

**Singapore Reinsurance  
Corporation Limited**

**ANNUAL REPORT 2014**



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## CHAIRMAN'S STATEMENT

Benefitting from the absence of major catastrophes and relatively mild hurricane season, 2014 was another profitable year for the global reinsurance market as a whole. The insured loss of USD33 billion in 2014 arising from natural catastrophes was well below the five-year moving average of USD56 billion and ten-year moving average of USD59 billion. Almost 60% of insured losses were in America, 23% in Asia and Australasia, and the remaining 19% in Europe. 2014 was however a year of record in terms of being the warmest year since temperature records were systematically tracked from 1880.. perhaps a testimony to the El Nino effects of global warming.

The year would otherwise be best remembered, at least in this part of the world, for the spate of major aviation incidents, particularly the inexplicable disappearance of Malaysian Airlines MH370 in March, the shooting down of Malaysian Airlines MH17 over Ukraine in July, as well as the ill-fated crash of Air Asia flight QZ8501 into the Java Sea on Boxing Day.

Asia was also not spared the vagaries of nature with the likes of the winter storms in Japan in January/ February 2014, estimated at

USD3 billion insured loss which was one of the most expensive winter storms in Japan's history. During the course of the year, China, Vietnam and the Philippines were affected by the deluge from various typhoon losses, whilst cyclone Hudhud slammed into eastern India with wind speeds of between 170 km/h and 215 km/h. Across the causeway, press reports on severe flooding in Malaysia during the year-end monsoon season added to the weather concerns. The saving grace was that the adverse weather conditions impacted the more remote and less-urbanised regions of the affected territories. Otherwise, the extent of insured damage could have been unfathomable with rising accumulation of wealth and insurance penetration in the mega-cities in Asia.

The reinsurance sector remained well capitalised although intense competition and pressures on rates to a great extent eroded underwriting margins. Investment earnings also faced headwinds due to low interest yield for fixed-income securities in the midst of increasingly volatile equity markets. Following the wild gyrations in the stock markets during the course of the year, the MSCI Asia Pacific (ex Japan) Index declined by

0.2% in 2014, compared to the 0.5% rise a year earlier.

Asia's generally positive growth prospects however continued to lure investors and new reinsurers alike. The region as a whole is being perceived an attractive market place. For the year under review, in an increasingly challenging operating environment, your Corporation managed to increase its premium revenue by 4.3% to S\$146.9 million. Benefitting from the relatively "CAT light" year for the markets that your Corporation derives its business from, the underwriting profit of S\$1.9 million achieved was comparable to the S\$1.87 million underwriting profit in 2013. On the investment front, the Group's net investment income declined by 10.9% to S\$17.8 million in 2014 (2013: S\$20 million) primarily due to lower revaluation surplus on property investments and profit realised on equities. However, discounting exceptional items comprising profit derived from the sale of the strategic stake in a Thai insurance company, the change in fair value of investment properties and impairment write-down on investments, the net investment income for the year under review rose S\$2 million or 14.7% and the Group's profit before income

tax would be higher by S\$2.2 million or 13.8% than a year ago. In an era of low interest rates and volatile equity markets, the net investment return represented a credible annual yield of 4.4% based on market value (2013: 4.9% investment yield). Overall, the Group's pre-tax profit fell 8.6% to S\$20.6 million (2013: S\$22.6 million pre-tax profit) on the back of lower net investment income. The total asset, which is the combination of shareholders' and insurance funds, amounted to S\$730.3 million, 1% higher than a year ago. The NAV also improved to 39.12 cents per share, from 37.17 cents per share in the preceding year.

In light of the continued not unsatisfactory performance, your Board is proposing a final dividend of 0.8 cent per share tax exempt. Taking into consideration the interim dividend of 0.7 cent per share tax exempt, the total dividend of 1.5 cents per share tax exempt for 2014 translates to a dividend yield of 4.7% (2013: 1.5 cents, 5.9% dividend yield).

For the year under review, the Corporation derived 52.8% of its business from Singapore whereas 47.2% was from off-shore, on course to achieve its internal target for a 50%/50% split.

It is noteworthy that reflecting the Corporation's commitment to a high standard of Corporate Governance, the strength of your Corporation's risk-based capitalization based on the financial strength rating of A- (Excellent) with Stable outlook has once again been affirmed by independent rating agency A.M. Best.

### Looking Ahead

For the (re)insurance sector, increasingly protectionist measures pursued by some regional markets despite globalisation would further restrict access to business and create more competition in other markets. It does not help that excess capital and capacity remain prevalent, and (re)insurance rates have become "crazy cheap" to the point of being not supportable on more occasions. More merger and acquisition activities look set to take place in the coming months as (re)insurance companies strive for higher ROE.

As a business which traditionally depends on investment returns for its profitability, the investment climate is a matter of concern. Looking ahead, unfortunately I have no reason to feel sanguine given the many uncertainties economically and tensions geo-politically throughout the world. The

## CHAIRMAN'S STATEMENT (CONT'D)

climate will most likely be turbulent and challenging. Against such headwinds, your Corporation will continue to navigate with extreme caution in order to ensure a steady income stream for the bottom line.

Being a small-sized reinsurer, your Corporation is ever mindful of the many challenges it faces and will remain vigilant as it attempts to sieve out business opportunities without detracting from its mantra of disciplined risk management amid the tougher operating conditions. Regulatory changes in the areas of stricter risk-based capitalisation standards and demands for greater transparency are expected to gather pace in the medium term. In order to remain relevant, especially with wage cost pressures oftentimes outpacing productivity in a tight labour market and compliance costs spiralling, your Corporation can ill afford to slacken in its efforts to embrace relevant IT technology to achieve greater operational efficiency and to find a better way to do things.

I would like to extend my appreciation to the Board of Directors for their valuable contribution and guidance during the year. On behalf of the Board, I extend my heartfelt regards to Mr Ravi

Menon, Managing Director of the Monetary Authority of Singapore (MAS) and thank the Authority for their consultative leadership style and pragmatic approach. I also would like to record my gratitude to our shareholders, business partners and reinsurers for their unstinting support and understanding, as well as to management and staff of the Group for their hard work and persevering spirit.

**Ramaswamy Athappan**  
Chairman

Singapore  
27 February 2015

# REVIEW OF OPERATIONS

## Market Overview

As mentioned in the Chairman's Statement, 2014 was another benign year in terms of natural catastrophe activity and the insured global insured loss of USD33 billion for natural peril losses was at its lowest since 2009. However, with more competitors from Bermuda, Europe and the USA looking towards Asia for premium growth, excessive competition in an already crowded (re)insurance market place and downward pressure on (re)insurance rates remained the order of the day.

## Reinsurance Operations

Against this backdrop, your Corporation's premium revenue grew 4.3% to S\$146.9 million for the year ended 31 December 2014. Business emanating from Singapore generated 52.8% of the gross premium (2013: 54.4%), while markets outside Singapore contributed the remaining 47.2% (2013: 45.6%). In summary, gross premium contribution from the top three overseas territories was as follows:

Territory	Gross Premium Allocation
Singapore	52.8%
Outside Singapore	47.2%
<i>of which the top 3 overseas markets comprised:</i>	
Malaysia	20.1%
China	11.5%
Hong Kong	4.5%

The net written premium of S\$56.8 million in 2014, which amounted to an 8% increase from the preceding year, represented a higher net retention ratio of 38.6% (2013: 37.3%).

In Asia, the notable natural peril events in 2014 affected Japan and India, viz., the winter freeze (estimated at USD3.1 billion insured loss) in Japan, Cyclone Hudhud which struck the east coast of India (estimated at USD650 million insured loss) and northern India floods (estimated at USD650 million insured loss). The impact of these losses on your Corporation was nominal given our modest exposure in the two markets. Overall, your Corporation's net claim incurred of S\$32.5 million in 2014 represented 57.2% incurred loss ratio, an improvement compared to the 60.7% incurred loss ratio in 2013.

In line with the higher premium revenue, as well as due to higher profit commission accrual, net commission expense rose 26.2% from a year earlier to S\$15.2 million. In terms of commission expense ratio, it represented 26.7% of net written premium in 2014 (2013: 22.9%). In contrast, the management expense ratio declined to 8.8% in 2014 (2013: 11.5%), attributed primarily to the write-back in provision for doubtful debts in 2014.

On the back of the favourable year in terms of both man-made and natural peril losses,

## REVIEW OF OPERATIONS (CONT'D)

notwithstanding the continued competitive (re)insurance market conditions, your Corporation recorded an underwriting surplus of S\$1.9 million for 2014, equivalent to a surplus ratio of 3.3% (of net written premium), comparable to preceding year's S\$1.87 million underwriting profit or 3.6% profit ratio (of net written premium).

### Investment

On the economic front, Greek sovereign debt concerns and socio-political tensions in the Middle East continued to rear its head. One bright spark was in the US, where favourable job creation numbers and a pick-up in economic growth helped to prop up investor sentiment in spite of the progressive unravelling of its quantitative easing (QE) policy. The economic power house of China continued to expand albeit at a more subdued pace, whilst Japan's economy chugged along relatively slowly. Singapore, being largely export driven, also experienced relatively weak GDP growth.

Key interest rates in a number of major and regional economies remained depressed as governments strived to stimulate their lack-lustre economies. Volatility in the stock and currency markets continued during the year, and higher investment yields were harder to come by.

Faced with the many uncertainties, your Corporation continued its active pursuit of a defensive investment strategy and the net investment income of S\$18.9 million in 2014 (2013: S\$21.1 million) represented a rate of return of 4.7% on market value (2013: 5.2%). If the exceptional items pertaining to the revaluation surplus on investment properties, impairment write-down on equities and profit on sale of a strategic stake in a Thai insurance company was excluded, the net investment income would have increased by S\$2 million or 13.4% compared to the previous year. In summary, your Corporation's total investment assets grew 0.8% to almost S\$405 million and the allocation of the investment assets was as follows:

Assets	Total Investment Allocation
Fixed Income Investment	53.8%
Cash and Cash equivalents	16.8%
Properties	14.7%
Equities	14.7%

### Subsidiaries

Collectively, the subsidiaries' turnover increased by 2.2% to S\$7.4 million in 2014 and the combined pre-tax profit was 7.2% higher at S\$1.4 million.



INS Communications Private Limited (INS), the publishing and conferencing arm of the Group, had another good year in 2014. Its position as the “voice of the insurance industry in Asia” with its flagship publication, Asia Insurance Review, was further entrenched despite fierce competition from international players. In its commitment to serve the insurance industry of the region, INS held some 20 insurance conferences as well as the Asia Insurance Industry Awards to recognise and salute excellence in addition to the AIR e-daily online newsletter. The three directories – Asean Insurance Directory, Insurance Directory of Asia and Reinsurance Directory of Asia – remained the reference guide of companies doing business in the region.

In the Middle East region, the subsidiary’s Middle East Insurance Review (MEIR) launched the MEIR e-daily and the 1<sup>st</sup> ever Middle East Insurance Industry Awards in addition to two conferences and two directories – the World Islamic Insurance Directory and the MENA Insurance Directory. As part of its strategic service to an extremely price-sensitive market, the subsidiary also provides secretariat support for the MENA Insurance CEO Club, the region’s think tank it helped co-found.

As part of its value-added service to the insurance industry, the subsidiary continues to produce daily newsletters at high profile events. In 2014, it produced five newsletters at the International Insurance Society Annual Seminar in London, International Association of Insurance Supervisors (IAIS) Annual Seminar in Amsterdam, East Asian Actuarial Conference in Taipei, General Arab Insurance Federation (GAIF) Conference in Egypt and the East Asian Insurance Conference in Taipei.

The subsidiary’s two magazines, AIR and MEIR are listed as Media Partner in all major industry events in Asia and the Middle East. Furthermore, AIR and MEIR participated as Official Media Partners in international insurance events including the biggest event for global Insurance CEOs, the International Insurance Society Annual Seminar in London and the key event for insurance regulators at the International Association of Insurance Supervisors’ Annual Seminar in Amsterdam.

Singapore-Re Management Services Private Limited (SRMS) predominantly focuses on the provision of insurance software solutions and IT infrastructure support to the insurance industry. Its slate of products comprises IT software for insurance intermediaries, general insurers and reinsurers. The subsidiary

also provides secretariat support to the Singapore Reinsurers’ Association of Singapore.

SR-China Advisory Services Co Ltd (SR-China)’s primary responsibility is to manage your Corporation’s properties and other investments in China.

## Outlook

The global investment climate is expected to exhibit significant turbulence during the course of the year in light of the many global economic and socio-political issues involving the Euro zone and the Middle East, as well as regional spats over territorial waters. In addition, with more investment funds moving to the US, Asian currencies are expected to weaken against the US dollar. Mindful of the many imponderables, the pursuit of a defensive investment strategy is the way forward.

On the underwriting front, market access to a number of (re)insurance markets in the Asian region is becoming increasingly restricted and this in turn would spur stiffer competition in other regional (re)insurance markets which are relatively more liberalised. New and bigger mega cities are constantly being created in Asia, and with taller buildings being constructed sometimes without improvements in drainage and other infrastructure works

## REVIEW OF OPERATIONS (CONT'D)

being adequately addressed, this could exacerbate future loss concentration in the more congested cities. With higher property values and greater accumulation exposure for (re)insurance companies, the constant review of the adequacy of and reliance on relatively expensive retrocession protections cannot be avoided.

Your Corporation has thus far been blessed with a relatively stable team of personnel but the tight talent pool in Singapore also makes it more challenging to find the right candidate to fill vacancies within the Group. Amid greater demands for better corporate and enterprise-wide risk governance standards, compliance costs to meet the regulatory requirements would escalate exponentially further adding to the already many challenges in the operating environment.

Regulators in Europe and the Asia-Pacific region are strengthening or fine-tuning their risk-based capital requirements and imposing new or more stringent stress testing scenarios on (re)insurers. Even Singapore is not spared with the MAS set to implement the RBC II framework in 2017 which would in essence require a stronger capital base to support every dollar of reinsurance premium written. In addition, even rating

agencies are busy tweaking their capital models. All these serve to emphasise the need for your Corporation to critically relook its business model as new or additional barriers to entry are being erected and perhaps even strengthen its capitalisation if it wants to be considered a serious reinsurer.

### Theresa Wee Sui Ling

Chief Executive

Singapore

27 February 2015

# CORPORATE DATA

## Board of Directors

Ramaswamy Athappan (Chairman) *B Eng, AFII*

David Chan Mun Wai (Deputy Chairman) *BBA, Chartered Insurer (FCII)*

Hwang Soo Jin *JP, Chartered Insurer (ACII)*

Keith Tay Ah Kee *BBM, FCA, FCPA*

Ong Choo Eng *B Sc (Eng), M Sc (Eng), Fellow of Queen Mary College*

Li Weiguo *Postgraduate Class Diploma*

## Audit Committee

Keith Tay Ah Kee (Chairman)

Ramaswamy Athappan

David Chan Mun Wai

Hwang Soo Jin

Ong Choo Eng

## Executive Committee

Ramaswamy Athappan (Chairman)

David Chan Mun Wai (Deputy Chairman)

Hwang Soo Jin

Keith Tay Ah Kee

Ong Choo Eng

## Remuneration/Nominating Committees

David Chan Mun Wai (Chairman)

Ramaswamy Athappan

Hwang Soo Jin

Keith Tay Ah Kee

Ong Choo Eng

## Investment Committee

Hwang Soo Jin (Chairman)

Ramaswamy Athappan

David Chan Mun Wai

Keith Tay Ah Kee

Ong Choo Eng

Theresa Wee Sui Ling

Carlene Lim Lay Hoon

# CORPORATE DATA (CONT'D)

## Joint Company Secretaries

Ong Beng Hong  
Tan Swee Gek

## Auditors

KPMG LLP  
Public Accountants and Chartered Accountants  
Partner: Jeya Poh Wan S/O K. Suppiah  
*(since Financial Year Ended 31 December 2011)*

## Share Registrar

M & C Services Private Limited  
112 Robinson Road #05-01  
Singapore 068902

## Bankers

Citibank, N.A.  
DBS Bank Ltd  
CIMB Bank Berhad, Singapore Branch

## Registered Office and Correspondence Address

85 Amoy Street, Singapore 069904  
Tel: (65) 6324 7388 Fax: (65) 6224 8910  
Email: Enquiry@singre.com.sg  
Company Registration No. 197300016C

## Labuan Branch

Level 11(B), Block 4 Office Tower  
Financial Park Labuan Complex  
Jalan Merdeka  
87000 Labuan Federal Territory, Malaysia  
Tel: (087) 412 389 Fax: (087) 422 389  
Email: labuan@singre.com.sg

## Subsidiaries

Singapore-Re Management Services Private Limited  
INS Communications Private Limited  
SR-China Advisory Services Co Ltd

## Corporate Website

[www.singre.com.sg](http://www.singre.com.sg)

## DIRECTORS' PROFILE



### RAMASWAMY ATHAPPAN

Director/Chairman

Mr Athappan, a non-executive and non-independent director, was appointed to the Board on 1 August 1988 and became Chairman of the Board on 1 January 2008. He is also the Chairman of the Executive Committee and a member of the Audit, Remuneration, Nominating and Investment Committees.

Mr Athappan, with more than 35 years of experience in insurance and finance, is the Chief Executive Officer of First Capital Insurance Limited and a Director of Lee Kim Tah Holdings Ltd.

Mr Athappan holds a Bachelor in Engineering (Electrical), 1<sup>st</sup> Class Degree from Coimbatore Institute of Technology, Madras University and is a member of the Insurance Institute of India.



### DAVID CHAN MUN WAI

Director/Deputy Chairman

Mr Chan, a non-executive and independent director, was appointed to the Board on 28 December 1998 and became Deputy Chairman of the Board and the Executive Committee on 1 January 2008. He was appointed Chairman of the Nominating Committee on 7 November 2012. He is also the Chairman of the Remuneration Committee as well as a member of the Audit and Investment Committees. He was last elected on 23 April 2012 and is due for re-election pursuant to Article 98 of the Company's Articles of Association at the Company's forthcoming Annual General Meeting to be held on 23 April 2015.

Mr Chan is the Managing Director of United Overseas Insurance Limited. He graduated with a Bachelor of Business Administration from the University of Singapore and is also a Chartered Insurer and a Fellow of the Chartered Insurance Institute, UK.

## DIRECTORS' PROFILE

(CONT'D)



### HWANG SOO JIN

Director

Mr Hwang, a non-executive and non-independent director, with more than 50 years of professional experience, has been on the Board since 3 January 1973. He served as Chairman from November 1984 to December 2007. Mr Hwang was appointed Senior Advisor and Chairman Emeritus on 1 January 2008. Currently he chairs the Investment Committee and sits as a member of the Executive, Audit, Remuneration and Nominating Committees.

Mr Hwang is also a Director of United Overseas Insurance Limited, Haw Par Corporation Limited and United Industrial Corporation Ltd. Previously he held the directorships of several other listed companies including Singapore Land Ltd.

He is a Chartered Insurer of the Chartered Insurance Institute, UK and an Honorary Fellow of the Singapore Insurance Institute. He served as President of the General Insurance Association of Singapore for several years. Amongst his contributions to the insurance industry, is the founding of the Asia Insurance Review, the region's foremost professional insurance magazine, and a subsidiary of Singapore Reinsurance Corporation Limited.



### KEITH TAY AH KEE

Director

Mr Tay, a non-executive and independent director, was appointed to the Board on 28 June 1993. He is the Chairman of the Audit Committee and also a member of the Executive, Remuneration, Nominating and Investment Committees.

