.0	6.0
Salary increment rate	6.0	6.0	6.0	6.0

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

34. Provision for retirement benefits (cont'd.)

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.

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 2015	31 December 2014
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%

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

34. Provision for retirement benefits (cont'd.)

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 were as follows:

TH

	Post Employment Medical	Accumulated Annual Leave	Hajj Performance	Staff Gratuity	Total
31 December 2015					
Obligation (RM'000)	253,009	11,738	20,710	150,077	435,534
% of Total	58.1	2.7	4.8	34.4	100.0
Duration (Year)	20.9	9.1	6.4	9.2	15.8
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

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 2015.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

34. Provision for retirement benefits (cont'd.)

Significant actuarial assumptions and sensitivity analysis

i) Significant actuarial assumptions

The following analysis shows the impact on the defined benefit obligation for the year ended 2015.

Assumption	Base rate	Sensitivity analysis	Comparison rate	31 December 2015 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

35. Depositors' savings fund

	Group / TH	
	2015	2014
	RM'000	RM'000
At 1 January	54,357,750	45,719,459
Deposits during the year	19,226,698	18,105,075
Less: Withdrawals during the year	(14,257,060)	(12,703,980)
	59,327,388	51,120,554
Bonus to depositors for the year	3,220,374	3,237,196
At 31 December	62,547,762	54,357,750

36. Revenue and gross profit

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Revenue				
Investment	1,413,741	2,528,574	1,798,684	2,031,414
Dividends	537,669	411,326	1,908,984	653,187
Islamic banking	3,310,607	2,967,473	-	-
Plantations	455,784	489,158	-	-
Services	589,862	529,884	3,310	3,538
Properties and construction	673,449	674,827	372,426	290,902
	6,981,112	7,601,242	4,083,404	2,979,041
Less:				
Cost of sales				
Direct expenses attributable to investment of banking depositors' and shareholders' funds	22,911	17,966	-	-
Plantations	387,254	369,068	-	-
Services	551,962	468,375	-	-
Properties and construction	102,182	162,685	-	-
	1,064,309	1,018,094	-	-
Gross profit	5,916,803	6,583,148	4,083,404	2,979,041

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

37. Income attributable to banking depositors

	Group	
	2015	2014
	RM'000	RM'000
Deposits from customers		
- Mudharabah fund	62,413	526,311
- Non-Mudharabah fund	835,659	227,159
Deposits and placements of banks and other financial institutions		
- Mudharabah fund	2,261	23,155
- Non-Mudharabah fund	4,037	307
Unrestricted investment accounts	2,743	-
	907,113	776,932

38. Operating profit

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Operating profit was arrived at after crediting/(charging):				
Dividend income				
- quoted subsidiaries	-	-	117,434	211,761
- unquoted subsidiaries	-	-	1,229,572	10,000
- unquoted associates	-	-	17,581	9,760
- jointly controlled entities	-	-	1,910	2,513
- quoted shares	440,395	334,790	440,359	334,790
- unquoted shares	32,898	17,370	31,287	17,187
- fund managers	30,994	26,012	30,994	26,012
- unit trusts	31,377	29,515	39,846	41,165
Return from fund managers	5,277	3,639	5,277	3,639
Gain/(Loss) on disposals of:				
- quoted subsidiaries	-	-	59,404	83,375
- unquoted subsidiaries	1,303	836,210	26,563	-
- unquoted associates	247	(4,435)	-	(12,114)
Gain on trading of equities:				
- quoted shares	399,778	751,175	399,778	751,175
- unquoted shares	8,939	2,339	8,939	2,339
- fund managers	52,282	68,131	52,282	68,131
Gain from capital repayment	-	790	-	790