Mr Tay is Chairman of Stirling Coleman Capital Ltd. He also sits on the Board of the Singapore International Chamber of Commerce and was the Chairman from 1995 to 1997. A former Chairman and Managing Partner of KPMG Peat Marwick Singapore from 1984 to 1993, Mr Tay also served as the Adjunct Professor in the School of Accountancy and Business of Nanyang Technological University from 1988 to 2003.



## ONG CHOO ENG

Director

Mr Ong, a non-executive and independent director, was appointed to the Board on 1 June 2002. He is a member of the Executive, Investment, Remuneration, Nominating and Audit Committees.

Mr Ong is the Group Managing Director of Hwa Hong Corporation Limited and also a member of the Board of MTQ Corporation Limited.

Mr Ong graduated with a Bachelor of Science (Honours) in Civil Engineering and a Master of Science in Advanced Structural Engineering from the Queen Mary College, University of London, UK. He was elected a Fellow of Queen Mary College, University of London in 1990. He is a member of the Institution of Civil Engineers, UK and Institution of Engineers, Singapore.



## LI WEIGUO

Director

Mr Li, a non-executive and independent director, was appointed to the Board on 3 November 2006.

Mr Li is the Managing Director and Chief Executive Officer of China Taiping Insurance (Singapore) Pte. Ltd. He graduated with a Postgraduate Class Diploma from the Guangxi Normal University.

# MANAGEMENT DATA

## SINGAPORE REINSURANCE CORPORATION LIMITED

Theresa Wee Sui Ling *B Soc Sc (Hons), Chartered Insurer, GDFM*  
Chief General Manager/Chief Executive

Chin Tsu-Kuang *MA, Marine Law (Wales)*  
Chief General Manager  
China Affairs

Carlene Lim Lay Hoon, *BBA, CA*  
Financial Controller  
Finance, Investment, Administration and Human Resource

Mervyn Low Cheng Chwee *BA, Dip C.I.I.*  
General Manager  
Operations

Cheng Yiina *B Sc (Hons)*  
Assistant General Manager  
Systems and China Affairs

Ho Wing Hoong *LLB (Hons)*  
Assistant General Manager  
Operations

Yap Sock Cheen *Dip BA, Dip Admin Mgmt*  
Assistant General Manager  
Operations

Jin Jie Wei *ACII, FCII*  
Deputy General Manager  
China Affairs

Grace Loh Chit Hiang  
Manager  
Operations Administration and Corporate Secretarial

Lee Fon Yin, *BB (Acc), CRMA, BCCP, Dip Banking & Finance*  
Internal Auditor  
Internal Audit and Compliance

## SINGAPORE-RE MANAGEMENT SERVICES PRIVATE LIMITED

Cheng Yiina *B Sc (Hons)*  
Assistant General Manager

Cheah Sooi Ping *B Sc (Comp Sc)*  
Manager



**INS COMMUNICATIONS PRIVATE LIMITED**

Mokanasivam Subramaniam *LLB (Hons)*

Managing Director

Sheela Suppiah-Raj *MA*

General Manager

Business Development

Koh Earn Chor *B.Econs*

Senior Manager

Business Development

Chau Bee Pen *BA, BA (Multimedia Design)*

Manager

Publishing

Jennifer Chee

Manager

Administration

**SR-CHINA ADVISORY SERVICES CO LTD**

Chin Tsu-Kuang *MA, Marine Law (Wales)*

Managing Director

## SENIOR MANAGEMENT'S PROFILE

### Theresa Wee Sui Ling

Chief General Manager/Chief Executive

Ms Theresa Wee Sui Ling joined the Corporation on 4 July 1990, and was appointed Chief General Manager in 2005 and Chief Executive on 20 March 2014. She is a member of the Investment Committee.

Ms Wee graduated with a Bachelor of Social Science (Honours) from the National University of Singapore and holds a Graduate Diploma in Financial Management from the Singapore Institute of Management. She is also a Chartered Insurer of the Chartered Insurance Institute, UK.

### Chin Tsu-Kuang

Chief General Manager (China Affairs)

Mr Chin Tsu-Kuang joined the Corporation on 1 September 1992 and was appointed Chief General Manager (China Affairs) in 2002 with responsibility for the China business operations.

Mr Chin graduated with a Master of Science in Marine Law from the University of Wales, UK. He has over 30 years of marine insurance experience and was a Deputy Professor at the Shanghai Maritime University prior to joining the Corporation.

### Carlene Lim Lay Hoon

Financial Controller (Finance, Investment, Administration and Human Resource)

Ms Carlene Lim Lay Hoon joined the Corporation on 13 August 1990 and was appointed Financial Controller in 2011. She is responsible for the Group's Financial, Investment, Administrative and Human Resource functions. She is also a member of the Investment Committee.

Ms Lim graduated with a Bachelor of Business Administration from the National University of Singapore and is a member of the Institute of Singapore Chartered Accountants.

### Mervyn Low Cheng Chwee

General Manager (Operations)

Mr Mervyn Low Cheng Chwee re-joined the Corporation on 11 September 2012 as General Manager. He is responsible for the Treaty and Facultative Underwriting operations. Mr Low was previously with the Corporation from 1991 to 2010 and was responsible for the Underwriting, China Affairs and Human Resource operations.

Mr Low graduated with a Bachelor of Arts from the National University of Singapore and holds a diploma from the Chartered Insurance Institute, UK.

## YIINA CHENG

Assistant General Manager (Systems)

Ms Cheng Yiina joined the Corporation on 4 July 1991 and was appointed Assistant General Manager on 1 July 1999. She is responsible for the Group's Information Technology requirements.

Ms Cheng graduated with a Bachelor of Science (Honours) from the Oxford Brookes University, UK.

## HO WING HOONG

Assistant General Manager (Operations)

Mr Ho Wing Hoong joined the Corporation on 24 January 2011 as Assistant General Manager. He is responsible for the Treaty and Facultative Underwriting operations.

Mr Ho holds a Bachelor of Law (Honours) from the University of Wolverhampton, UK.

## YAP SOCK CHEEN

Assistant General Manager (Treaty Administration and Claims)

Ms Yap Sock Cheen joined the Corporation on 28 March 1980 and was appointed Assistant General Manager in 2012. She is responsible for the Treaty Administration and Claims operations.

Ms Yap holds a Diploma in Business Administration and Diploma in Administration Management.

# GROUP ACTIVITIES

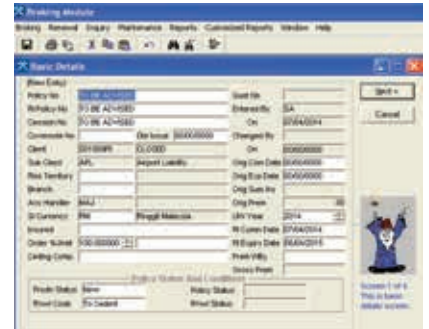
**SR-China Advisory Services Co Ltd (SR-China)** provides management and consultancy services in China. Its main business activities include marine and insurance consultancies, and staff trainings for the Chinese insurance and shipping industries, and management of the Corporation’s properties and other investments in China.

**Singapore-Re Management Services Private Limited (SRMS)** provides Information Technology (IT) services which include applications and infrastructure support to the Group as well as IT system development and

support services for various insurance-related systems, viz, general insurance system; reinsurance system; the insurance broker/agent system, to over 20 companies in Singapore, Malaysia, Cambodia and Thailand.

The software developed and marketed include:-

- IRIS (Integrated Reinsurance InfoSystem) for professional reinsurers;
- IMS (Insurance Management System), a web-based general insurance system;
- MBA (Millennium Broker Assistant), a windows-based system for professional general insurance intermediaries; and
- IBMS (Insurance Brokers Management System),



Sample Screenshots of the Systems

a web-based system for professional general insurance intermediaries.

SRMS also provides underwriting support to the insurance sector and secretariat support services to the Singapore Reinsurers’ Association.

**INS Communications Private Limited (INS)**, the publishing and conferencing arm of the Group, had another good year in 2014 despite the challenges faced. Its position as the “voice of the insurance industry in Asia” with its flagship publication, Asia Insurance Review, was further entrenched despite the increasing competition from international players. In its commitment to serve the insurance industry of the region, INS held some 20 insurance conferences as well as the Asia Insurance Industry Awards to recognize and salute excellence in addition to the AIR e-daily online newsletter.



Beijing New World Square



Shanghai Panorama



Dalian Asia Pacific International Centre



The three directories – Asean Insurance Directory, Insurance Directory of Asia and Reinsurance Directory of Asia – continued to be the reference guide of companies doing business in the region.

In the Middle East region, the subsidiary’s Middle East Insurance Review launched the MEIR e-daily and the 1<sup>st</sup> ever Middle East Insurance Industry Awards as the two key new offerings in the market in addition to two conferences and two directories – the World Islamic Insurance Directory and the MENA Insurance Directory. As part of its strategic service to the extremely price-sensitive Middle East market, the subsidiary provides secretariat support for

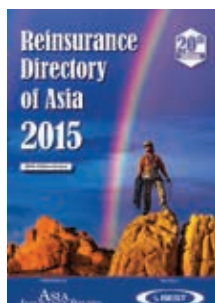
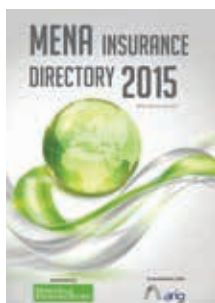
the MENA Insurance CEO Club, the region’s think tank it helped co-found.

As part of its value-added service to the insurance industry, the subsidiary continues to produce daily newsletters at high profile events. In 2014, it produced five newsletters at the International Insurance Society Annual Seminar in London, International Association of Insurance Supervisors (IAIS) Annual Seminar in Amsterdam, East Asian Actuarial Conference in Taipei, General Arab Insurance Federation (GAIF) Conference in Egypt and the East Asian Insurance Conference in Taipei.

The subsidiary’s two magazines, AIR and MEIR are listed as Media

Partner in all major industry events in Asia and the Middle East. Furthermore, AIR and MEIR participated as Official Media Partners in international insurance events including the biggest event for global Insurance CEOs, the International Insurance Society Annual Seminar in London and the key event for insurance regulators at the International Association of Insurance Supervisors’ Annual Seminar in Amsterdam.

The subsidiary is deeply committed to offer value added service to help the industry’s march towards higher standards and greater professionalism, which is part of the critical success factor of INS.



Magazines



14th CEO Insurance Summit



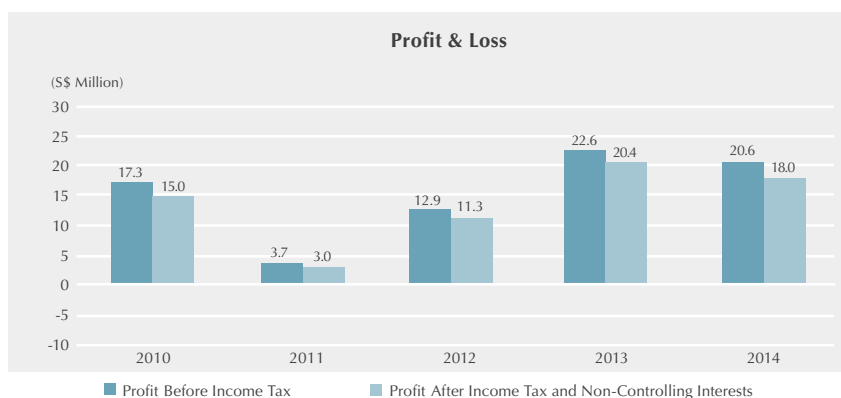
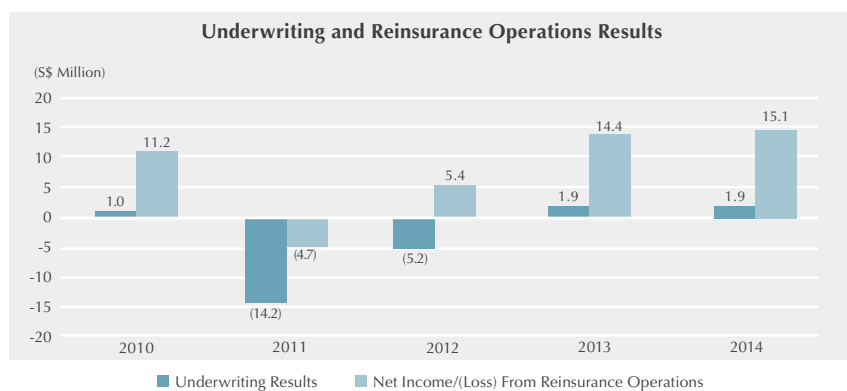
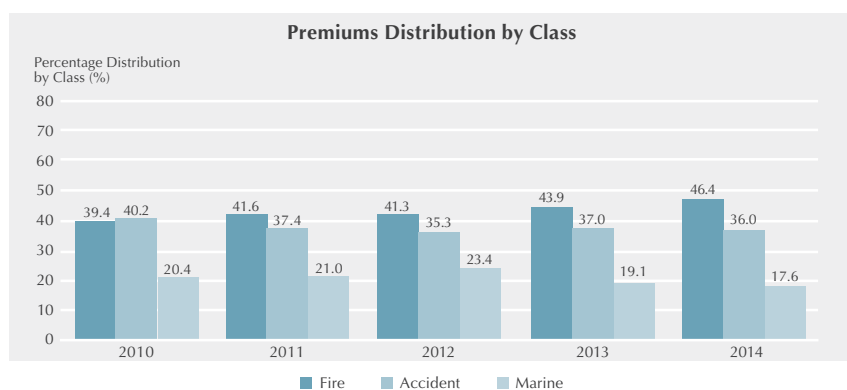
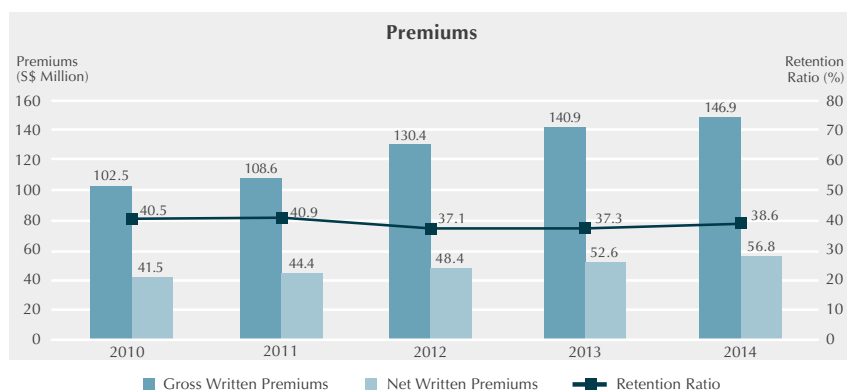
Asia Insurance Industrial Awards

## GROUP FINANCIAL HIGHLIGHTS

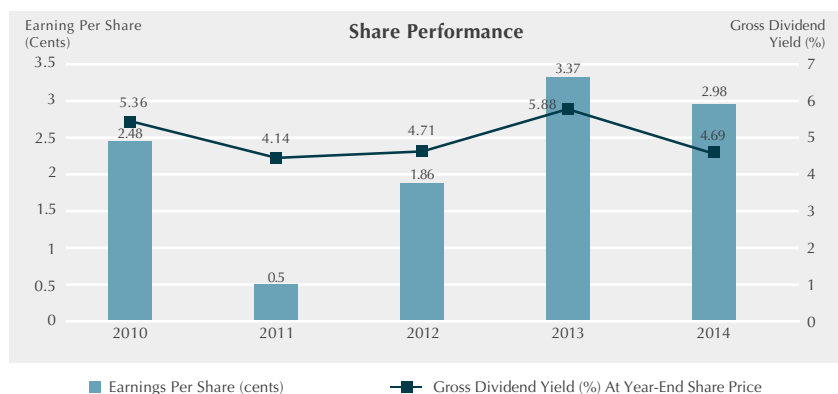
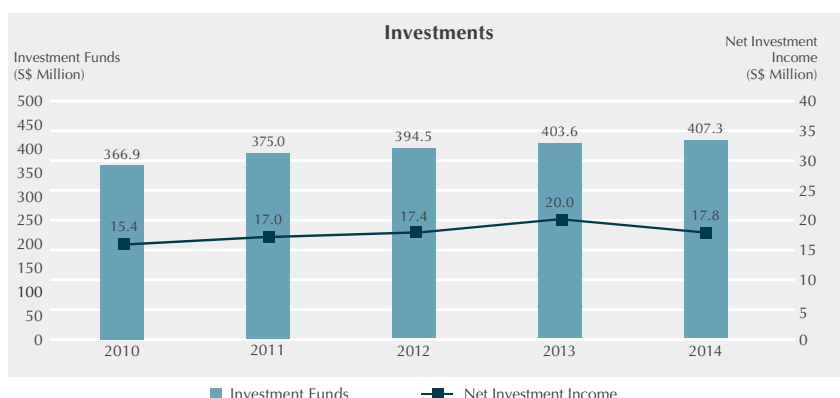
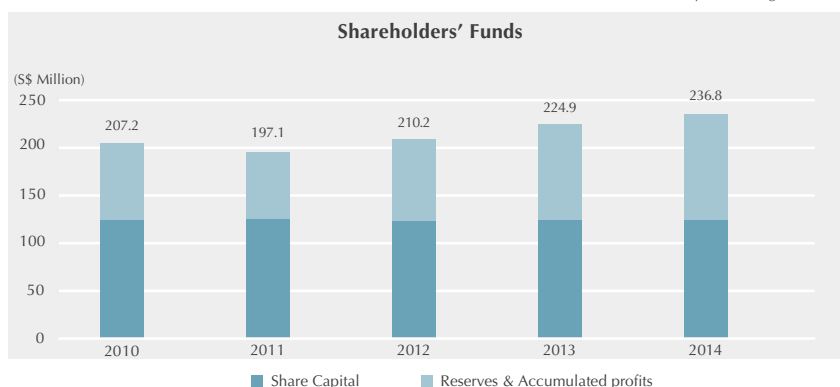
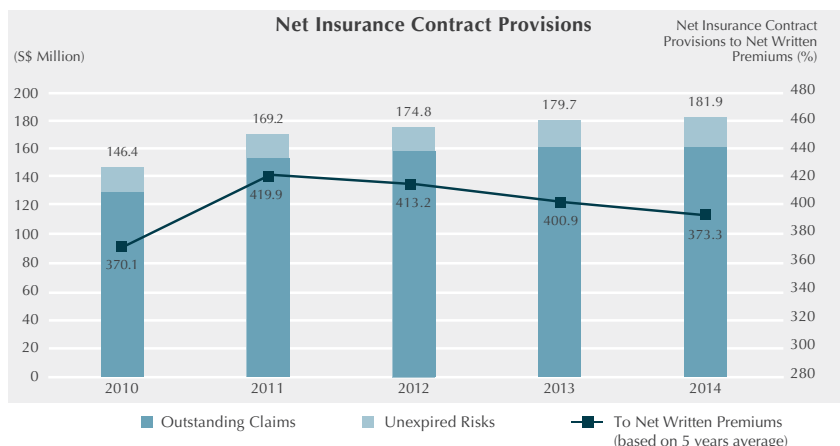
S\$'000	2010	2011	2012	2013	2014
Revenue	109,061	115,522	137,077	147,245	<b>153,627</b>
Gross Written Premiums	102,464	108,607	130,373	140,881	<b>146,949</b>
Net Written Premiums	41,486	44,380	48,397	52,579	<b>56,795</b>
Underwriting Results	984	(14,170)	(5,235)	1,874	<b>1,899</b>
Net Income/(Loss) From Reinsurance Operations	11,210	(4,725)	5,430	14,377	<b>15,119</b>
Profit Before Income Tax	17,342	3,725	12,882	22,563	<b>20,612</b>
Profit After Income Tax And Non-Controlling Interests	14,998	3,037	11,259	20,378	<b>18,039</b>
Net Insurance Contract Provisions:					
Outstanding Claims	130,431	152,313	156,325	160,513	<b>160,452</b>
Unexpired Risks	15,942	16,900	18,455	19,193	<b>21,469</b>
	146,373	169,213	174,780	179,706	<b>181,921</b>
% To Net Written Premiums (based on 5-year average of net written premiums)	370.1%	419.9%	413.2%	400.9%	<b>373.3%</b>
Shareholders' Funds	207,168	197,096	210,197	224,935	<b>236,760</b>
Investment Funds	366,900	375,049	394,522	403,569	<b>407,341</b>
Total Assets	567,302	632,349	694,223	722,869	<b>730,327</b>
Net Tangible Assets Per Share (cents)	34.23	32.57	34.73	37.17	<b>39.12</b>
Earnings Per Share (cents)	2.48	0.50	1.86	3.37	<b>2.98</b>
Return On Equity (%)	7.24	1.54	5.36	9.06	<b>7.62</b>
Gross Dividend (cents)	1.50	1.20	1.20	1.50	<b>1.50</b>
Gross Dividend Yield (%) At Year-End Share Price	5.36	4.14	4.71	5.88	<b>4.69</b>
Capital Adequacy Ratio (%)	309.6	294.1	314.6	310.3	<b>313.0</b>

Note:

Certain items in the comparatives figures have been reclassified to conform with the current year's presentation.



# GROUP FINANCIAL HIGHLIGHTS (CONT'D)





# CORPORATE GOVERNANCE

The Board is committed to good corporate governance and has adopted policies pursuant to the principles and guidelines in the Guidelines on Corporate Governance for Financial Holding Companies, Banks, Direct Insurers, Reinsurers and Captive Insurers which are incorporated in Singapore (the CG Guidelines) by the Monetary Authority of Singapore and the Insurance (Corporate Governance) Regulations 2013 (CG Regulations) issued on 3 April 2013 and the Singapore Exchange Securities Trading Limited Listing Manual (SGX Listing Manual). The Company has put in place an internal guide to ensure good corporate governance in its business practices and activities.

The Company aims to preserve and enhance shareholder value by ensuring high standards of corporate performance and accountability.

The Board is supported by specialised Board committees to facilitate effective oversight of the Company and supervision of Management. The Board committees, namely, the Executive Committee, Audit Committee, Nominating Committee, Remuneration Committee and Investment Committee meet regularly to consider the audit and risk management processes, investments, remuneration, nomination and other matters. A report on each committee's last meeting is provided at the next Board meeting.

## BOARD MATTERS

### The Board's Conduct of Affairs

*Principle 1: Effective Board to lead and control the Company. Board is collectively responsible for the long-term success of the Company.*

The Board's core responsibilities, apart from statutory duties, include:

- to determine the Group's broad strategic directions, major investment and funding decisions and levels of risk tolerance and risk policies;
- to approve the financial objectives of the Group and monitor the performance and prospect;
- to ensure the implementation of the Board's overall strategies, including the proper execution of risk management policies and guidelines set by the Board;
- to approve the nomination of Directors to the Board and appointment of senior executives;
- to oversee management in the design, implementation and monitoring of the risk management and internal control systems; and
- to review the adequacy and effectiveness of the Group's internal controls including compliance, operational, financial, IT controls and risk management systems in an effort to safeguard shareholders' interest and the Group's assets.

## CORPORATE GOVERNANCE

The Board meets at least quarterly to oversee the conduct of business of the Group, particularly for the following corporate events and actions:

- authorisation of any other major transactions;
- approval of quarterly financial accounts;
- approval of annual report and accounts;
- approval of annual budget;
- declaration of interim dividends and proposal of final dividend;
- convening of shareholders' meeting; and
- approval of corporate strategy.

For matters which require the Board's decision outside the pre-agreed meetings, board papers are circulated to the Board for consideration, with discussions taking place between members of the Board and Management directly, before approval is granted.

Pursuant to Article 98 of the Company's Articles of Association, one-third of the Directors, or if their number is not three or a multiple of three, then the number nearest to but not less than one-third, retire by rotation at every Annual General Meeting (AGM). Under the Company's constitution, there is no maximum fixed term or retirement age for non-executive directors.

To address the competing time commitments of Directors who sit on multiple boards and committees, meeting dates are scheduled in advance before the beginning of every calendar year.

### Board Composition and Independence

*Principle 2: Strong and independent element on the Board*

The Board comprises six non-executive Directors and the members are:

Ramaswamy Athappan (Chairman)	Non-Independent
David Chan Mun Wai (Deputy Chairman)	Independent
Hwang Soo Jin	Non-Independent
Keith Tay Ah Kee	Independent
Ong Choo Eng	Independent
Li Weiguo	Independent

The Board considers its present number of six directors to be sufficient and appropriate for effective decision-making, taking into account the scope and nature of the Group's operations.

The composition of the Board and the independence of each Director are reviewed annually by the Nominating Committee (NC), based on the CG Guidelines' definition of what constitutes an independent Director. The NC is satisfied that all the Directors have the relevant experience, capabilities and skills. The Board is able to exercise objective judgment independently from Management and no individual or small group of individuals dominate the decisions of the Board.

The Board has also conducted a review of the performance of the Directors and considers that each of the Directors brings invaluable integrity, wisdom and experience to the Board and that they continue to contribute positively to the Board. The Board collectively has the critical skills, experience and expertise needed in charting the strategic direction of the Group. The NC is satisfied that each director is a fit and proper person fully qualified for the office. The NC is also of the view that it is not necessary to impose a limit on the number of board representations which directors may hold, as directors have different capabilities and companies have different complexities. The NC is satisfied that each of the Directors has been devoting sufficient time and attention to the Company's affairs to carry out his duties as a Director of the Company.

In respect of three independent Directors, namely, Mr David Chan, Mr Keith Tay and Mr Ong Choo Eng who had served more than 9 years, they have not lost their impartiality and continue to participate in discussions in a robust manner. The Board has carefully considered and concluded that their length of service has not compromised their independence. The criteria for assessing the independent status of directors who served more than 9 years are based on the following:

- director's skill set, qualifications, experience and expertise;
- personal qualities such as independence of character and judgment; and
- ability to constructively debate issues.

All Directors, on an ongoing basis, are required to declare any interest which they believe could conflict with the Company's interests. If a potential conflict does arise, the Director concerned may choose not to, or the Board may decide he should not, receive documents or take part in Board discussions on the matter being considered.

Given that the business relationship between the Company and insurance companies which some of the directors are employees of are conducted at arms' length and in the ordinary course of business, the NC is satisfied that the directors' independent business judgment and ability to act in the interests of the Company have not been impeded. In light of the above, the NC agreed that Mr David Chan and Mr Li Weiguo are to be considered independent. Overall, the Board is satisfied that there is a strong and independent element on the Board. No employee of the Company and its subsidiaries was an immediate family member of the Director. In addition, the Board is of the opinion that there were no relationships or circumstances which were likely to affect the 2 directors' judgment and independence of character and their judgment was not in any way impaired by their length of service.

In compliance with the CG Guidelines, the NC determined after rigorous review that, except for Mr Athappan and Mr Hwang, all Board members are considered independent.

## CORPORATE GOVERNANCE

With reference to the CG Regulations which sets out the definition of an independent director as among other things someone who has not served on the Board for a continuous period of 9 years or longer, the NC noted that in light of this new 9 year term limitation, the current Board would need to be restructured. Under the CG Regulations, the Board must comprise at least one-third of directors who are independent directors as defined in the CG Regulations. This requirement must be complied with by the Company not later than the day on which the first AGM of the Company is held or required to be held for the year 2016. In that regard, the NC is taking calibrated steps to restructure the composition of the Board and the Board Committees to comply with the CG Regulations by 1 January 2016.

The Directors' profile is provided in pages 11 to 13.

The Members' attendances at the Board and specialised Board Committees meetings for the financial year ended 31 December 2014 are as shown below:

Committees	BOARD	EXCO	AC	NC	RC	INV
Number of Meetings Held	4	2	4	1	1	2
Members	Number of Meetings Attended					
Ramaswamy Athappan	4	2	4	1	1	2
David Chan Mun Wai	4	2	4	1	1	2
Hwang Soo Jin	4	1	3	1	1	2
Keith Tay Ah Kee	4	2	4	1	1	2
Ong Choo Eng	4	2	4	1	1	2
Li Weiguo	3					

**Note:**

BOARD – Board of Directors

EXCO – Executive Committee

AC – Audit Committee

NC – Nominating Committee

RC – Remuneration Committee

INV – Investment Committee

### Chairman and Chief Executive

*Principle 3: Chairman and Chief Executive to be two separate persons to ensure clear division of responsibilities and balance of power and authority*

There is a clear division of responsibilities between the non-executive Chairman and the Chief Executive (CE) who are not related. The CE bears the executive responsibility for the day-to-day operations of the Company while the responsibilities of the Chairman, among other things are to:

- provide leadership to the Board in the formulation and review of Board policies and to guide Management in striving towards the desired strategic directions set by the Board;
- schedule meetings of the Board to enable it to perform its duties responsibly;
- prepare meeting agenda in consultation with the CE;

- review key proposals before they are presented to the Board for decision;
- exercise control over the quality, quantity and timeliness of the information submitted to the Board;
- encourage constructive relations between the Board and Management;
- facilitate the effective contribution of non-executive Directors;
- ensure effective communication with the regulators and shareholders;
- ensure compliance with the Code and Listing Rules and Board policies as well as promote high standards of corporate governance; and
- ensure information the Board receives is comprehensive, accurate and timely to enable effective decision making.

## **BOARD MEMBERSHIP AND COMMITTEES**

### **Board Membership**

*Principle 4: Formal and transparent process for the appointment and re-appointment of Directors to the Board*

The NC in consultation with the Chairman of the Board considers and makes recommendations to the Board concerning the appropriate size and needs of the Board.

New Directors are appointed to the Board following recommendation of the NC and approval of the Monetary Authority of Singapore (MAS). Article 103 of the Company's Articles of Association requires all new Directors to submit themselves for re-election at the next AGM of the Company.

The NC also makes recommendation to the Board for the Directors who are eligible to be re-appointed at the AGM of the Company at regular intervals.

All Directors are encouraged to attend appropriate external continuing education programmes to help them keep abreast of developments in corporate governance standards, best board practices, financial and accounting policies, risk management requirements and such similar matters.

### **Appointment of New Directors**

The search and nomination process for new Directors are via contacts and recommendations. When recommending new Directors to sit on the Board, the NC strives to ensure that the Board has sufficient number of independent directors with the right expertise, attributes and ability.

The NC will assess potential candidates taking into consideration the individual's background, skills and abilities, such as experience or expertise in some of the following areas: the insurance industry, corporate affairs, government affairs and experience as director, chief executive officer, chief operating officer or chief financial officer of a major company. The NC would also strive to determine whether the candidate is a fit and proper person and able to devote time in carrying out his duties as a Director of the Company.

## CORPORATE GOVERNANCE

When a candidate meets the assessment criteria set by the NC, the Committee will thereafter make a recommendation to the Board for consideration of the appointment. Upon the Board's endorsement, the Company will then seek MAS's approval accordingly and make the announcement to Singapore Exchange Securities Trading Limited (SGX).

A Handbook is given to newly appointed Directors as part of the Company's induction programme and the material information provided include an overview of the Company's history, business profile, financial results and minutes of recent Board meetings. For Directors new to the reinsurance industry, the fundamental aspects of the esoteric business of reinsurance may also be included.

### Executive Committee

The Executive Committee (EXCO) comprises five non-executive Directors. The members of the EXCO are:

Ramaswamy Athappan (Chairman)	Non-Independent
David Chan Mun Wai (Deputy Chairman)	Independent
Hwang Soo Jin	Non-Independent
Keith Tay Ah Kee	Independent
Ong Choo Eng	Independent

The EXCO holds periodic meetings with Management in charge of daily operations.

The principal functions of the EXCO are:

- to supervise Management in its conduct of the Group's business on behalf of the Board; and
- to ensure the implementation of the Board's overall strategies, including the proper execution of risk management policies and guidelines set by the Board.

### Audit Committee

*Principle 12: Establishment of Audit Committee with written terms of reference*

The Audit Committee (AC) comprises five non-executive Directors, majority of whom, including the Chairman, are independent Directors as defined in the Code.

The Board is of view that the members of the AC have the financial management expertise and experience to discharge the AC's responsibilities. The members of the AC are:

Keith Tay Ah Kee (Chairman)	Independent
Ramaswamy Athappan	Non-Independent
David Chan Mun Wai	Independent
Hwang Soo Jin	Non-Independent
Ong Choo Eng	Independent

The AC holds quarterly meetings each year and discharges the following responsibilities:

- to evaluate the adequacy and effectiveness of internal controls, including compliance, financial and operational controls of the Company (carried out internally or with the assistance of competent third parties) and provide their assessment to the Board annually on the effectiveness and adequacy of the controls

[Note: The Board retains the responsibility for the review of the effectiveness of the system of internal control and must form its own opinion despite aspects of the review being delegated to the AC.];

- to review the adequacy and effectiveness of the Group's risk management systems as delegated by the main Board;
- to ensure compliance with legal and regulatory requirements and review reports received from regulators and the SGX;
- to review the financial accounts of the Company and Group each quarter in conjunction with the external auditors' comments thereon prior to their submission to the Board for adoption;
- to review the adequacy of the internal audit function; to review and approve the audit scope/plans of the external and internal auditors, the results of the auditors' examinations and evaluation of the Company's system of internal accounting controls, and the Management's response to their recommendations;
- to nominate external auditors for appointment/re-appointment and to review the external audit fees and recommend to the Board for approval;
- to evaluate external auditors' objectivity and independence including the provision of non-audit services;
- to review legal and regulatory matters that may have material impact on the financial statements and reports received from regulators;
- to review and consider if interested person transactions are on normal commercial terms and not prejudicial to the Company's interests;
- to report to the Board regularly on the exercise of its duties, identifying matters which it considers require action or improvement, and making recommendations as to the steps to be taken;
- to review the assistance and co-operation given by the Company's officers to the external and internal auditors;
- to have authority to investigate any matter within its terms of reference, full access to and co-operation by Management and reasonable resources (including obtaining professional advice) to enable it to discharge its functions properly;

## CORPORATE GOVERNANCE

- to oversee and guide Management in:
  - (a) the establishment and the operation of an independent enterprise-wide risk management system,
  - (b) the adequacy of the risk management function, ensuring that it is sufficiently resourced to monitor risk and that it has appropriate independent reporting lines; and
- advise the Board on the Company's overall risk tolerance and risk policies.

The AC meets with the external and internal auditors, without the presence of Management. It has explicit authority to investigate any matter, full access to and co-operation by Management and other employees, and full discretion to invite any Director to attend the meetings.

The Committee has reviewed the non-audit services provided by the external auditors in the financial year ended 31 December 2014 and is satisfied that such services would not affect the independence of the external auditors. The external auditors, on annual basis, have also provided a written confirmation of their independence to the AC.

### Nominating Committee

The NC comprises the following five non-executive Directors:

David Chan Mun Wai (Chairman)	Independent
Ramaswamy Athappan	Non-Independent
Hwang Soo Jin	Non-Independent
Keith Tay Ah Kee	Independent
Ong Choo Eng	Independent

The NC holds its meetings annually or as frequently as may be necessary. The NC's primary functions are:

- to review and make recommendations to the Board concerning the size, structure and composition of the Board and the Board committees;
- to identify potential candidates to fill Board vacancies, if any as well as put in place plans for succession;
- to review and make recommendations, for Board's approval, on the appointment of the Group's senior executives;
- to review and make recommendations to the Board on the re-appointment of Directors taking into consideration the directors' ability to exercise sound judgment, independence, demonstrated leadership, skills, work experience, etc.;
- to assess annually the independence of each Director and provides its views on the independence to the Board;
- to ensure compliance with the CG Regulations on the composition of the Board;



- to decide how the Board's performance may be evaluated and propose objective performance criteria for the Board's approval;
- to assess the effectiveness of the Board as a whole and the contribution by individual Directors to the effectiveness of the Board; and
- to review the ability of Directors with multiple board representations to carry out their duties and other principal commitment adequately.

### Remuneration Committee

The Remuneration Committee (RC) comprises the following five non-executive Directors:

David Chan Mun Wai (Chairman)	Independent
Ramaswamy Athappan	Non-Independent
Hwang Soo Jin	Non-Independent
Keith Tay Ah Kee	Independent
Ong Choo Eng	Independent

The RC holds periodic meetings with Management in charge of human resource functions and also has access to the information when clarification and advice is needed.

The principal functions of the RC are:

- to recommend to the Board and shareholders the level of remuneration for Directors and to ensure that it is sufficiently equitable to attract, retain and motivate them to provide good stewardship;
- to review the remuneration of key management personnel including the Head of Internal Audit/ Compliance annually in an effort to ensure adequate manpower support to facilitate the achievement of strategic objectives and corporate values; and
- to review the Company's obligation in the event of termination of key management personnel's contract of service to ensure that the contract of service contain fair and reasonable termination clauses that are not overly generous.

### Investment Committee

The Investment Committee (INV) comprises the following five non-executive Directors and two key executives:

Hwang Soo Jin (Chairman)	Non-Independent
Ramaswamy Athappan	Non-Independent
David Chan Mun Wai	Independent
Keith Tay Ah Kee	Independent
Ong Choo Eng	Independent
Theresa Wee Sui Ling	Chief Executive
Ms Carlene Lim Lay Hoon	Financial Controller

Periodic meetings are held with Management in charge of investments to discuss key investment issues.

## CORPORATE GOVERNANCE

The responsibilities of the INV are:

- to monitor the progress and development of the investment decisions taken by the Group.
- to determine the strategic direction and to identify suitable investment opportunities;
- to oversee the day-to-day investment activities conducted by Management;
- to ensure close coordination between the underwriting and the investment arms of Management so that available funds can be invested promptly and efficiently;
- to ensure judicious management of the investment portfolio in line with the risk appetite of and tolerance limits set by the Board in order that there will always be adequate liquidity to support the underwriting activities;
- to ensure reasonable returns to enable servicing of shareholders' dividends at a consistently credible level; and
- to approve investment proposals submitted by Management as required under established procedure.

### BOARD PERFORMANCE

*Principle 5: Formal assessment of the effectiveness of the Board as a whole and the contribution by each Director*

The NC conducts a formal assessment of the performance of the Board as a whole in view of the complementary and collective nature of Directors' contributions.

The evaluation parameters for the Board's performance are based on quantitative and qualitative criteria, which include the level of return on equity, regularity of attendance at meetings, the success of the strategic and long term objectives set by the Board, and the effectiveness of the Board in monitoring Management's performance against the goals set by the Board.

The assessment of the contribution of Directors is made with reference to a set of common key performance indicators and the skills and experience which the Board is expected to possess. The Board is of the opinion that all Directors collectively and individually have contributed positively to the growth of the Company during the year and in discharging their duties have conducted themselves diligently in safeguarding the interests of shareholders.

The EXCO, on behalf of the Board, supervises the Management in its conduct of the Group's business, and in ensuring the implementation of the Board's broad strategies, including the proper execution of risk management policies and guidelines set by the Board.

In addition, it has been the Group's practice for the Board Chairman's performance to be appraised annually by the Board without his participation.