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

38. Operating profit (cont'd.)

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Net derivatives gain/(loss)	5,445	(1,184)	6,597	1,186
Gain on debt securities	569,485	546,106	702,807	668,760
Profit from financing to subsidiaries	-	-	71,513	72,074
Gain on negotiable debt certificates	145,502	128,209	147,107	128,209
Rental income	541,490	449,544	375,736	294,440
Gain on disposal of property, plant and equipment	3,575	22,663	3,142	10,042
Gain on disposal of investment properties	-	13	-	-
Property, plant and equipment written off	(1,692)	(1,556)	(71)	(136)
Write back of:				
- doubtful debts	425	-	279	-
- equity investments	-	254,507	-	266,642
Net gain on foreign exchange differences	489,215	29,333	358,420	29,230
Amortisation of intangible assets (Note 25)	(14,500)	(8,755)	-	-
Depreciation of property, plant and equipment (Note 24 (a))	(198,678)	(172,494)	(27,155)	(26,422)
Audit fees	(4,604)	(3,836)	(314)	(283)
Rental of premises	(72,565)	(72,678)	(7,315)	(8,123)
Provision for retirement benefits	(40,280)	(38,022)	(40,280)	(37,944)
Staff costs	(1,095,298)	(1,044,345)	(277,776)	(257,032)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

39. Impairment and fair value adjustments

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Impairment:				
- quoted subsidiaries	-	-	-	47,312
- quoted associates	-	230,490	-	230,490
- unquoted associates	28,109	-	28,109	-
- quoted shares	13,656	39,129	13,656	39,129
- unquoted shares	1,555	17,090	1,555	16,836
- debt securities	2,515	-	2,515	-
- goodwill	-	15,510	-	-
Allowance for losses on financing undertaken by banking operations	73,819	56,305	-	-
Write off:				
- derivatives	-	28,738	-	28,738
- receivables	40	-	40	-
- subsidiaries	-	-	25,777	-
Changes in fair value of investment properties	(127,025)	(947,778)	106,011	(669,350)
Changes in fair value of forestry	(14,461)	-	-	-
Changes in fair value of Government grant	(5,180)	-	-	-
Changes in fair value of derivatives	1,480	(5,021)	15,264	53,944
	(25,492)	(565,537)	192,927	(252,901)

40. 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

41. Tax expense

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Current tax expense				
- Current year	261,105	286,155	-	-
- (Over)/Under provision in prior years	(11,330)	(23,029)	-	-
	249,775	263,126	-	-
Deferred tax				
- Current year	(2,364)	(19,415)	-	-
- Prior years	(3,544)	13,434	-	-
- Effect of changes in tax rate	1,196	-	-	-
	245,063	257,145	-	-

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.

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	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Profit before tax	3,461,414	4,872,606	3,535,627	2,978,968
Income tax using Malaysian tax rate of 25% (2014: 25%)	865,354	1,218,152	883,907	744,742
Effect of differences in tax rates	(13,511)	(557)	-	-
Non deductible expenses	81,062	(323,864)	-	-
Non assessable income	(328,671)	(222,237)	(476,977)	(163,297)
Tax exempt income	(376,451)	(533,762)	(406,930)	(581,445)
Effect of unrecognised deferred tax	(8)	10,148	-	-
Recognition of deferred tax assets previously not recognised	(30,149)	(4,744)	-	-
Share of tax of associates	(2,966)	(3,898)	-	-
Share of tax of jointly controlled entities	6,896	(3,038)	-	-
Effect of changes in tax rates	2,081	-	-	-
Others	56,300	130,540	-	-
	259,937	266,740	-	-
(Over)/Under provision in prior years				
- Current	(11,330)	(23,029)	-	-
- Deferred tax	(3,544)	13,434	-	-
	245,063	257,145	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

42. Net surplus of Tabung Kebajikan Jemaah Haji Malaysia ("TKJHM") and Tabung Warga Tua ("TWT")

	Group / TH	
	2015	2014
	RM'000	RM'000
Surplus for the year:		
- TKJHM	4,422	6,135
- TWT	(145)	(50)
	4,277	6,085

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	
	2015	2014
	RM'000	RM'000
Receipts and income	21,276	24,013
Less:		
Expenses and welfare contributions	(15,860)	(17,026)
Depreciation (Note 24 (a))	(994)	(852)
Net surplus for the year	4,422	6,135