## ACCESS TO INFORMATION AND ACCOUNTABILITY

*Principle 6: Board members to have complete, adequate and timely information*

*Principle 10: The Board's accountability to the Shareholders and Management's accountability to the Board*

The Board is provided with complete and adequate information prior to Board meetings and on an on-going basis. Such information includes financial management reports, annual budgets and performance against budget, announcement of results, matters requiring Board's decision and updates on key outstanding issues.

In presenting the quarterly and annual financial statements to shareholders, it is the aim of the Board to provide the shareholders with a balanced and comprehensive assessment of the Group's financial position and prospects. Management provides the Board, EXCO and AC with detailed management accounts of the Group's financial performance, position and prospects on a quarterly basis.

The Board also has separate and independent access to Management and the Company Secretary. The Company Secretary assists Management to ensure that Board procedures are observed and the Company complies with the requirements of the Companies Act and the Listing Rules. The CE and Chief Financial Officer (CFO) provide assistance in the Company Secretarial role and attend all Board meetings. Should the Directors, whether as a group or individually, need independent professional advice to carry out their duties, the Company will, upon approval of the Chairman, arrange to appoint a professional advisor to render the advice.

The Board was of the view that it was not necessary for the Board to have a lead independent director given that the majority of the Board comprised independent directors and all the independent directors are long standing and well experienced. There is regular and active interaction at Board and Board Committees providing opportunities for directors to work well together as a group. Furthermore, non-accessibility by shareholders to directors has never been an issue.

## REMUNERATION MATTERS

### Level and Mix of Remuneration

*Principle 7: Formal and transparent procedure for fixing the remuneration packages of individual directors*

*Principle 8: Remuneration of directors to be adequate and not excessive*

*Principle 9: Clear disclosure on remuneration policy, level and mix of remuneration, and the procedure for setting remuneration*

The RC sets out the remuneration guidelines and reviews the remuneration framework of the Group.

The Group adopts a remuneration policy that is primarily performance based taking into account each person's job responsibilities and function and market conditions. The remuneration for employees of the Group comprises a fixed component and a performance-related variable component in an effort to link rewards to corporate and individual performance and align the interests with those of shareholders.

The fixed component consists of a base salary and fixed allowance. The variable component is in the form of a bonus that is linked to the Group's and individual's performance. A budget for salary increment and bonus is submitted by the CE to the Board annually. During the course of the year, the salary and bonus proposal would be put forth to the RC for consideration and approval.

## CORPORATE GOVERNANCE

The RC reviews the level and mix of remuneration and approves the framework for salary reviews, performance bonus and incentives for the CE and key management personnel of the Group. In setting the remuneration packages, the RC takes into consideration the Company's and the individual's performance, as well as the contribution to the revenue and profitability.

The remuneration policies are in line with the strategic objectives and corporate values of the Company, and do not conflict with the Company's objectives and directions. The remuneration practices do not create incentives for excessive or inappropriate risk-taking behaviour.

The remuneration of the Directors takes into account their contribution and respective responsibilities. Directors are paid an attendance fee for their involvement in the Board and Board Committee meetings. Directors who participate in the Board Committees receive higher fees for the additional responsibilities. No Director decides his own remuneration. The fees are reviewed by the RC and thereafter submitted to the Board for endorsement. The Directors' fees proposed by the Board are subject to shareholders' approval at the Company's AGM.

The Company believes that it is not in its best interest to disclose the precise remuneration of the Directors and key management personnel due to the highly competitive market for talent. Accordingly, the Company continues its practice of disclosing the remuneration of directors and key management personnel in bands of S\$250,000.

The remuneration of Directors for the year ended 31 December 2014 is set out below:

Directors	Directors' Fees %	Salary %	Bonus %	Other Fees, Allowances & Benefits <sup>2</sup> %	Total %
Ramaswamy Athappan	100	0	0	0	100
Hwang Soo Jin <sup>1</sup>	12	0	0	88	100
Keith Tay Ah Kee	100	0	0	0	100
David Chan Mun Wai	100	0	0	0	100
Ong Choo Eng	100	0	0	0	100
Li Weiguo	100	0	0	0	100

1 Daily attendance at office with specific responsibilities for overseeing the management of the Investment, China Affairs and Internal Audit departments, and all subsidiary companies

2 Other fees, allowances and benefits include advisor fees and out-of-pocket allowances

The following information relates to Directors' remuneration:

Remuneration Bands	Number of Directors in Remuneration Bands	
	2014	2013
S\$250,000 to S\$499,999	2	2
Below S\$250,000	4	5
Total	<u>6</u>	<u>7</u>

The remuneration of key management personnel for the year ended 31 December 2014 is set out below:

Key Management Personnel	Directors' Fees <sup>3</sup> %	Salary %	Bonus %	Other Fees, Allowances & Benefits <sup>4</sup> %	Total %
Theresa Wee Sui Ling	2	70	20	8	100
Subramaniam Mokanasivam	1	66	26	7	100
Chin Tsu-Kuang	2	75	16	7	100
Carlene Lim Lay Hoon	0	78	20	2	100
Mervyn Low Cheng Chwee	0	72	19	9	100
Cheng Yiina	1	76	18	5	100
Ho Wing Hoong	0	75	19	6	100
Yap Sock Cheen	0	78	22	0	100

3 Include Directors' fees paid to key management personnel in respect of their appointment to the Subsidiaries' Boards

4 Other fees, allowances and benefits include transport, entertainment allowances and long service awards

The following information relates to key management personnel' remuneration:

Remuneration Bands	Number of Senior Management in Remuneration Bands	
	2014	2013
S\$250,000 to S\$499,999	2	2
Below S\$250,000	6	6
Total	<b>8</b>	<b>8</b>

The Company does not employ any immediate family member of any Director or the CE.

## INTERNAL CONTROLS

### *Principle 11: Sound system of internal controls*

The Board determines the Company's risk tolerance and policies and oversees Management in the design, implementation and monitoring of the internal controls. The Board exercises oversight on Management through the AC on the adequacy and effectiveness of the Company's systems of internal controls in compliance, operational, financial, IT and risk management. The AC reviews regularly with Management and auditors, both internal and external, the continued development in the measures taken by Management to further strengthen internal controls. In particular, the Committee satisfies itself of the adequacy in the documentation of operating procedures and their compliance and amendments made to meet changing circumstances. Once a year, the AC undertakes a review of the effectiveness of the internal control systems and reports its findings to the main Board for endorsement.

## CORPORATE GOVERNANCE

The Board believes that the recognition of the importance of internal controls is a matter of corporate culture that calls for common commitment at all levels of the Company from Board to management and staff. The Board recognises that the system of internal controls can only provide reasonable assurance but cannot totally eliminate the occurrence of material errors, poor judgment in decision-making, human error, fraud or other irregularities. In order to minimise such occurrence, continuous strengthening of internal controls to meet the challenges of a rapidly changing operating environment should be part and parcel of daily business process to be pursued relentlessly.

During the year under review, the Board is satisfied based on reports from both internal and external auditors as well as the AC that the internal controls in all aspects of the Company's operations are adequate and effective to safeguard shareholders' interest. The Board with the concurrence of the AC, is of the opinion that the internal controls of the Group complies with Listing Rule 1207(10). Both the CE and the CFO have also given their assurance:

- (a) that the financial records have been properly maintained and the financial statements give a true and fair view of the company's operations and finances; and
- (b) that the Company's risk management and systems of internal controls are adequate and effective.

In addition, the Company has a whistle-blower protection policy and the requisite procedures are incorporated into the Employee Handbook available to all staff. The purpose of the policy is to encourage the reporting in good faith of suspected reportable conduct by establishing clearly defined processes through which such reports may be made with the confidence that employees and other persons making such reports will be treated fairly and, to the extent possible, protected from reprisal.

### RISK MANAGEMENT

*Principle 11: Sound system of internal controls*

Given the special nature of reinsurance business, the Board is firmly of the conviction that risk management is synonymous with the process of underwriting. Consequently it believes that the thrust for the continued development in the measures taken to strengthen risk management should be left with Management. The Board however, exercises oversight on the adequacy and effectiveness of the Group's risk management system. To facilitate closer monitoring, the Board has delegated the review of the adequacy and effectiveness of the risk management system to the AC. In carrying out its duty, the Company has established a Risk Management Review Committee (RMRC) at the management level with the General Manager (Operations) designated Risk Management Officer and the RMRC reports to the AC. The RMRC meets regularly and its responsibilities are:

- to identify, assess and monitor all reasonably foreseeable and material risks that the Company is or may be exposed to;
- to review and recommend risk management measures to address the key risk; and
- to support the AC in the review of the adequacy and effectiveness of the risk management measures implemented.

The AC in turn meets with Management and the auditors to review the reports submitted in order to satisfy itself of the continued adequacy of the risk management system. Once a year, based upon predetermined criteria, the AC assesses the effectiveness of the system and submits its findings to the Board for endorsement if appropriate.

For the year under review, based on reports from both internal and external auditors as well as the AC, the Board is satisfied that the risk management system maintained by the Management is adequate and effective to meet the needs of the Company in its current business environment.

Currently, Management with the assistance of a reputable external consultancy firm is reviewing the existing Risk Management framework with a view to ensuring that with suitable strengthening in the practices, the Company will meet with the regulatory requirement on Enterprise Risk Management for Insurers (MAS Notice 126 issued on 2 April 2013) by 2015.

## **SHAREHOLDER RIGHTS AND RESPONSIBILITIES**

*Principle 14: Shareholder Rights*

*Principle 15: Communication with Shareholders*

*Principle 16: Conduct of Shareholder Meetings*

The Company ensures that timely and adequate disclosure of information on matters of material impact on the Company is made available to shareholders of the Company. This is done through the Company's annual reports, quarterly financial announcements and press releases to SGX which is also posted on the Company's website at <http://www.singre.com.sg>. Shareholders are given opportunities to participate at the Company's general meetings. The Board and Management are present at these meetings to address any questions that shareholders may have. A representative of the external auditors is also present to assist the Board in addressing relevant queries by shareholders. The Articles allow a member of the Company to appoint one or two proxies to attend and vote at general meetings. Separate resolutions on each distinct issue are tabled at general meetings.

## **DEALINGS IN SECURITIES OF THE COMPANY**

The Group provides guidance to its Directors and employees on the implications of insider trading. It has adopted a code of conduct for dealings in securities of the Company in compliance with the Best Practices Guide on Dealings in Securities as set out in Rule 1207(19) of the SGX Listing Manual.

The Company prohibits its Directors and employees from trading in the Company's securities for the period commencing two weeks before the announcement of quarterly results, and the period commencing one month before the announcement of year-end results.

## DIRECTORS' REPORT

We are pleased to submit this annual report to the members of the Company together with the audited financial statements for the financial year ended 31 December 2014.

### Directors

The directors in office at the date of this report are as follows:

Ramaswamy Athappan  
David Chan Mun Wai  
Hwang Soo Jin  
Keith Tay Ah Kee  
Ong Choo Eng  
Li Weiguo

Mr David Chan Mun Wai retires by rotation at the forthcoming Annual General Meeting (AGM) in accordance with Article 98 of the Company's Articles of Association and, being eligible, offers himself for re-election.

Mr Hwang Soo Jin, Mr Ong Choo Eng and Mr Keith Tay Ah Kee retire pursuant to Section 153(6) of the Companies Act, Chapter 50 (the Act), at the forthcoming AGM and, being eligible, offer themselves for re-election to hold office until the next AGM.

### Directors' interests

According to the register kept by the Company for the purposes of Section 164 of the Companies Act, Chapter 50 (the Act) particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and infant children) in shares, debentures, warrants and share options in the Company are as follows:

Number of ordinary shares	Holdings in the name of the directors, spouse or infant children			Other holdings in which directors are deemed to have an interest		
	At beginning of the year	At end of the year	At	At beginning of the year	At end of the year	At
			21 January 2015			21 January 2015
Ramaswamy Athappan	178,732	178,732	178,732	–	–	–
David Chan Mun Wai	73,205	73,205	73,205	–	–	–
Hwang Soo Jin	1,000,000	1,108,000	1,108,000	–	–	–
Keith Tay Ah Kee	64,900	64,900	64,900	–	–	–
Ong Choo Eng	24,200	24,200	24,200	140,800	140,800	140,800

Except as disclosed in this report, no director who held office at the end of the financial year had interests in shares, debentures, warrants or share options of the Company, or of related corporations, either at the beginning of the financial year, or at the end of the financial year.



There were no changes in any of the above mentioned interests in the Company between the end of the financial year and 21 January 2015.

Neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Except for remuneration that are disclosed in this report and in note 26 to the financial statements, since the end of the last financial year, no director has received or become entitled to receive, a benefit by reason of a contract made by the Company or a related corporation with the director, or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

### **Share options**

During the financial year:

- (a) there were no options granted to any person to take up unissued shares in the Company or its subsidiaries and there were no shares issued by virtue of the exercise of any option to take up unissued shares of the Company or its subsidiaries; and
- (b) no options have been granted to controlling shareholders, their associates, or employees of the Company or its subsidiaries.

There were no unissued shares of the Company or its subsidiaries under option granted by the Company or its subsidiaries as at the end of the financial year.

### **Audit committee**

The members of the Audit Committee during the year and at the date of this report are:

Keith Tay Ah Kee (Chairman)  
Ramaswamy Athappan  
David Chan Mun Wai  
Hwang Soo Jin  
Ong Choo Eng

The members of the Audit Committee are all non-executive directors and perform the functions specified in Section 201B of the Act, the SGX Listing Manual and the Code of Corporate Governance.

The Audit Committee held four meetings since the last directors' report. In performing its functions, the Audit Committee met with the Company's internal and external auditors to discuss the scope of their work, the results of their examination and evaluation of the Company's internal accounting control system.

## DIRECTORS' REPORT

The Audit Committee also reviewed the following:

- assistance and co-operation provided by the Company's officers to the internal and external auditors;
- quarterly financial information and annual financial statements of the Group and the Company prior to submission to the directors of the Company for adoption;
- the Company's corporate governance processes;
- current and impending changes in accounting requirements and insurance regulation;
- interested person transactions as defined in Chapter 9 of the SGX Listing Manual; and
- independence of external auditors with regard to the provision of non-audit services.

The Audit Committee has full access to Management and is given the resources required for it to discharge its functions. It has full authority and discretion to invite any director or executive officer to attend its meetings.

### Internal controls

The Board of Directors ("the Board") believes that the recognition of the importance of internal controls is a matter of corporate culture that calls for common commitment at all levels of the Company from Board to Management and staff. The Board recognises that the system of internal controls can only provide reasonable assurance but cannot totally eliminate the occurrence of material errors, poor judgment in decision-making, human error, fraud or other irregularities. The continued strengthening of internal controls to meet the challenges of a rapidly changing operating environment should be part and parcel of daily business process to be pursued relentlessly.

During the year under review, the Board is satisfied based on reports from both internal and external auditors as well as the Audit Committee that the internal controls in all aspects of the Company's operations are adequate and effective to safeguard shareholders' interest. Both the Chief Executive and the Chief Financial Officer have also given their assurance:

- (a) that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and
- (b) that the Company's systems of internal controls are adequate and effective.

### Risk management

For the year under review, based on reports from both internal and external auditors as well as the Audit Committee, the Board is satisfied that the risk management system maintained by the Management is adequate and effective to meet the needs of the Company in its current business environment.

The Audit Committee also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees. The Audit Committee is satisfied with the independence and objectivity of the external auditors and has recommended to the Board of Directors that the auditors, KPMG LLP, be nominated for re-appointment as auditors at the forthcoming AGM of the Company.

In appointing our auditors of the Company, subsidiaries and significant associated companies, we have complied with Rules 712 and 715 of the SGX Listing Manual.

### **Auditors**

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors

**Ramaswamy Athappan**

*Director*

**David Chan Mun Wai**

*Director*

27 February 2015

## STATEMENT BY DIRECTORS

In our opinion:

- (a) the financial statements set out on pages 45 to 122 are drawn up so as to give a true and fair view of the state of affairs of the Group and of the Company as at 31 December 2014 and the results, changes in equity of the Group and of the Company and cash flows of the Group for the year ended on that date in accordance with the provisions of the Singapore Companies Act, Chapter 50 and Singapore Financial Reporting Standards; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board of Directors

**Ramaswamy Athappan**

*Director*

**David Chan Mun Wai**

*Director*

27 February 2015

# INDEPENDENT AUDITORS' REPORT

Members of Singapore Reinsurance Corporation Limited

## Report on the financial statements

We have audited the accompanying financial statements of Singapore Reinsurance Corporation Limited ("the Company") and its subsidiaries ("the Group"), which comprise the statement of financial position of the Group and the Company as at 31 December 2014, the statement of profit or loss and statement of comprehensive income, statement of changes in equity and statement of cash flows of the Group, and the statement of profit or loss and statement of comprehensive income and statement of changes in equity of the Company for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 45 to 122.

### *Management's responsibility for the financial statements*

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Singapore Companies Act, Chapter 50 ("the Act") and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair profit and loss accounts and balance sheets and to maintain accountability of assets.

### *Auditors' responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about 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 judgement, 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 of 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 management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

# INDEPENDENT AUDITORS' REPORT

## *Opinion*

In our opinion, the consolidated financial statements of the Group and the statement of financial position, the statement of profit or loss and statement of comprehensive income and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards to give a true and fair view of the state of affairs of the Group and of the Company as at 31 December 2014 and the results, changes in equity and cash flows of the Group and the results and changes in equity of the Company for the year ended on that date.

## **Report on other legal and regulatory requirements**

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiaries incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

## **KPMG LLP**

*Public Accountants and  
Chartered Accountants*

Singapore  
27 February 2015

# STATEMENT OF FINANCIAL POSITION

As at 31 December 2014

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Assets</b>					
Property, plant and equipment	4	35,526	32,629	35,457	32,537
Investment properties	5	24,787	20,123	24,787	20,123
Intangible asset	6	–	–	–	–
Interest in subsidiaries	7	–	–	1,123	1,134
Reinsurers' share of insurance contract provisions for:					
– outstanding claims	10	214,572	216,285	214,572	216,285
– unexpired risks	10	31,946	27,351	31,946	27,351
Financial assets	8	275,911	272,189	275,977	272,362
Club membership		20	18	–	–
Insurance receivables	11	72,531	70,958	72,531	70,958
Other receivables	12	3,390	4,273	3,114	3,354
Cash and cash equivalents	13	71,644	79,043	67,850	75,776
<b>Total assets</b>		<b>730,327</b>	<b>722,869</b>	<b>727,357</b>	<b>719,880</b>
<b>Equity attributable to equity holders of the Company</b>					
Share capital	14	123,300	123,300	123,300	123,300
Reserves	15	29,039	26,175	29,039	26,175
Accumulated profits		84,421	75,460	83,648	74,781
		236,760	224,935	235,987	224,256
<b>Non-controlling interests</b>		<b>320</b>	<b>328</b>	<b>–</b>	<b>–</b>
<b>Total equity</b>		<b>237,080</b>	<b>225,263</b>	<b>235,987</b>	<b>224,256</b>
<b>Liabilities</b>					
Insurance contract provisions for:					
– outstanding claims	10	375,024	376,798	375,024	376,798
– unexpired risks	10	53,415	46,544	53,415	46,544
Deferred taxation	9	2,322	2,363	2,322	2,363
Insurance payables	17	56,139	65,811	56,139	65,811
Other payables	18	3,882	4,045	2,178	2,221
Current tax payable		2,465	2,045	2,292	1,887
<b>Total liabilities</b>		<b>493,247</b>	<b>497,606</b>	<b>491,370</b>	<b>495,624</b>
<b>Total equity and liabilities</b>		<b>730,327</b>	<b>722,869</b>	<b>727,357</b>	<b>719,880</b>

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

# STATEMENT OF PROFIT OR LOSS

Year ended 31 December 2014

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Revenue</b>	20	<b>153,627</b>	147,245	<b>146,949</b>	140,881
<b>Reinsurance operations:</b>					
Gross written premiums	20	<b>146,949</b>	140,881	<b>146,949</b>	140,881
Reinsurance premiums		<b>(90,154)</b>	(88,302)	<b>(90,154)</b>	(88,302)
<b>Net written premiums</b>		<b>56,795</b>	52,579	<b>56,795</b>	52,579
Gross transfer to provision for unexpired risks	10	<b>(6,871)</b>	(1,839)	<b>(6,871)</b>	(1,839)
Reinsurance transfer to provision for unexpired risks	10	<b>4,595</b>	1,101	<b>4,595</b>	1,101
<b>Net earned premiums</b>		<b>54,519</b>	51,841	<b>54,519</b>	51,841
Gross claims incurred	10	<b>(73,550)</b>	(83,999)	<b>(73,550)</b>	(83,999)
Reinsurers' share of claims incurred	10	<b>41,069</b>	52,094	<b>41,069</b>	52,094
<b>Net claims incurred</b>		<b>(32,481)</b>	(31,905)	<b>(32,481)</b>	(31,905)
Commission expense		<b>(42,079)</b>	(38,414)	<b>(42,079)</b>	(38,414)
Commission income		<b>26,922</b>	26,399	<b>26,922</b>	26,399
<b>Net commission expense</b>		<b>(15,157)</b>	(12,015)	<b>(15,157)</b>	(12,015)
<b>Management expenses</b>	23	<b>(4,982)</b>	(6,047)	<b>(4,982)</b>	(6,047)
<b>Underwriting results</b>		<b>1,899</b>	1,874	<b>1,899</b>	1,874
<b>Net investment income</b>	21	<b>13,220</b>	12,503	<b>13,220</b>	12,503
<b>Net income from reinsurance operations (I)</b>		<b>15,119</b>	14,377	<b>15,119</b>	14,377
<b>Non-reinsurance operations:</b>					
Net investment income	21	<b>4,561</b>	7,458	<b>5,638</b>	8,564
Other operating income	22	<b>6,683</b>	6,390	<b>5</b>	26
Management expenses	23	<b>(5,751)</b>	(5,662)	<b>(569)</b>	(524)
<b>Net income from non-reinsurance operations (II)</b>		<b>5,493</b>	8,186	<b>5,074</b>	8,066
<b>Profit before income tax (I) + (II)</b>	26	<b>20,612</b>	22,563	<b>20,193</b>	22,443
Income tax expense	27	<b>(2,381)</b>	(2,021)	<b>(2,248)</b>	(1,909)
<b>Profit for the year</b>		<b>18,231</b>	20,542	<b>17,945</b>	20,534
<b>Attributable to:</b>					
Equity holders of the Company		<b>18,039</b>	20,378	<b>17,945</b>	20,534
Non-controlling interests		<b>192</b>	164	<b>-</b>	-
<b>Profit for the year</b>		<b>18,231</b>	20,542	<b>17,945</b>	20,534
<b>Basic and diluted earnings per share (cents)</b>	28	<b>2.98</b>	3.37		

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



# STATEMENTS OF COMPREHENSIVE INCOME

Year ended 31 December 2014

	Group		Company	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Profit for the year</b>	<b>18,231</b>	20,542	<b>17,945</b>	20,534
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to profit or loss:</b>				
Revaluation of property, plant and equipment	2,957	6,941	2,957	6,941
Tax on items that will not be reclassified to profit or loss	(15)	(34)	(15)	(34)
	<b>2,942</b>	6,907	<b>2,942</b>	6,907
<b>Items that are or may be reclassified subsequently to profit or loss:</b>				
Available-for-sale financial assets:				
– Reclassification of gain on sale of investments to profit or loss	(3,603)	(4,359)	(3,489)	(4,203)
– Reclassification of impairment write-down on investments to profit or loss	741	665	741	659
– Change in fair value of investments	2,730	(1,240)	2,616	(1,256)
Tax on items that are or may be reclassified subsequently to profit or loss	54	838	54	838
	<b>(78)</b>	(4,096)	<b>(78)</b>	(3,962)
<b>Other comprehensive income for the year, net of income tax</b>	<b>2,864</b>	2,811	<b>2,864</b>	2,945
<b>Total comprehensive income for the year</b>	<b>21,095</b>	23,353	<b>20,809</b>	23,479
<b>Attributable to:</b>				
Equity holders of the Company	20,903	23,210	20,809	23,479
Non-controlling interests	192	143	–	–
<b>Total comprehensive income for the year</b>	<b>21,095</b>	23,353	<b>20,809</b>	23,479

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

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2014

Group	Share capital \$'000	Fair value reserve \$'000	Revaluation reserve \$'000	Accumulated profits \$'000	Total attributable to equity holders of the Company \$'000	Non- controlling interests \$'000	Total equity \$'000
At 1 January 2013	123,300	11,929	11,414	63,554	210,197	492	210,689
<b>Total comprehensive income for the year</b>							
Profit for the year	-	-	-	20,378	20,378	164	20,542
<b>Other comprehensive income:</b>							
Revaluation of property, plant and equipment	-	-	6,941	-	6,941	-	6,941
Available-for-sale financial assets:							
- Reclassification of gain on sale of investments to profit or loss	-	(4,336)	-	-	(4,336)	(23)	(4,359)
- Reclassification of impairment write-down on investments to profit or loss	-	665	-	-	665	-	665
- Change in fair value of investments	-	(1,242)	-	-	(1,242)	2	(1,240)
Income tax relating to components of other comprehensive income	-	838	(34)	-	804	-	804
<b>Total other comprehensive income, net of income tax</b>	-	(4,075)	6,907	-	2,832	(21)	2,811
<b>Total comprehensive income for the year</b>	-	(4,075)	6,907	20,378	23,210	143	23,353
<b>Transactions with owners, recorded directly in equity</b>							
<b>Contributions by and distributions to owners</b>							
Final dividend of 0.7 cent per share tax exempt (one-tier) paid in respect of year 2012	-	-	-	(4,236)	(4,236)	-	(4,236)
Interim dividend of 0.7 cent per share tax exempt (one-tier) paid in respect of year 2013	-	-	-	(4,236)	(4,236)	-	(4,236)
Acquisition of minority interests	-	-	-	-	-	(12)	(12)
Dividend paid to non-controlling interests	-	-	-	-	-	(295)	(295)
<b>Total contributions by and distributions to owners</b>	-	-	-	(8,472)	(8,472)	(307)	(8,779)
At 31 December 2013	123,300	7,854	18,321	75,460	224,935	328	225,263

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

Group	Share capital \$'000	Fair value reserve \$'000	Revaluation reserve \$'000	Accumulated profits \$'000	Total attributable to equity holders of the Company \$'000	Non- controlling interests \$'000	Total equity \$'000
At 1 January 2014	123,300	7,854	18,321	75,460	224,935	328	225,263
Total comprehensive income for the year							
Profit for the year	-	-	-	18,039	18,039	192	18,231
Other comprehensive income:							
Revaluation of property, plant and equipment	-	-	2,957	-	2,957	-	2,957
Available-for-sale financial assets:							
- Reclassification of gain on sale of investments to profit or loss	-	(3,603)	-	-	(3,603)	-	(3,603)
- Reclassification of impairment write-down on investments to profit or loss	-	741	-	-	741	-	741
- Change in fair value of investments	-	2,730	-	-	2,730	-	2,730
Income tax relating to components of other comprehensive income	-	54	(15)	-	39	-	39
Total other comprehensive income, net of income tax	-	(78)	2,942	-	2,864	-	2,864
Total comprehensive income for the year	-	(78)	2,942	18,039	20,903	192	21,095

*Transactions with owners, recorded directly in equity*

Contributions by and distributions to owners

Final dividend of 0.8 cent per share tax exempt (one-tier) paid in respect of year 2013	-	-	-	(4,842)	(4,842)	-	(4,842)
Interim dividend of 0.7 cent per share tax exempt (one-tier) paid in respect of year 2014	-	-	-	(4,236)	(4,236)	-	(4,236)
Acquisition of minority interests	-	-	-	-	-	(5)	(5)
Dividend paid to non-controlling interests	-	-	-	-	-	(195)	(195)
Total contributions by and distributions to owners	-	-	-	(9,078)	(9,078)	(200)	(9,278)
	123,300	7,776	21,263	84,421	236,760	320	237,080

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

# STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2014

Company	Share capital \$'000	Fair value reserve \$'000	Revaluation reserve \$'000	Accumulated profits \$'000	Total \$'000
At 1 January 2013	123,300	11,816	11,414	62,719	209,249
<b>Total comprehensive income for the year</b>					
Profit for the year	–	–	–	20,534	20,534
<b>Other comprehensive income:</b>					
Revaluation of property, plant and equipment	–	–	6,941	–	6,941
Available-for-sale financial assets:					
– Reclassification of gain on sale of investments to profit or loss	–	(4,203)	–	–	(4,203)
– Reclassification of impairment write-down on investments to profit or loss	–	659	–	–	659
– Change in fair value of investments	–	(1,256)	–	–	(1,256)
Income tax relating to components of other comprehensive income	–	838	(34)	–	804
<b>Total other comprehensive income, net of income tax</b>	–	(3,962)	6,907	–	2,945
<b>Total comprehensive income for the year</b>	–	(3,962)	6,907	20,534	23,479
<b>Transactions with owners, recorded directly in equity</b>					
<b>Contributions by and distributions to owners</b>					
Final dividend of 0.7 cent per share tax exempt (one-tier) paid in respect of year 2012	–	–	–	(4,236)	(4,236)
Interim dividend of 0.7 cent per share tax exempt (one-tier) paid in respect of year 2013	–	–	–	(4,236)	(4,236)
<b>Total contributions by and distributions to owners</b>	–	–	–	(8,472)	(8,472)
At 31 December 2013	123,300	7,854	18,321	74,781	224,256

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

Company	Share capital \$'000	Fair value reserve \$'000	Revaluation reserve \$'000	Accumulated profits \$'000	Total \$'000
At 1 January 2014	123,300	7,854	18,321	74,781	224,256
<b>Total comprehensive income for the year</b>					
Profit for the year	–	–	–	17,945	17,945
<b>Other comprehensive income:</b>					
Revaluation of property, plant and equipment	–	–	2,957	–	2,957
Available-for-sale financial assets:					
– Reclassification of gain on sale of investments to profit or loss	–	(3,489)	–	–	(3,489)
– Reclassification of impairment write-down on investments to profit or loss	–	741	–	–	741
– Change in fair value of investments	–	2,616	–	–	2,616
Income tax relating to components of other comprehensive income	–	54	(15)	–	39
<b>Total other comprehensive income, net of income tax</b>	–	(78)	2,942	–	2,864
<b>Total comprehensive income for the year</b>	–	(78)	2,942	17,945	20,809

*Transactions with owners, recorded directly in equity*

**Contributions by and distributions to owners**

Final dividend of 0.8 cent per share tax exempt (one-tier) paid in respect of year 2013	–	–	–	(4,842)	(4,842)
Interim dividend of 0.7 cent per share tax exempt (one-tier) paid in respect of year 2014	–	–	–	(4,236)	(4,236)
<b>Total contributions by and distributions to owners</b>	–	–	–	(9,078)	(9,078)
<b>At 31 December 2014</b>	<b>123,300</b>	<b>7,776</b>	<b>21,263</b>	<b>83,648</b>	<b>235,987</b>

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

# CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2014

	Note	2014 \$'000	2013 \$'000
<b>Operating activities</b>			
Profit before income tax		20,612	22,563
Adjustments for:			
Insurance contract provisions for net unexpired risks		2,276	738
Insurance contract provisions for net outstanding claims		(61)	4,188
Impairment write down on investments and club membership		739	667
Change in fair value of investment properties		(1,896)	(4,573)
Impairment provision write-back on investment properties		(951)	–
Gain on sale of investments		(3,603)	(4,359)
Depreciation of property, plant and equipment		319	318
Interest income		(8,405)	(8,824)
Dividend income		(2,493)	(1,813)
Property, plant and equipment written-off		2	1
		<u>6,539</u>	<u>8,906</u>
Changes in working capital:			
Insurance receivables		(1,573)	(25,011)
Other receivables		651	129
Insurance payables		(9,672)	14,491
Other payables		(363)	(453)
Cash used in operations		<u>(4,418)</u>	<u>(1,938)</u>
Income tax paid		<u>(1,966)</u>	<u>(1,400)</u>
<b>Net cash used in operating activities</b>		<u>(6,384)</u>	<u>(3,338)</u>
<b>Investing activities</b>			
Interest received		8,637	9,062
Dividends received		2,493	1,813
Purchase of investments		(62,709)	(53,564)
Proceeds from sale of investments		61,720	67,294
Purchase controlling interest in subsidiary		–	(12)
Purchase of property, plant and equipment		(261)	(121)
Purchase of investment properties		(1,817)	–
<b>Net cash from investing activities</b>		<u>8,063</u>	<u>24,472</u>
<b>Financing activities</b>			
Dividends paid		(9,078)	(8,472)
Decrease/(Increase) in deposits pledged		600	(5)
<b>Net cash used in financing activities</b>		<u>(8,478)</u>	<u>(8,477)</u>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<u>(6,799)</u>	<u>12,657</u>
Cash and cash equivalents at beginning of year	13	<u>78,204</u>	<u>65,547</u>
<b>Cash and cash equivalents at end of year</b>	13	<u>71,405</u>	<u>78,204</u>

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

# NOTES TO THE FINANCIAL STATEMENTS

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Directors on 27 February 2015.

## 1 Domicile and activities

Singapore Reinsurance Corporation Limited (the Company) is incorporated in the Republic of Singapore with its registered office at 85 Amoy Street, Singapore 069904.

The Company is licensed as a general reinsurer under the Singapore Insurance Act, Chapter 142 (the Insurance Act). The principal activities of the Company, including its Labuan Branch, are those of a general reinsurer while those of its subsidiaries are set out in note 7 to the financial statements.

The consolidated financial statements of the Group for the year ended 31 December 2014 relate to the Company and its subsidiaries (together referred to as the Group).

## 2 Basis of preparation

### 2.1 Statement of compliance

The financial statements are prepared in accordance with the Singapore Financial Reporting Standards (FRS).

### 2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following material items in the statement of financial position:

- available-for-sale financial assets are measured at fair value
- investment properties and leasehold land and buildings are measured at fair value

The financial statements are presented in Singapore dollars which is the Company's functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

The assets and liabilities of the Group which relate to the reinsurance business carried on in Singapore are subject to the requirements of the Insurance Act. Such assets and liabilities are accounted for in the books of the insurance funds established under the Insurance Act. Assets held in the insurance funds may be withdrawn only if the withdrawal meets the requirements stipulated in Section 17 and the Group continues to be able to meet the solvency requirements of Section 18 of the Insurance Act and Insurance (Valuation and Capital) Regulations. All other assets and liabilities are accounted for in the books of the "non-reinsurance funds".

# NOTES TO THE FINANCIAL STATEMENTS

## 2 Basis of preparation (continued)

### 2.2 Basis of measurement (continued)

All income and expenses relating to the reinsurance business are reported under the “Reinsurance operations” in profit or loss. All other income and expenses are reported as “Non-reinsurance operations” in profit or loss.

The financial statements of the Group represent the combined assets and liabilities, and income and expenses of the reinsurance funds and the non-reinsurance funds.

### 2.3 Use of estimates and judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The 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.

Judgements made by management in applying accounting policies that could have a significant effect on the amount recognised in the financial statements relate mainly to outstanding claim provisions and estimates of premium, commission and loss estimates for bilateral cessions business (see note 16).

### 2.4 Changes in accounting policies

A number of new standards, amendments to standards and interpretations are effective for annual period 1 January 2014, and have been applied in preparing these financial statements. None of these have a significant effect on the financial statements of the Company.

## 3 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, and have been applied consistently by the Group entities.

### 3.1 Consolidation

Subsidiaries are those companies controlled by the Company. Control exists when the Company has the power, directly or indirectly, to govern the financial and operating policies of a company so as to obtain benefits from its activities. Investments in subsidiaries are stated in the Company’s statement of financial position at cost less accumulated impairment losses. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Intragroup balances and any unrealised gains and losses or income and expenditure arising from intragroup transactions are eliminated in preparing the consolidated financial statements.



### 3 Significant accounting policies (continued)

#### 3.2 Foreign currencies

Transactions in foreign currencies are translated to the respective functional currencies of the Group entities at the exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date on which the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss, except for differences arising on the retranslation of monetary items that in substance form part of the Group's net investment in a foreign operation and available-for-sale equity securities (see note 3.7) which are recognised in other comprehensive income.

#### *Foreign operations*

The assets and liabilities of foreign operations are translated to Singapore dollars at exchange rates prevailing at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at the average exchange rates for the year. Exchange differences arising on translation are recognised directly in profit or loss as the amounts are not material.

#### 3.3 Reinsurance business

#### *Classification of contracts*

Contracts under which the Group accepts significant insurance risk by agreeing to compensate the cedants if a specified uncertain future event (the insured event) adversely affects the cedants are classified as insurance contracts. Insurance risk is risk other than financial risk. Financial risk is the risk of a possible future change in one or more of a specified interest rate, security price, commodity price, foreign exchange rate, index of prices of rates, a credit rating or credit index or other variable.

#### *Recognition and measurement of contracts*

The recording of revenue and the determination of underwriting results of each financial year reflect delays in the receipt of information from cedants and brokers, and the long tail nature of certain classes of insurance business.

# NOTES TO THE FINANCIAL STATEMENTS

## 3 Significant accounting policies (continued)

### 3.3 Reinsurance business (continued)

#### *Written premiums*

Gross written premiums include premiums for contracts entered during the year, irrespective of whether they relate in whole or in part to a later accounting period. Premiums are disclosed gross of commission payable to insurance companies and intermediaries and include adjustments to premiums written in prior accounting periods.

With the exception of premiums for bilateral cessions business, which are estimated up to the end of the financial year, premium is recognised on the basis of closing advices and returns received from cedants and brokers. Bilateral cessions premiums, to the extent not advised by cedants by the year-end, are estimated using comparative information.

The portion of the premium which relates to future accounting periods is included in the provision for unexpired risks in the statement of financial position.

The provision for unexpired risks in respect of facultative reinsurance business is calculated based on daily pro-rata method on net premium income. The provision for unexpired risks in respect of other types of reinsurance business is calculated at 40% of net premium income (refer to liability adequacy test).

#### *Commission*

With the exception of bilateral cessions business, commission expense and income are recognised based on closing advices and returns received from cedants and brokers. For bilateral cessions business, to the extent not advised by cedants and brokers by the financial year-end, estimates are derived using comparative information taking into consideration changes in terms and conditions.

#### *Claims*

Claims incurred consist of claims and claims handling expenses paid during the financial year together with the movement in the provision for outstanding claims.

Outstanding claims comprise provisions for the full estimated cost of losses which have occurred before the end of the current financial year, whether or not these have been notified to the Group. The provisions represent a projection of all future payments to be made in respect of these notified or unreported losses. Claims outstanding are assessed by reviewing individual claims and making allowance for claims incurred but not yet reported, the effect of both internal and external foreseeable events, such as inflation, judicial trends, legislative changes, past experience and observable market trends. Anticipated reinsurance recoveries are disclosed separately as assets.