43. Bonus to depositors

For the year ended 31 December 2015, **TH** had announced an annual bonus at the rate of 5.00% (2014: 6.25%) and Hajj bonus at the rate of 3.00% (2014: 2.00%). The annual bonus were paid to all active depositors as at 31 December 2015 while the Hajj bonus is a special bonus to **TH** depositors who have not performed Hajj with an average monthly minimum balances restricted to RM9,980 equivalent to Hajj payment for year 2015.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

44. Other reserves

Group	Capital reserve RM'000	Revaluation reserve RM'000	Statutory reserve RM'000	Employees' shares option scheme reserve RM'000	Fair value reserve RM'000	Translation reserve RM'000	Total RM'000
At 1 January 2015	57,038	9,682	679,684	7,271	(875,034)	(100,316)	(221,675)
Changes in fair value of securities available-for-sale	-	-	-	-	(3,085,345)	-	(3,085,345)
Currency translation differences in respect of foreign operations	-	-	-	-	-	68,832	68,832
Issuance of ordinary shares pursuant to employees' share option scheme	-	-	-	1,467	-	-	1,467
Changes in Group structure	(12)	(97)	-	-	-	-	(109)
Transfer between reserves	-	-	253,416	-	-	-	253,416
At 31 December 2015	57,026	9,585	933,100	8,738	(3,960,379)	(31,484)	(2,983,414)
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
Changes in Group structure	-	-	-	-	(4,365)	229,901	225,536
Transfer between reserves	51,156	6,915	254,538	-	(3,713)	(22,349)	286,547
At 31 December 2014	57,038	9,682	679,684	7,271	(875,034)	(100,316)	(221,675)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

45. Segment information

2015	Investment RM'000	Banking & Takaful RM'000	Plantation RM'000	Others RM'000	Eliminations RM'000	Total consolidated RM'000
Revenue						
Revenue from external customers	2,286,103	3,310,607	455,784	928,618	-	6,981,112
Inter-segment revenue	1,797,301	-	-	312,492	(2,109,793)	-
	4,083,404	3,310,607	455,784	1,241,110	(2,109,793)	6,981,112
Profit for the year						
Operating profit	3,787,816	991,650	185,166	284,248	(1,671,561)	3,577,319
Financing costs	-	(83,395)	(23,112)	(140,619)	163,166	(83,960)
Impairment and fair value adjustments	(192,927)	(73,819)	19,641	233,044	39,553	25,492
Zakat	(59,262)	(9,170)	-	(4,726)	-	(73,158)
Share of loss after tax and zakat of associates	-	-	-	9,135	(20,998)	(11,863)
Share of profit after tax and zakat of jointly controlled entities	-	-	-	43,092	(15,508)	27,584
Tax expense	-	(212,319)	(1,930)	(23,632)	(7,182)	(245,063)
	3,535,627	612,947	179,765	400,542	(1,512,530)	3,216,351
Segment assets						
Assets by segment	59,380,137	57,299,739	4,692,075	5,940,561	(10,560,641)	116,751,871
Investments in associates	816,267	-	-	18,322	92,850	927,439
Deferred tax assets	-	64,089	85,525	5,695	-	155,309
Total	60,196,404	57,363,828	4,777,600	5,964,578	(10,467,791)	117,834,619
Segment liabilities						
Liabilities by segment	734,214	53,668,102	1,655,188	4,189,117	(4,853,505)	55,393,116
Deferred tax liabilities	-	-	348,012	1,061	(139,878)	209,195
Total	734,214	53,668,102	2,003,200	4,190,178	(4,993,383)	55,602,311