### 3 Significant accounting policies (continued)

#### 3.3 Reinsurance business (continued)

##### *Claims (continued)*

Provision is also made, on the basis of management's experience of claims submitted in prior years, for the estimated ultimate liability of the Group in respect of claims incurred on business accepted up to the end of the financial year.

In view of the nature of the business accepted, the ultimate liability will vary as a result of subsequent information and events and may result in significant adjustments to the amounts provided. Adjustments to the claim provisions established in prior years are reflected in the financial statements for the period in which the adjustments are made, and disclosed separately if material. The methods used, and the estimates made, are reviewed regularly.

##### *Reinsurance*

The Group arranges reinsurance outward in the normal course of business for the purpose of limiting its net loss. Outward reinsurance premiums are regarded as deductions from income and are recognised when periodic statements of accounts are rendered to retrocessionaires. Amounts recoverable under reinsurance outward are assessed for impairment at each reporting date. Such assets are deemed impaired if there is objective evidence, as a result of an event that occurred, that the Group may not recover all amounts due and that the event has a reliably measurable impact on the amounts that the Group will receive from the retrocessionaires.

##### *Receivables and payables related to insurance contracts*

Insurance receivables and insurance payables are recognised when due. These include amounts due to and from insurance and reinsurance contract holders. They are measured on initial recognition at the fair value of the consideration receivable or payable. Subsequent to initial recognition, receivables and payables are measured at amortised cost, using the effective interest rate method. Insurance receivables and insurance payables are derecognised based on the same derecognition criteria as financial assets and liabilities respectively, as described in note 3.8.

The carrying value of insurance receivables is reviewed for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable. If there is objective evidence that the insurance receivable is impaired, the Group reduces the carrying amount of the insurance receivable and recognises that impairment loss in profit or loss. The Group gathers the objective evidence that an insurance receivable is impaired using the same process adopted for loans and receivables. The impairment loss is calculated under the same method used for these financial assets, as described in note 3.8.

## NOTES TO THE FINANCIAL STATEMENTS

### 3 Significant accounting policies (continued)

#### 3.3 Reinsurance business (continued)

##### *Liability adequacy test*

In performing the liability adequacy test, the carrying value of the insurance liabilities in the reinsurance fund is compared with the current best estimate of future contractual cash flows and claims handling expenses on an undiscounted basis. If the best estimate for the contractual liabilities is discounted using the risk-free interest rate or yield on assets backing the liabilities, the best estimate figures would be lower.

Any deficiency between the statement of financial position liabilities and the adequacy test liabilities is recognised in profit or loss for the year.

#### 3.4 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, except for owner occupied leasehold land and buildings, which are stated at their revalued amounts.

The revalued amount is the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are carried out by independent professional valuers regularly such that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the reporting date.

Any increase in the revaluation amount is credited to other comprehensive income and accumulated in equity in the revaluation reserve unless it offsets a previous decrease in value of the same asset that was recognised in profit or loss. A decrease in value is recognised in profit or loss where it exceeds the increase previously recognised in other comprehensive income and accumulated in equity in the revaluation reserve. Upon disposal, any related revaluation reserve is transferred from the revaluation reserve to accumulated profits and is not taken into account in arriving at the gain or loss on disposal.

The cost of replacing 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 costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Gains or losses arising from the retirement or disposal of property, plant and equipment are determined as the difference between the estimated net disposal proceeds and the carrying amount of the asset and are recognised net within other income in profit or loss in the period of the retirement or disposal.

### 3 Significant accounting policies (continued)

#### 3.4 Property, plant and equipment (continued)

Property, plant and equipment are depreciated on a straight line basis over their estimated useful lives as follows:

Leasehold land and buildings	over period of lease
Furniture, fittings and office equipment	3 years to 5 years

Fully depreciated assets are retained in the financial statements until they are disposed of. Properties are depreciated from the year in which they are ready for use.

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

#### 3.5 Intangible asset

Intangible asset which comprises an in-house developed integrated web-based Insurance Brokers Management System, is stated at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is provided on a straight-line basis so as to write-off the costs over the estimated useful life of 3 years.

Amortisation methods, useful lives and residual value are reviewed, and adjusted as appropriate, at each reporting date.

#### 3.6 Investment properties

Investment property is property held either to earn rental income or for capital appreciation or for both. It does not include properties for sale in the ordinary course of business, used in the production or supply of goods or services, or for administrative purposes.

Investment property is measured at cost on initial recognition and subsequently at fair value, with any change recognised in profit or loss. Rental income from investment properties is accounted for in the manner described in note 3.11.

The gains or losses arising from the retirement or disposal of investment property shall be determined as the difference between the net disposal proceeds and the carrying amount of the property and shall be recognised in profit or loss in the period of the retirement or disposal.

# NOTES TO THE FINANCIAL STATEMENTS

## 3 Significant accounting policies (continued)

### 3.7 Financial instruments

#### *Non-derivative financial assets*

The Group initially recognises loans and receivables and deposits on the date that they originate. All other financial assets are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Group has the following non-derivative financial assets:

#### *Loans and receivables*

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise other receivables.

Cash and cash equivalents comprise cash balances and bank deposits.

#### *Available-for-sale financial assets*

Available-for-sale financial assets are non-derivative financial assets that are designated as available-for-sale and that are not classified in any of the other categories. The Group's investments in equity securities and debt securities are classified as available-for-sale financial assets. Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses and foreign currency differences on available-for-sale monetary items, are recognised in other comprehensive income and presented within equity in the fair value reserve. When an investment is derecognised, the cumulative gain or loss in other comprehensive income is transferred to profit or loss.

### 3 Significant accounting policies (continued)

#### 3.7 Financial instruments (continued)

##### *Non-derivative financial liabilities*

The Group initially recognises debt securities issued and subordinated liabilities on the date that they originate. All other financial liabilities are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Group has non-derivative financial liabilities comprising other payables.

Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

##### *Share capital*

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of ordinary shares and shares options are recognised as a deduction from equity, net of any tax effects.

Where share capital recognised as equity is repurchased (treasury shares), the amount of the consideration paid, excluding directly attributable costs, is presented as a deduction from equity. Where such shares are subsequently reissued, sold or cancelled, the consideration received is recognised as a change in equity. No gain or loss is recognised in profit or loss.

#### 3.8 Impairment

##### *Financial assets (including receivables)*

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

# NOTES TO THE FINANCIAL STATEMENTS

## 3 Significant accounting policies (continued)

### 3.8 Impairment (continued)

#### *Financial assets (including receivables) (continued)*

Objective evidence that financial assets (including equity securities) are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Group on terms that the Group would not consider otherwise, indications that a debtor or issuer will enter bankruptcy and the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below its cost is objective evidence of impairment.

The Group considers evidence of impairment for receivables and held-to-maturity investment securities at both a specific asset and collective level. All individually significant receivables are assessed for specific impairment. All individually significant receivables found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Receivables that are not individually significant are collectively assessed for impairment by grouping together the receivables.

In assessing collective impairment, the Group uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or lesser than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognised in profit or loss and reflected in an allowance account against receivables. Interest on the impaired asset continues to be recognised through the unwinding of the discount. When a subsequent event causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

Impairment losses on available-for-sale investment securities are recognised by transferring the cumulative loss that has been recognised in other comprehensive income, and presented in the fair value reserve in equity, to profit or loss. The cumulative loss that is removed from other comprehensive income and recognised in profit or loss is the difference between the acquisition cost, net of any principal repayment and amortisation, and the current fair value, less any impairment loss previously recognised in profit or loss.

If, in a subsequent period, the fair value of an impaired available-for-sale debt security increases and the increase can be related objectively to an event occurring after the impairment loss was recognised in profit or loss, then the impairment loss is reversed, with the amount of the reversal recognised in profit or loss. However, any subsequent recovery in the fair value of an impaired available-for-sale equity security is recognised in other comprehensive income.



### 3 Significant accounting policies (continued)

#### 3.8 Impairment (continued)

##### *Non-financial assets*

The carrying amounts of the Group's non-financial assets other than investment properties and deferred tax assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in profit or loss unless it reverses a previous revaluation, credited to statement of comprehensive income, in which case it is charged to other comprehensive income.

The recoverable amount of an asset or cash-generating unit 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 or cash-generating unit.

Impairment losses recognised in prior periods are assessed at each reporting date 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. 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.

#### 3.9 Employee benefits

Contributions to a statutory defined contribution scheme are recognised as an expense in profit or loss when incurred.

##### *Short-term benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

# NOTES TO THE FINANCIAL STATEMENTS

## 3 Significant accounting policies (continued)

### 3.9 Employee benefits (continued)

#### ***Government grants***

Cash grants received from the government in relation to the Special Employment Credit Scheme are recognised upon receipt. Such grants are provided to defray the wage costs incurred by the Group and are offset against staff costs in the financial statements.

### 3.10 Provisions

A provision is recognised in the statement of financial position when the Group has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

### 3.11 Revenue recognition

The accounting policy in relation to revenue from reinsurance business is disclosed in note 3.3.

#### ***Investment income***

Investment income comprises gains on the disposal of available-for-sale financial assets, dividend income and interest income.

Dividend income is recognised when the shareholder's right to receive payment is established.

Interest income in respect of interest bearing investments is accounted on an accrual basis. Interest receivable and payable on reinsurance deposits attributable to the reinsurance business are accounted for in the same period as the relevant statements are received from cedants and brokers or are rendered to reinsurers.

Investment income generated from assets attributable to the reinsurance business is allocated to the reinsurance operations in profit or loss. Investment income arising from assets attributable to the non-reinsurance business is allocated to the non-reinsurance operations in profit or loss.

#### ***Rental income***

Rental income receivable under operating leases is recognised in profit or loss on a straight-line basis over the term of the lease.

### 3 Significant accounting policies (continued)

#### 3.11 Revenue recognition (continued)

##### *Non-reinsurance income*

Non-reinsurance income includes revenue from management services rendered, advertising fees, subscriptions for magazines and other publications, and advertising income.

Revenue from services rendered is recognised on performance of services.

Revenue from advertising fees are recognised on completion of the services. Revenue is arrived at after deduction of trade discounts. Subscriptions for magazines and other publications and advertising income are recognised on an accrual basis.

#### 3.12 Income tax expense

Income tax expense comprises current and deferred tax. Income tax expense is recognised in profit or loss except to the extent that it relates to items recognised directly in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is computed using the statement of financial position method and the methodology provides for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. 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, and differences relating to investments in subsidiaries to the extent that they probably will not reverse in the foreseeable future.

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 reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authority on the same taxable entity.

A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

# NOTES TO THE FINANCIAL STATEMENTS

## 3 Significant accounting policies (continued)

### 3.13 Key management personnel

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. The directors and the senior management are considered as key management personnel of the Group.

### 3.14 Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held.

### 3.15 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it earns revenues and incurs expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Board of Directors to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

### 3.16 New standards and interpretations not adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2014, and have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the consolidated financial statements of the Group.

#### 4 Property, plant and equipment

Group	Leasehold land and buildings \$'000	Furniture, fittings and equipment \$'000	Total \$'000
	Valuation	Cost	
At 1 January 2013	25,436	4,282	29,718
Additions	–	121	121
Revaluation surplus	6,941	–	6,941
Disposals	–	(184)	(184)
Reversal of depreciation on revaluation	(163)	–	(163)
<b>At 31 December 2013</b>	<b>32,214</b>	<b>4,219</b>	<b>36,433</b>
Additions	–	261	261
Revaluation surplus	2,957	–	2,957
Written-off	–	(59)	(59)
Reversal of depreciation on revaluation	(172)	–	(172)
<b>At 31 December 2014</b>	<b>34,999</b>	<b>4,421</b>	<b>39,420</b>
<b>Accumulated depreciation and impairment losses</b>			
At 1 January 2013	–	3,832	3,832
Depreciation for the year	163	155	318
Disposals	–	(183)	(183)
Reversal of depreciation on revaluation	(163)	–	(163)
<b>At 31 December 2013</b>	<b>–</b>	<b>3,804</b>	<b>3,804</b>
Depreciation for the year	172	147	319
Written-off	–	(57)	(57)
Reversal of depreciation on revaluation	(172)	–	(172)
<b>At 31 December 2014</b>	<b>–</b>	<b>3,894</b>	<b>3,894</b>
<b>Carrying amounts</b>			
At 1 January 2013	25,436	450	25,886
<b>At 31 December 2013</b>	<b>32,214</b>	<b>415</b>	<b>32,629</b>
<b>At 31 December 2014</b>	<b>34,999</b>	<b>527</b>	<b>35,526</b>

## NOTES TO THE FINANCIAL STATEMENTS

### 4 Property, plant and equipment (continued)

Company	Leasehold land and buildings \$'000	Furniture, fittings and equipment \$'000	Total \$'000
	Valuation	Cost	
At 1 January 2013	25,436	3,869	29,305
Additions	–	74	74
Revaluation surplus	6,941	–	6,941
Disposals	–	(144)	(144)
Reversal of depreciation on revaluation	(163)	–	(163)
<b>At 31 December 2013</b>	<b>32,214</b>	<b>3,799</b>	<b>36,013</b>
Additions	–	249	249
Written-off	–	(19)	(19)
Revaluation surplus	2,957	–	2,957
Reversal of depreciation on revaluation	(172)	–	(172)
<b>At 31 December 2014</b>	<b>34,999</b>	<b>4,029</b>	<b>39,028</b>
<b>Accumulated depreciation and impairment losses</b>			
At 1 January 2013	–	3,504	3,504
Depreciation charge for the year	163	116	279
Disposals	–	(144)	(144)
Reversal of depreciation on revaluation	(163)	–	(163)
<b>At 31 December 2013</b>	<b>–</b>	<b>3,476</b>	<b>3,476</b>
Depreciation charge for the year	172	113	285
Written-off	–	(18)	(18)
Reversal of depreciation on revaluation	(172)	–	(172)
<b>At 31 December 2014</b>	<b>–</b>	<b>3,571</b>	<b>3,571</b>
<b>Carrying amounts</b>			
At 1 January 2013	25,436	365	25,801
<b>At 31 December 2013</b>	<b>32,214</b>	<b>323</b>	<b>32,537</b>
<b>At 31 December 2014</b>	<b>34,999</b>	<b>458</b>	<b>35,457</b>

#### 4 Property, plant and equipment (continued)

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Depreciation charge</b>					
Leasehold land and buildings		172	163	172	163
Furniture, fittings and equipment		147	155	113	116
	26	<b>319</b>	318	<b>285</b>	279
<i>Allocated as follows:</i>					
Reinsurance operations	23	160	152	160	152
Non-reinsurance operations	23	154	161	120	122
Investment expenses	21	5	5	5	5
		<b>319</b>	318	<b>285</b>	279

Leasehold land and buildings of the Group and Company are revalued as at 31 December 2014 by firms of independent professional valuers, at open market value on an existing use basis. The measurement is based on the market comparison method. The revaluation surplus amounted to \$2,957,000 (2013: \$6,941,000).

The carrying amount of leasehold land and buildings of the Group and the Company would have been \$14,181,000 (2013: \$14,245,000) had the leasehold land and buildings been carried at cost less accumulated depreciation and impairment losses.

Property, plant and equipment are non-current assets.

Details of the owner occupied leasehold properties are set out below:

##### Owner occupied leasehold land and buildings

Location	Description	Tenure	Land area/ Floor area (sq. m.)	Carrying amount	
				2014 \$'000	2013 \$'000
<b>Singapore</b>					
85 Amoy Street	Office building	999 years lease w.e.f. 1/10/1827	235	14,000	12,800
68/69 Amoy Street	Office building	999 years lease w.e.f. 1/10/1827	304	18,500	17,000
<b>China</b>					
#1918, The Panorama, 53 Huang Pu Road, Shanghai 200080	Office and residential units	50 years lease w.e.f. 16/6/1998	168	2,499	2,414
Total owner occupied leasehold land and buildings				<b>34,999</b>	32,214

## NOTES TO THE FINANCIAL STATEMENTS

### 5 Investment properties

Group and Company	Note	\$'000
At 1 January 2013		15,550
Change in fair value	21, 26	4,573
<b>At 31 December 2013</b>		<b>20,123</b>
Addition of investment properties		1,817
Write-back provision for impairment	21, 26	951
Change in fair value	21, 26	1,896
<b>At 31 December 2014</b>		<b>24,787</b>

Investment properties are revalued as at 31 December 2014 by firms of independent professional valuers at open market values, being the estimated amount for which a property could be exchanged on the date of the valuation between a willing buyer and a willing seller in an arm's length transaction. The measurement is based on the market comparison method.

During the year, the Company had written back impairment provision on investment properties in Dalian Asia Pacific Finance Centre amounting to \$951,000 as the Company had obtained the title deeds from the China Authority.

Investment properties comprise a number of commercial properties that are leased to external customers. The leases contain an initial non-cancellable period of one to three years. Subsequent renewals are negotiated with the lessee.

Investment properties are non-current assets.



## 5 Investment properties (continued)

Details of the investment properties are set out below:

### *Investment properties leasehold land and buildings*

Location	Description	Tenure	Land area/ Floor area (sq. m.)	Carrying amount	
				2014 \$'000	2013 \$'000
<b>Singapore</b>					
55-58 Amoy Street	Office building	999 years lease w.e.f. 25/7/1833	178	<b>8,800</b>	8,300
103 Amoy Street	Office building	999 years lease w.e.f. 1/10/1827	185	<b>9,500</b>	9,000
<b>China</b>					
#905 to 907 and #2003, Dalian Asia Pacific Finance Centre, 55 Renmin Road, Zhongshan District, Dalian	Office and residential units	50 years lease w.e.f. 28/12/1993	390	<b>1,451</b>	–
#710, 711 and 712, South Office Block, Beijing New World Centre, Chong Wen Men Wai Da Jie, Chong Wen District, Beijing 100062	Office and residential units	50 years lease w.e.f. 1/4/1994	327	<b>2,942</b>	2,823
<b>United Kingdom</b>					
#512 and #513 Sesame Apartments, Holman Road, SW11 3PG London	Residential units	999 years lease w.e.f. 25/03/2014	132	<b>2,094</b>	–
				<b>24,787</b>	<b>20,123</b>

## NOTES TO THE FINANCIAL STATEMENTS

### 6 Intangible asset

Insurance Brokers Management System (IBMS) is a fully integrated web-based system designed specifically to enable the professional insurance broker/agent to meet the demand of modern business with focus on customer service and quick efficient information retrieval. It comprises different modules and a host of management reports to aid decision-making, credit control, customer servicing as well as local statutory reporting.

The development cost of the IBMS is capitalised as an intangible asset and the asset is stated at cost less amortisation and impairment losses.

	<b>Group</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Web-based broker software development cost	<b>137</b>	137
Provision for amortisation	<b>(137)</b>	(137)
	<b>—</b>	—

### 7 Interest in subsidiaries

	<b>Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Unquoted equity shares, at cost	<b>1,123</b>	1,223
Provision for impairment	<b>—</b>	(89)
	<b>1,123</b>	1,134

## 7 Interest in subsidiaries (continued)

The following are subsidiaries as at 31 December 2014:

Name of company	Principal activities	Percentage of equity held by the Group	
		2014 %	2013 %
Singapore-Re Management Services Private Limited <sup>1</sup>	Management, computer advisory services and consultancy	<b>100</b>	100
INS Communications Private Limited <sup>1</sup>	Publisher of magazines, books and other publications and organiser of conferences	<b>85</b>	85
SR Advertising & Communications Pte Ltd <sup>1</sup>	Advertising and consultancy	–	66.67
SR-China Advisory Services Co Ltd <sup>2</sup>	Property management and consultancy services	<b>90</b>	90

<sup>1</sup> Audited by KPMG LLP Singapore

<sup>2</sup> Audited by Shanghai Hai Ming Certified Public Accountants Co., Ltd. The remaining 10% of equity is held by one senior employee of SR-China Advisory Services Co Ltd.