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

45. Segment information (cont'd.)

	Investment	Banking & Takaful	Plantation	Others	Eliminations	Total consolidated
2014	RM'000	RM'000	RM'000	RM'000	RM'000	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)	-
	<u>2,979,041</u>	<u>2,967,473</u>	<u>1,210,269</u>	<u>1,189,157</u>	<u>(744,698)</u>	<u>7,601,242</u>
Profit for the year						
Operating profit	2,783,067	939,911	826,984	304,092	(388,126)	4,465,928
Financing costs	-	(68,222)	(28,751)	(122,493)	159,526	(59,940)
Impairment and fair value adjustments	252,901	(56,305)	-	34,385	334,556	565,537
Zakat	(57,000)	(13,202)	(34)	(4,190)	-	(74,426)
Share of loss after tax and zakat of associates	-	-	-	10,952	(23,292)	(12,340)
Share of loss after tax and zakat of jointly controlled entities	-	-	-	1,503	(13,656)	(12,153)
Tax expense	-	(215,278)	(2,109)	(32,224)	(7,534)	(257,145)
	<u>2,978,968</u>	<u>586,904</u>	<u>796,090</u>	<u>192,025</u>	<u>61,474</u>	<u>4,615,461</u>
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	61,665	9,501	-	136,982
Total	<u>54,825,528</u>	<u>53,030,205</u>	<u>5,616,966</u>	<u>5,851,475</u>	<u>(12,224,442)</u>	<u>107,099,732</u>
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	-	-	347,858	5,585	(147,061)	206,382
Total	<u>771,929</u>	<u>49,840,945</u>	<u>2,568,810</u>	<u>4,409,726</u>	<u>(7,529,063)</u>	<u>50,062,347</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

46. Capital commitment

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Contracted but not accounted for in the financial statements:				
Property, plant and equipment	75,110	569,688	-	-
Investment property	634,074	663,948	634,074	663,948
Property development costs	85,174	175,155	-	-
Investments	194,625	194,111	194,625	194,111
	988,983	1,602,902	828,699	858,059
Authorised but not contracted for:				
Property, plant and equipment	93,318	114,826	-	-
Investment property	43,560	207,800	43,560	207,800
Plantation development expenditure	224,614	218,083	-	-
Investments	-	258,975	-	258,975
	361,492	799,684	43,560	466,775

47. Related party transactions

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 22), associates (Note 21), jointly controlled entities (Note 20), Directors and key management personnel (Note 47(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:

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

47. Related party transactions (cont'd.)

(a) Significant related party transactions (cont'd.)

	Group		TH	
	2015	2014	2015	2014
	RM'000	RM'000	RM'000	RM'000
Jointly controlled entities				
Income				
Charter hire of vessels	49,054	61,537	-	-
Dividend	1,910	2,513	1,910	2,513
Expenses				
Management fees	2,580	3,480	-	-
Associates				
Income				
Dividend	-	-	17,581	9,760
Income from debt securities	3,500	3,778	3,500	3,778
Subsidiaries				
Income				
Dividend	-	-	1,347,006	221,761
Financing	-	-	674,755	553,702
Profit from financing	-	-	71,513	72,074
Debt securities	-	-	140,000	90,000
Income from debt securities	-	-	130,313	122,655
Rental	-	-	34,044	30,095

(b) Remuneration of directors and key management personnel

	TH	
	2015	2014
	RM'000	RM'000
Directors:		
Fees and other emoluments	585	575
Other key management personnel:		
Short term employee benefits	33,907	29,669

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.

In accordance with **TH** Act (Act 535), the Board of Directors of **TH** shall not be entitled to any remuneration but may be paid such honorarium and travelling and subsistence allowances as the Minister may determine. The Chairman and the Board of Directors of **TH** received monthly allowances of RM18,500 and RM2,500 respectively, Board meeting allowance of RM1,000 and Committee meeting allowance of RM500 for any other committees in which a Board member is represented.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

48. 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.

- 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

48. Financial risk management policies (cont'd.)

- **Trade receivables** (cont'd.)

The ageing of trade receivables as at the end of the reporting period were:

	Gross RM'000	Impairment RM'000	Net RM'000
Group			
2015			
Between 1 to 30 days	449,296	-	449,296
Past due 31 to 60 days	64,127	-	64,127
Past due 61 to 90 days	20,388	(257)	20,131
Past due more than 90 days	34,573	(5,814)	28,759
	568,384	(6,071)	562,313
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

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

48. Financial risk management policies (cont'd.)

Market risk (cont'd.)

- 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-Ringgit 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.

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

48. Fair value of financial assets and liabilities (cont'd.)

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.

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 2015 (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	Carrying amount
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total		
2015	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group										
Financial assets										
Derivative assets	7,268	119,259	-	126,527	-	-	-	-	126,527	126,527
Securities held-for-trading	220,177	449,829	-	670,006	-	-	-	-	670,006	670,006
Securities available-for-sale	17,571,090	21,174,185	152,641	38,897,916	-	3,450,648	1,116,864	4,567,512	43,465,428	43,465,824
Financing	-	-	-	-	-	-	34,334,821	34,334,821	34,334,821	34,294,690
Securities held-to-maturity	-	-	-	-	61,770	3,339,299	59,352	3,460,421	3,460,421	3,460,413
	17,798,535	21,743,273	152,641	39,694,449	61,770	6,789,947	35,511,037	42,362,754	82,057,203	82,017,460
Financial liabilities										
Derivative liabilities	-	101,913	-	101,913	-	-	-	-	101,913	101,913
Financing	-	-	-	-	-	-	2,548,637	2,548,637	2,548,637	2,540,381
	-	101,913	-	101,913	-	-	2,548,637	2,548,637	2,650,550	2,642,294
TH										
Financial assets										
Derivative assets	60,107	-	-	60,107	-	-	-	-	60,107	60,107
Securities available-for-sale	16,691,961	8,414,376	-	25,106,337	-	3,685,780	1,109,720	4,795,500	29,901,837	29,901,837
Securities held-to-maturity	-	-	-	-	-	5,134,675	-	5,134,675	5,134,675	5,134,675
	16,752,068	8,414,376	-	25,166,444	-	8,820,455	1,109,720	9,930,175	35,096,619	35,096,619

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (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	41,150,557	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	75,923,523	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 2015 (cont'd.)

49. Contingent liabilities

	Group	
	2015	2014
	RM'000	RM'000
Guarantees		
i) Bank guarantee issued to trade customers	9,479	7,818
ii) Corporate guarantee issued for banking facilities extended to subsidiary companies	95,147	72,989
iii) Corporate guarantee issued for banking facilities extended to associate companies	-	2,380

Litigation

A minority shareholder of a former subsidiary in Indonesia had taken legal action against two subsidiary companies of **TH** at the South Jakarta District Court. Based on the decision of the District Court dated 16 January 2014, the District Court had decided that the Extraordinary Shareholders' General Meeting held on 26 November 2006 was invalid. The subsidiary companies of **TH** filed an appeal at the High Court on 24 January 2014 and the High Court, on 11 December 2014, had decided in favour of the subsidiary companies. The decision of the High Court was presented to the plaintiff on 6 January 2015. The plaintiff filed an appeal at the Supreme Court of Republic of Indonesia against the decision of the High Court. On 28 August 2015, the Supreme Court rejected the appeal that was made by the plaintiff and the full judgement of the Supreme Court was issued on 17 March 2016.

50. Comparative figures

Statements of financial position at 31 December 2014 and 1 January 2014 of the Group have been restated in accordance to changes in basis of measurement of plantation assets. Effects of changes to the statements of financial position are shown as follows:

At 31.12.2014			
	As	Changes in	
	previously	basis of	
Statements of Financial Position	stated	measurement	As
	RM'000	of plantation	restated
Group		assets	RM'000
Assets			
Inventories	60,598	(19,656)	40,942
Plantation development expenditure	661,606	19,656	681,262
Deferred tax	75,317	61,665	136,982
Liabilities			
Deferred tax	144,717	61,665	206,382

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015 (cont'd.)

50. Comparative figures (cont'd.)

		At 01.01.2014	
		Changes in	
		basis of	
		measurement	
		of plantation	As
Statements of Financial Position	As		
	previously		
	stated	assets	restated
Group	RM'000	RM'000	RM'000
Assets			
Inventories	59,377	(13,761)	45,616
Plantation development expenditure	703,001	13,761	716,762
Deferred tax	<u>76,047</u>	<u>48,273</u>	<u>124,320</u>
Liabilities			
Deferred tax	<u>143,067</u>	<u>48,273</u>	<u>191,340</u>