SR-China Advisory Services Co Ltd is incorporated and carries on business in China.

SR Advertising & Communications Pte Ltd had completed its liquidation process during the year.

Interest in subsidiaries is non-current.

## NOTES TO THE FINANCIAL STATEMENTS

### 8 Financial assets

Financial assets consist of equity securities and debt securities:

	Group		Company	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Debt securities available-for-sale				
– at fair value	217,571	217,063	217,571	217,176
Equity securities available-for-sale				
– at fair value	58,340	55,126	58,406	55,186
<b>Total financial assets</b>	<b>275,911</b>	<b>272,189</b>	<b>275,977</b>	<b>272,362</b>
<i>Allocated as:</i>				
Non-current assets				
– Equity securities available-for-sale				
– at fair value	1,192	1,069	1,192	1,069
<b>Total non-current assets</b>	<b>1,192</b>	<b>1,069</b>	<b>1,192</b>	<b>1,069</b>
Current assets				
– Debt securities available-for-sale				
– at fair value	217,571	217,063	217,571	217,176
– Equity securities available-for-sale				
– at fair value	57,148	54,057	57,214	54,117
<b>Total current assets</b>	<b>274,719</b>	<b>271,120</b>	<b>274,785</b>	<b>271,293</b>
<b>Total financial assets</b>	<b>275,911</b>	<b>272,189</b>	<b>275,977</b>	<b>272,362</b>

The maximum exposure to credit risk for securities at the reporting date is the carrying amount.

Debt securities include government securities of \$2,148,400 (2013: \$2,133,600) pledged to a bank for letter of credit facilities.

During the year, the Group recognised an impairment loss of \$741,000 (2013: \$665,000) for investments in equity securities due to significant or prolonged decline in fair value of these securities since the initial recognition.

## 9 Deferred taxation

Movements in deferred tax assets and liabilities of the Group (prior to offsetting of balances) during the year are as follows:

	At 1 January 2013 \$'000	Recognised in statement of profit or loss \$'000	Recognised in other comprehensive income \$'000	At 31 December 2013 \$'000	Recognised in statement of profit or loss \$'000	Recognised in other comprehensive income \$'000	At 31 December 2014 \$'000
<b>Group</b>							
<b>Deferred tax</b>							
<b>(liabilities)/assets</b>							
Others	43	(14)	–	29	3	–	32
Financial assets	(2,379)	–	839	(1,540)	–	54	(1,486)
Property, plant and equipment and intangible asset	(248)	–	(34)	(282)	(17)	(15)	(314)
Investment properties	(112)	(77)	–	(189)	(90)	–	(279)
Other receivables	(420)	39	–	(381)	106	–	(275)
	<b>(3,116)</b>	<b>(52)</b>	<b>805</b>	<b>(2,363)</b>	<b>2</b>	<b>39</b>	<b>(2,322)</b>
<b>Company</b>							
<b>Deferred tax</b>							
<b>(liabilities)/assets</b>							
Others	28	1	–	29	3	–	32
Financial assets	(2,379)	–	839	(1,540)	–	54	(1,486)
Property, plant and equipment	(235)	(13)	(34)	(282)	(17)	(15)	(314)
Investment properties	(112)	(77)	–	(189)	(90)	–	(279)
Other receivables	(418)	37	–	(381)	106	–	(275)
	<b>(3,116)</b>	<b>(52)</b>	<b>805</b>	<b>(2,363)</b>	<b>2</b>	<b>39</b>	<b>(2,322)</b>

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same taxation authority.

	Group		Company	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Deferred tax assets	32	29	32	29
Deferred tax liabilities	(2,354)	(2,392)	(2,354)	(2,392)
Net deferred tax liabilities	<b>(2,322)</b>	<b>(2,363)</b>	<b>(2,322)</b>	<b>(2,363)</b>

Deferred tax liabilities are non-current.

## NOTES TO THE FINANCIAL STATEMENTS

### 10 Insurance contract provisions

a. *Analysis of movements in provision for outstanding claims:*

	<b>Group and Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Gross outstanding claims	<b>375,024</b>	376,798
Reinsurers' share of outstanding claims	<b>(214,572)</b>	(216,285)
Outstanding claims (net)	<b>160,452</b>	160,513
<i>Movements in gross outstanding claims:</i>		
Balance at beginning of the year	<b>376,798</b>	378,715
Gross paid claims	<b>(75,324)</b>	(85,916)
Gross claims incurred	<b>73,550</b>	83,999
Balance at end of the year	<b>375,024</b>	376,798
<i>Movements in reinsurers' share of outstanding claims:</i>		
Balance at beginning of the year	<b>(216,285)</b>	(222,390)
Reinsurers' share of paid claims	<b>42,782</b>	58,199
Reinsurers' share of claims incurred	<b>(41,069)</b>	(52,094)
Balance at end of the year	<b>(214,572)</b>	(216,285)
<i>Movements in net provision:</i>		
Balance at beginning of the year	<b>160,513</b>	156,325
Net paid claims	<b>(32,542)</b>	(27,717)
Net claims incurred	<b>32,481</b>	31,905
Balance at end of the year	<b>160,452</b>	160,513

**10 Insurance contract provisions (continued)***b. Analysis of movements in provision for unexpired risks:*

	<b>Group and Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Gross unexpired risks	<b>53,415</b>	46,544
Reinsurers' share of unexpired risks	<b>(31,946)</b>	(27,351)
Unexpired risks (net)	<b>21,469</b>	19,193
<i>Movements in gross unexpired risks:</i>		
Balance at beginning of the year	<b>46,544</b>	44,705
Transfer from reinsurance operations	<b>6,871</b>	1,839
Balance at end of the year	<b>53,415</b>	46,544
<i>Movements in reinsurers' share of unexpired risks:</i>		
Balance at beginning of the year	<b>(27,351)</b>	(26,250)
Transfer from reinsurance operations	<b>(4,595)</b>	(1,101)
Balance at end of the year	<b>(31,946)</b>	(27,351)
<i>Movements in net provision:</i>		
Balance at beginning of the year	<b>19,193</b>	18,455
Transfer from reinsurance operations	<b>2,276</b>	738
Balance at end of the year	<b>21,469</b>	19,193

*c. Summary*

Total insurance contract provisions are allocated as follows:

	<b>Group and Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Non-current liabilities	<b>302,070</b>	301,625
Current liabilities	<b>126,369</b>	121,717
	<b>428,439</b>	423,342
Non-current assets	<b>(170,143)</b>	(168,489)
Current assets	<b>(76,375)</b>	(75,147)
	<b>(246,518)</b>	(243,636)
Net	<b>181,921</b>	179,706

The current claim liabilities are determined by using the average claim payout ratio for the past three financial years for each individual line of business. The claim payout ratio is calculated using the total paid losses for each financial year, divided by the total claim liabilities as at the beginning of each financial year.

## NOTES TO THE FINANCIAL STATEMENTS

### 11 Insurance receivables

	<b>Group and Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Inward insurance receivables:		
– Related parties	<b>14,770</b>	15,927
– Others	<b>39,207</b>	36,024
Allowance for doubtful inward insurance receivables	<b>(1,627)</b>	(3,645)
	<b>52,350</b>	48,306
Outward reinsurance receivables:		
– Related parties	<b>7,053</b>	6,592
– Others	<b>11,932</b>	12,993
Allowance for doubtful outward reinsurance receivables	<b>(1,450)</b>	(860)
	<b>17,535</b>	18,725
Deposits retained by cedants:		
– Related parties	<b>737</b>	918
– Others	<b>1,909</b>	3,009
	<b>2,646</b>	3,927
	<b>72,531</b>	70,958

Insurance receivables are all due within the next financial year.

The Group has exposure to credit risk on insurance receivables. However, these cedants and reinsurers are internationally dispersed, engage in a wide range of insurance and reinsurance activities and operate in a variety of end markets. The Group's historical experience in the collection of insurance receivables falls within the recorded allowances. Due to these factors, Management believes that no additional allowances are required for doubtful inward and outward insurance receivables.

The carrying value of the Group's three (2013: 3) most significant insurance receivables as at the reporting date amounted to \$32,237,000 (2013: \$34,807,000) and represented 45% (2013: 49%) of total insurance receivables.



## 12 Other receivables

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Trade receivables of the subsidiaries		747	1,531	–	–
Allowance for doubtful receivables		(105)	(232)	–	–
		<b>642</b>	1,299	–	–
Interest receivable		<b>2,208</b>	2,440	<b>2,206</b>	2,438
Sundry deposits		27	27	25	25
Amounts due from subsidiaries (non-trade)	19	–	–	532	486
Others		79	53	40	45
Other receivables		<b>2,956</b>	3,819	<b>2,803</b>	2,994
Deferred expenses		104	72	–	–
Prepayments		330	382	311	360
		<b>3,390</b>	4,273	<b>3,114</b>	3,354

Other receivables are all due within the next financial year.

The non-trade amounts due from subsidiaries are unsecured, interest-free and repayable on demand.

## 13 Cash and cash equivalents

	Group		Company	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Cash at bank and in hand	13,505	9,398	12,523	8,256
Fixed deposits	58,139	69,645	55,327	67,520
	<b>71,644</b>	79,043	<b>67,850</b>	75,776
Pledged deposits	(239)	(839)	(239)	(839)
	<b>71,405</b>	78,204	<b>67,611</b>	74,937

Pledged deposits have been excluded from cash and cash equivalents in the cash flow statement.

Deposits with financial institutions of \$239,000 (2013: \$839,000) have been pledged to a bank for letter of credit facilities granted to the Company.

The cash and cash equivalents held in trust by the Chief General Manager for China affairs as at year end amounted to \$224,291 (2013: \$244,706).

## NOTES TO THE FINANCIAL STATEMENTS

### 14 Share capital

	Group and Company			
	2014	2014	2013	2013
	Number of shares '000	\$'000	Number of shares '000	\$'000
<b>Issued and fully paid ordinary shares, with no par value</b>				
At 1 January and 31 December	<b>605,220</b>	<b>123,300</b>	605,220	123,300

The holders of the ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

#### *Capital management*

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future business development. The Board of Directors monitors the return on shareholders' equity, which the Group defines as net operating income divided by total shareholders' equity excluding non-controlling interest. The Board of Directors also recommends to shareholders the level of dividends to be paid.

The Group's return on shareholders' equity was 7.6% (2013: 9.1%).

Pursuant to the Share Buy-Back Mandate, the Group has the flexibility to undertake purchases or acquisitions of its issued shares, at any time and from time to time, subject to market conditions, during the period that the Share Buy-Back Mandate is in force. Buy and sell decisions are made on a specific transaction basis by the Board and the Group does not have a defined share buyback plan.

There were no changes in the Group's approach to capital management during the year.

All insurers and reinsurers that carry on insurance business in Singapore are registered with the Monetary Authority of Singapore and are subject to the prudential standards which set out the basis for calculating the fund solvency requirements (FSR) and capital adequacy requirement (CAR) which is a minimal level of capital that must be held to meet policyholders' obligations. The FSR and CAR apply a risk-based approach to capital adequacy and are determined to be the sum of the aggregate of the total risk requirement of all insurance funds established and maintained by the reinsurer under the Act. It is the Company's policy to hold capital levels in excess of FSR and CAR.

### 15 Reserves

The fair value reserve includes the cumulative net change in fair value of available-for-sale investments until the investment is derecognised.

The revaluation reserve includes the surpluses arising from the revaluations of owner occupied leasehold land and buildings.

## 16 The process involved in (1) determining outstanding claim liabilities and (2) estimating bilateral cessions business

### (1) *Determining outstanding claim liabilities*

The data used for determining the expected ultimate claim liabilities is collated internally based on information received from cedants relating to business underwritten by the Group. This is further supplemented by externally available information on industry statistics and trends.

The Group's reserving methodology is intended to result in the most likely or expected outcome for the ultimate loss settlement for each type and class of business by analysing the historical claim payments to identify possible trends in order to project future claim payments. The Group also considers the nature of the risks underwritten, geographical location, sum insured, and previous experience to estimate expected loss ratios for each class of business and underwriting year. The derived expected loss ratios are internally checked to ensure that they are consistent with observable market trends or other market information, as considered necessary. Where there is insufficient information, the expected ultimate claim liabilities are arrived at based on prudent assumptions.

For random incidences of large market losses, the Group sets aside case reserves after taking into consideration the claim circumstances, current available information and historical evidence of similar claims. Case estimates are reviewed regularly and updated as and when new information becomes available. However, the ultimate claim liabilities may vary as a result of subsequent developments.

The Group systematically and periodically reviews the provisions established and adjusts the loss estimation process in an effort to achieve minimum variation between the actual final outcome and the original projection. The provisions for outstanding claim liabilities are not discounted for time value of money.

Given the nature of the reinsurance business, it is very difficult to predict with certainty the ultimate cost of claims, both notified and unreported. The difficulties in loss estimation are further compounded by divergence in the many types and classes of business, differences in the underlying insurance contracts and complexity of claims, lack of consistency in the professional standards of cedants, among other dynamic factors. To ensure objectivity, the Group is required to appoint an independent actuary to assess the adequacy of the Group's insurance liabilities on an annual basis. As set out in note 3.3, any deficit arising from the liability adequacy test is recognised in the reinsurance operations for the year.

The actuary uses statistical projections at a given point in time of the Group's expectations of the ultimate claims settlement for losses which occurred in the current financial year and prior. Such statistical tools analyse and extrapolate the development of paid and incurred claims to ultimate.

## NOTES TO THE FINANCIAL STATEMENTS

### 16 The process involved in (1) determining outstanding claim liabilities and (2) estimating bilateral cessions business (continued)

#### (1) *Determining outstanding claim liabilities (continued)*

With respect to treaty and facultative business, as in prior years, rather than placing reliance on only one statistical method, the Loss Development Factor (LDF) and Bornheutter-Ferguson (BF) methods are used. The results produced by the method considered most appropriate are used for a particular class of business.

The LDF method involves the analysis of historical claims development factors and the selection of estimated development factors based on the historical pattern. The selected factors are then applied to the cumulative paid and incurred claims data for each underwriting year for which the data is not yet fully developed to produce an estimated ultimate claims cost for each underwriting year. This method is more appropriate for classes of business which have a relatively stable loss development pattern.

The BF method uses the LDF method and combines it with an assessment of the ultimate loss ratios for each class of business. The ultimate loss ratio for a particular class may be based on general industry experience or a combination of both the Group's own experience and general industry experience. The BF method is more relevant for classes of business which lack developed claims experience, or for more recent underwriting years of long-tailed business.

For bilateral and voluntary cessions business, information regarding the general insurance market in Singapore, claims payments and derived loss ratios on a class-by-class basis is considered.

An additional loading is applied, otherwise known as a provision for adverse deviation, having regard to the Insurance Act and Insurance (Valuation and Capital) Regulations and uncertainty introduced by limitations of available data.

To the extent that the statistical method uses historical claims development information, it is assumed that the historical claims development pattern will recur in the future. There are however reasons why this may not be the case, which, insofar as they can be identified, have been allowed for by modifying the mathematical models. Such reasons include:

- changes in processes that affect the development/recording of claims paid and incurred;
- economic, legal, political, social and environmental trends, which could result in different expected levels of inflation, claim frequency and severity;
- changes in business composition; and
- random fluctuations, including the impact of a higher frequency of large losses.

## 16 The process involved in (1) determining outstanding claim liabilities and (2) estimating bilateral cessions business (continued)

### (1) Determining outstanding claim liabilities (continued)

The assumption that has the greatest effect on the determination of the outstanding claim liabilities is the expected ultimate loss ratio, particularly for the more recent underwriting years which are not fully developed.

A sensitivity analysis of the change in the expected ultimate loss ratio is shown in note 31.

### (2) Estimating bilateral cessions business

Bilateral cessions premiums, commission expenses and claims, to the extent not advised by cedants by the financial year-end, are estimated on a cedant by cedant basis using comparative information after adjusting for revisions in cession terms and conditions. The estimated premium, commission and claim figures may differ from the actual as advised by the cedants subsequent to the financial year-end. The Group will review and adjust the estimation established once advised by cedants. Past experience has shown that this basis of estimation was reasonably close to the actual outcome and a change in the key assumptions by 10%, as a whole, is not expected to have a significant impact on the underwriting margin, both before and after reinsurance for the year ended 31 December 2014 and equity of the Group as at 31 December 2014.

## 17 Insurance payables

	<b>Group and Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Inward insurance payables:		
– Related parties	<b>4,590</b>	8,977
– Others	<b>23,402</b>	22,141
Outward reinsurance payables:		
– Related parties	<b>12,920</b>	15,768
– Others	<b>12,758</b>	15,719
Deposits retained from reinsurers:		
– Related parties	<b>1,538</b>	1,805
– Others	<b>931</b>	1,401
	<b>56,139</b>	65,811

Insurance payables are due within the next financial year.

## NOTES TO THE FINANCIAL STATEMENTS

### 18 Other payables

	Group		Company	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Accruals	1,562	1,560	1,130	1,269
Deferred income	972	1,130	–	–
Employee benefits				
– liability for short term accumulating compensated absences and long service benefit	287	266	187	177
Sundry creditors	772	757	605	547
Sundry deposits	116	128	170	154
Trade creditors of the subsidiaries	87	130	–	–
Unclaimed dividends	86	74	86	74
	<b>3,882</b>	<b>4,045</b>	<b>2,178</b>	<b>2,221</b>

Other payables are due within the next financial year.

Deferred income relates to income from organising conferences and participation in other insurance and other finance related activities which is not recognised until completion of the services.

### 19 Amounts due to and from subsidiaries

The amounts due to and from subsidiaries are interest-free, unsecured and repayable on demand.

### 20 Revenue

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Gross written premiums		146,949	140,881	146,949	140,881
Non-reinsurance income	22	6,678	6,364	–	–
		<b>153,627</b>	<b>147,245</b>	<b>146,949</b>	<b>140,881</b>

Gross written premiums relate to the reinsurance operations.

## 21 Investment income and expenses

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Investment income:</b>					
Dividend income (gross):					
– from subsidiaries		–	–	<b>1,105</b>	1,305
– other investments		<b>2,493</b>	1,813	<b>2,493</b>	1,804
Rental income *		<b>1,561</b>	1,507	<b>1,692</b>	1,615
Net gains on sale of investments		<b>3,603</b>	4,359	<b>3,489</b>	4,203
Change in fair value of investment properties	26	<b>1,896</b>	4,573	<b>1,896</b>	4,573
Interest income:					
– Corporate bonds		<b>6,268</b>	6,822	<b>6,268</b>	6,790
– Deposits		<b>529</b>	534	<b>529</b>	534
– Government and public authority securities		<b>1,531</b>	1,430	<b>1,531</b>	1,430
– Others		<b>43</b>	16	<b>21</b>	5
Interest on premium reserve deposit		<b>34</b>	22	<b>34</b>	22
Impairment provision write-back on investment properties	26	<b>951</b>	–	<b>951</b>	–
Total investment income		<b>18,909</b>	21,076	<b>20,009</b>	22,281
<i>Allocated as follows:</i>					
Reinsurance operations		<b>13,904</b>	13,282	<b>13,904</b>	13,282
Non-reinsurance operations		<b>5,005</b>	7,794	<b>6,105</b>	8,999
		<b>18,909</b>	21,076	<b>20,009</b>	22,281

# NOTES TO THE FINANCIAL STATEMENTS

## 21 Investment income and expenses (continued)

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Investment expenses:</b>					
Interest on reinsurers' deposits		(29)	(20)	(29)	(20)
Staff costs	24	(141)	(136)	(141)	(136)
Other investment expense		(308)	(263)	(329)	(281)
Directors' fees		(50)	(50)	(50)	(50)
Consultancy expenses		(277)	(278)	(277)	(278)
Withholding tax		(51)	(14)	(51)	(14)
Depreciation of property, plant and equipment	4	(5)	(5)	(5)	(5)
Rental expense		(6)	(6)	(6)	(6)
Exchange gain		478	324	478	324
Impairment write-down on investments and club membership	26	(739)	(667)	(741)	(659)
Loss on liquidation of subsidiary		–	–	–	(89)
Total investment expenses		<b>(1,128)</b>	<b>(1,115)</b>	<b>(1,151)</b>	<b>(1,214)</b>
<i>Allocated as follows:</i>					
Reinsurance operations		(684)	(779)	(684)	(779)
Non-reinsurance operations		(444)	(336)	(467)	(435)
		<b>(1,128)</b>	<b>(1,115)</b>	<b>(1,151)</b>	<b>(1,214)</b>
<b>Net investment income:</b>					
<i>Allocated as follows:</i>					
Reinsurance operations		13,220	12,503	13,220	12,503
Non-reinsurance operations		4,561	7,458	5,638	8,564
		<b>17,781</b>	<b>19,961</b>	<b>18,858</b>	<b>21,067</b>

\* Rental income includes \$864,000 (2013: \$857,000) relating to internal charging of rent to departments occupying the Company's premises.



## 22 Other operating income

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Non-reinsurance income:					
– advertisements		1,441	1,531	–	–
– publications and organising of conferences and seminars		4,695	4,219	–	–
– management services		68	62	–	–
– computer advisory services and consultancy		474	552	–	–
	20	<b>6,678</b>	6,364	–	–
Other income:					
– unclaimed dividends		5	26	5	26
		<b>6,683</b>	6,390	<b>5</b>	26
<i>Allocated as follows:</i>					
Subsidiaries' business		6,678	6,364	–	–
Company's business		5	26	5	26
		<b>6,683</b>	6,390	<b>5</b>	26

## 23 Management expenses

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Reinsurance operations:</b>					
Staff costs	24	3,728	3,599	3,728	3,599
Depreciation of property, plant and equipment	4	160	152	160	152
Other operating expenses	25	1,094	2,296	1,094	2,296
		<b>4,982</b>	6,047	<b>4,982</b>	6,047
<b>Non-reinsurance operations:</b>					
Staff costs	24	2,753	2,701	–	–
Depreciation of property, plant and equipment	4	154	161	120	122
Other operating expenses	25	2,844	2,800	449	402
		<b>5,751</b>	5,662	<b>569</b>	524
<i>Allocated as follows:</i>					
Subsidiaries' business		5,182	5,138	–	–
Company's business		5,551	6,571	5,551	6,571
		<b>10,733</b>	11,709	<b>5,551</b>	6,571

## NOTES TO THE FINANCIAL STATEMENTS

### 24 Staff costs

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Reinsurance operations	23	3,728	3,599	3,728	3,599
Non-reinsurance operations	23	2,753	2,701	–	–
Investment expenses	21	141	136	141	136
		<b>6,622</b>	<b>6,436</b>	<b>3,869</b>	<b>3,735</b>

Staff costs include compulsory contributions to a statutory defined contribution plan, relating to:

Reinsurance operations	315	320	315	320
Non-reinsurance operations	238	229	–	–
Investment expenses	10	11	10	11
	<b>563</b>	<b>560</b>	<b>325</b>	<b>331</b>

These comprise:

Directors of the subsidiaries	36	50	19	32
Staff	527	510	306	299
	<b>563</b>	<b>560</b>	<b>325</b>	<b>331</b>

## 25 Other operating expenses

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Conference, printing and design costs		1,417	1,234	–	–
Computer expenses		1,177	1,159	987	918
Rental expenses		858	851	858	851
Professional fees		461	566	435	479
Directors' fees		605	615	580	590
Bad debts written off/(recovered)		51	(165)	5	(160)
Allowance reversed for doubtful receivables		(1,555)	(225)	(1,428)	(333)
Others		924	1,061	106	353
		<b>3,938</b>	<b>5,096</b>	<b>1,543</b>	<b>2,698</b>
<i>Allocated as follows:</i>					
Reinsurance operations	23	1,094	2,296	1,094	2,296
Non-reinsurance operations *	23	2,844	2,800	449	402
		<b>3,938</b>	<b>5,096</b>	<b>1,543</b>	<b>2,698</b>
<i>* Non-reinsurance operations allocated as follows:</i>					
Subsidiaries' business		2,395	2,398	–	–
Company's non-reinsurance business		449	402	449	402
		<b>2,844</b>	<b>2,800</b>	<b>449</b>	<b>402</b>

## NOTES TO THE FINANCIAL STATEMENTS

### 26 Profit before income tax

Profit before income tax has been arrived at after charging/(crediting):

	Note	Group		Company	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Depreciation of property, plant and equipment	4	319	318	285	279
Change in fair value of investment properties	21	(1,896)	(4,573)	(1,896)	(4,573)
Impairment write-down/(back) on:					
– investments	21	741	665	741	659
– club membership	21	(2)	2	–	–
– investment property	21	(951)	–	(951)	–
Exchange gain		(955)	(430)	(933)	(427)
Write-off property, plant and equipment		2	1	1	–
Remuneration paid to auditors of the Company:					
– audit fees		223	212	198	188
– non-audit fees <sup>#</sup>		131	96	124	83
Bad debts written off/(recovered)					
– insurance receivables		5	(160)	5	(160)
– trade receivables of the subsidiaries		46	(5)	–	–
Allowance (reversed)/made for doubtful receivables:					
– insurance receivables		(1,428)	(333)	(1,428)	(333)
– trade receivables of the subsidiaries		(127)	108	–	–
Remuneration paid to directors:					
– directors' fees		605	615	580	590
– consultancy fees		396	396	396	396
Senior Management remuneration *		2,042	1,988	1,218	1,174

# Non-audit fees comprised mainly consultancy fees relating to professional services for Enterprise Risk Management which are non-recurring in nature. The Group had considered the auditors' independence before the engagement was awarded to the project team based on specific selection criteria.

\* Include short term employee benefits paid to designation Assistant General Managers and above.

## 27 Income tax expense

	Group		Company	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Current tax</b>				
– based on current year's results	1,880	2,001	1,696	1,873
– under/(over) provision in respect of prior years	503	(32)	554	(16)
	<b>2,383</b>	1,969	<b>2,250</b>	1,857
<b>Deferred tax</b>				
– origination and reversal of temporary differences	(2)	52	(2)	52
	<b>2,381</b>	2,021	<b>2,248</b>	1,909
<b>Reconciliation of tax charge</b>				
Profit before taxation	<b>20,612</b>	22,563	<b>20,193</b>	22,443
Income tax using Singapore tax rates at 17%	3,504	3,836	3,433	3,815
Non-deductible/taxable differences (net)	(785)	(884)	(769)	(832)
Income not subject to tax	(351)	(268)	(539)	(490)
Income taxed at concessionary rate	(484)	(493)	(484)	(493)
Tax benefit from tax exemption scheme	(115)	(120)	(56)	(56)
Under/(over) provision in respect of prior years	503	(32)	554	(16)
Effect of different tax rate in other countries	109	(18)	109	(19)
	<b>2,381</b>	2,021	<b>2,248</b>	1,909

## NOTES TO THE FINANCIAL STATEMENTS

### 28 Basic and diluted earnings per share

	Group	
	2014	2013
	\$'000	\$'000
Basic and diluted earnings per share is based on:		
Net profit attributable to ordinary shares	<b>18,039</b>	20,378
	<b>2014</b>	2013
	'000	'000
Number of shares	<b>605,220</b>	605,220

### 29 Dividends

After the reporting date, the Directors proposed the following dividends. The dividends have not been provided for in the financial statements.

	2014	2013
	\$'000	\$'000
Final dividend proposed:		
– 0.8 cent (2013: 0.8 cent) per share tax exempt (one-tier)	<b>4,842</b>	4,842

### 30 Segment information

The Group has two reportable segments, which comprise the reinsurance and non-reinsurance segments. The Group is principally engaged in the business of underwriting general reinsurance business which comprises the reinsurance segment. The non-reinsurance segment relates to the Company's investment activities of its non-reinsurance funds and the operations of its subsidiaries. For each of the reportable segments, the Board of Directors reviews the internal management reports on at least a quarterly basis.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit before income tax, as included in the internal management reports.

### 30 Segment information (continued)

#### (a) Operating segments

The Group operates mainly in the reinsurance industry.

Group	← 2014 →			← 2013 →		
	Reinsurance \$'000	Non- reinsurance \$'000	Total \$'000	Reinsurance \$'000	Non- reinsurance \$'000	Total \$'000
Gross written premiums	146,949	–	146,949	140,881	–	140,881
Net earned premiums	54,519	–	54,519	51,841	–	51,841
Net claims incurred	(32,481)	–	(32,481)	(31,905)	–	(31,905)
Net commission expense	(15,157)	–	(15,157)	(12,015)	–	(12,015)
Management expenses	(4,982)	–	(4,982)	(6,047)	–	(6,047)
Underwriting results	1,899	–	1,899	1,874	–	1,874
Net investment income *	13,220	–	13,220	12,503	–	12,503
<b>Net income from reinsurance operations (I)</b>	<b>15,119</b>	<b>–</b>	<b>15,119</b>	<b>14,377</b>	<b>–</b>	<b>14,377</b>
Net investment income *	–	4,561	4,561	–	7,458	7,458
Other operating income	–	6,683	6,683	–	6,390	6,390
Management expenses	–	(5,751)	(5,751)	–	(5,662)	(5,662)
<b>Net income from non-reinsurance operations (II)</b>	<b>–</b>	<b>5,493</b>	<b>5,493</b>	<b>–</b>	<b>8,186</b>	<b>8,186</b>
<b>Profit before income tax (I) + (II)</b>			<b>20,612</b>			22,563
<b>Income tax expense</b>			<b>(2,381)</b>			(2,021)
<b>Profit for the year</b>			<b>18,231</b>			20,542
Segment total assets	609,189	121,138	730,327	597,586	125,283	722,869
Segment total liabilities	488,068	5,179	493,247	492,834	4,772	497,606
Other material non-cash items:						
Change in fair value of investment properties	896	1,000	1,896	773	3,800	4,573
Impairment write-back on investment properties	951	–	951	–	–	–
Impairment write-down on investments	(631)	(110)	(741)	(626)	(39)	(665)
Exchange gain	933	22	955	426	4	430
Bad debts (written off)/recovered	(5)	(46)	(51)	160	5	165
Allowance reversed/(made) for doubtful receivables	1,428	127	1,555	333	(108)	225

\* Investment income is shown as net basis as the Management primarily relies on net investment income to assess the performance of the segments.

## NOTES TO THE FINANCIAL STATEMENTS

### 30 Segment information (continued)

#### (b) Major customer

The Group has two (2013: 2) external customers in the reinsurance segment whose contribution to the Group's revenue is in excess of 10%. Revenue from these two (2013: 2) customers represents approximately \$56,850,000 (2013: \$54,936,000) of the Group's total revenue.

#### (c) Geographical information

The Group's reinsurance operations are predominantly in Singapore. It also carries on business in other Asian countries.

Geographical information of the Group's revenue derived from external customers based on country of domicile and the non-current assets based on geographical location of the assets are as follows:

	Revenue		Non-current assets	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Singapore	79,210	78,652	51,326	47,513
Malaysia	29,987	24,347	–	–
Greater China	23,565	21,069	6,893	5,239
Others	20,865	23,177	2,094	–
Total	153,627	147,245	60,313	52,752

The Group's non-current assets presented above consist of property, plant and equipment, investment properties and intangible asset only.

### 31 Insurance and financial risk management

#### (a) Risk management objectives and policies for mitigating insurance risk

The Group is exposed to a variety of insurance and financial risks in the normal course of its business activities. These include principally underwriting, credit, interest rate and currency risks. Management is guided by risk management policies and guidelines set by the Board as part and parcel of its overall business strategy and philosophy. To facilitate the task of monitoring these exposures, established processes are in place. Regular reviews by Management in conjunction with Internal Audit, and under supervision of the Executive Committee of the Board, as well as the Audit Committee, are conducted to ensure effectiveness and compliance with established policies and guidelines.

Internal audit undertakes both regular and ad hoc reviews of management control procedures, the results of which are reported to the Audit Committee.



### 31 Insurance and financial risk management (continued)

#### (a) Risk management objectives and policies for mitigating insurance risk (continued)

##### Underwriting risk

The Group writes proportional treaties, excess of loss treaties, facultative and bilateral cessions business and the key focus is in Property & Casualty reinsurances emanating from the Asian markets.

Underwriting risk arises from the Group's core reinsurance business, in which a part of an insurer's risk or portfolio of risks is assumed in return for a premium. Owing to the complexity of the business which covers all aspects of human endeavours and is subjected to changes in numerous dynamic factors including political, social, economic and environmental, it is not possible to match accurately premium pricing with the ultimate financial liability in the future on each and every contract. A serious miscalculation in pricing of any one contract can give rise to significant financial loss. To minimise such risks, the Group has to ensure that underwriters possess the requisite expertise and experience to assess the risks involved. In addition, there is a need to ensure effective spreading and balancing of risk exposures across a portfolio of businesses of different classes and from diverse territories. As part and parcel of the risk evaluation and management process, the Group regularly reviews the markets that it writes business from, as well as the competence of the ceding companies' management and the proven track record of their insurance business. For this purpose, a set of underwriting guidelines detailing the underwriting policy, territories, classes, risk types, line sizes, exclusions etc are in place to facilitate judicious underwriting.

##### Sensitivity analysis – underwriting risk

A 10-percentage-points change in the ultimate loss ratio applied to specific types and classes of business for underwriting years which are considered not fully developed, with other variables or assumptions held constant, is estimated to change as follows:

	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
<i>Change in Loss Ratio (+/-10-percentage-points):</i>		
Impact on profit before income tax	<b>6,291</b>	4,983

The impact on the profit before income tax does not take into account the changes in other variables, as they are considered to be less material.

##### Reinsurance risk

Spreading of risk also includes reinsuring part of the Group's exposures to other reinsurers, or retrocessionaires. The Group uses a combination of proportional and excess of loss retrocession treaty and/or facultative arrangements to limit the exposure to any one risk or loss event in accordance with pre-determined guidelines.

As the Group remains liable to its insurance clients even if any of the Group's retrocessionaires fail to meet their contractual obligations, a high standard of financial security is expected of the retrocessionaires given their important role in providing the last line of defence. The Audit Committee is regularly updated on the collection status of the Group's retrocessionaires.

# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (a) Risk management objectives and policies for mitigating insurance risk (continued)

#### Concentration of insurance risks

As part of the Group's strategy to diversify its portfolio, the Company is writing more business in identified overseas markets.

Concentrations of risk may arise from a single risk loss or a series of losses arising from one original cause, and this could involve a single reinsurance contract or through an accumulation of reinsurance contracts.

The business that the Group writes is exposed to natural peril losses. The Group monitors zonal or countrywide aggregate accumulation in natural peril exposed territories. Also, the effectiveness of the reinsurance programmes is reviewed at least annually to ensure that the net exposure to the Group remains within reasonable levels under certain loss scenarios. However, forecasts and risk evaluations can be inaccurate by virtue of the inherent unpredictability of the magnitude and frequency of losses.

The key concentration areas are in:

- (1) identified markets such as Singapore, Malaysia, China, Hong Kong, India, South Korea and Thailand which the Group derives a significant portion of the total written premiums therefrom; and
- (2) the Property class of business, given the underwriting focus.

As mentioned earlier, the Group utilises a combination of proportional and excess of loss retrocession and/or facultative arrangements to limit its exposure to any one loss event. The outward reinsurance arrangement does not always provide back-to-back coverage for all lines of business written, that is, gaps in coverage and interpretation of coverage issues can exist. A case in point was the loss situation involving the widespread and prolonged flooding in Thailand in 2011 where inward contracts generally treated the flood losses as multiple loss events whilst the retrocession market largely considered the flood losses a single loss event for recovery purposes. Bearing in mind the foregoing, in the event of a property-related loss occurrence affecting multiple business lines, the Group's net loss, after reinsurance outward and assuming the total amount of retrocession protections is adequate and no reinsurance security failure arise, is not expected to exceed \$7 million any one loss occurrence as at 31 December 2014.

**31 Insurance and financial risk management (continued)****(a) Risk management objectives and policies for mitigating insurance risk (continued)***Concentration of insurance risks (continued)***Territorial distribution of risks based on gross premium**

	<b>2014</b>	2013
	%	%
Singapore	<b>53</b>	54
Rest of Asean	<b>23</b>	22
Others	<b>24</b>	24
	<b>100</b>	100

*Claims development*

Another area of fundamental importance in the Group's core operations is the estimation of its claims liabilities, for which comprehensive procedures and controls are in place to ensure the provisions are adequate to meet the Group's future liabilities. The statistical techniques and broad assumptions used in analysing the outstanding claim liabilities are summarised in Note 16. The adequacy of the estimated claim liabilities are required to be verified annually by an independent actuary appointed with the approval of the Monetary Authority of Singapore.

To the extent possible, bearing in mind the limitation summarised below, the claims development tables below compare the paid claims in recent underwriting years with the outstanding loss provisions established for these claims. The top part of the tables provide a review of current estimates for cumulative incurred claims and demonstrates how the estimated claims have changed at subsequent reporting or underwriting year-ends. The estimates are revised upwards or downwards as losses are settled and more information becomes known about the frequency and severity of unpaid claims. The lower portion of the tables provides a reconciliation of the total provision included in the statement of financial position and the estimate of cumulative claims.

In accordance with past years' practice, the bilateral and voluntary cessions quarterly submissions are largely on accounting year basis and ladder statistics are not provided.

In addition, the claims development by underwriting years shown in the table below includes business written on a 'clean cut' basis, where there is no development data beyond the first accounting year. The Group considers that the resulting impact on the claims development does not significantly affect the usefulness of the compiled information and provides an insight into the uncertainty of estimating future claims and information on previous estimates.

The Group believes that the estimates of outstanding claim liabilities as at 31 December 2014 are reasonable. However, due to the inherent uncertainties and complexities in the loss reserving process which involves judgmental input, it cannot be assured that such claim provisions will ultimately prove to be adequate.









# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (a) Risk management objectives and policies for mitigating insurance risk (continued)

#### Litigation, mediation and arbitration

The Group could be involved in claim litigation, mediation and arbitration in the normal course of business. Based on available information, there are no current mediation, arbitration and pending or threatened litigation that will materially affect the Group's expected loss ratio, financial position and future cash flow.

#### Financial strength rating

The Group's ability to write certain reinsurance business, particularly proportional and excess of loss treaties, is dependent on the maintenance of its financial strength rating from independent rating agencies, especially with insurance companies placing greater emphasis on such ratings when dealing with reinsurance companies. The rating is based on company-specific factors, as well as the macro-economic conditions beyond the Group's control. An unfavourable rating or withdrawal of a rating may adversely affect the Group's ability to write or retain reinsurance business, thereby affecting the Group's revenue and financial results.

### (b) Financial risk management

Transactions in financial instruments may result in the Group assuming financial risks. These include credit risk, liquidity risk, currency risk, interest rate risk and price risk. Each of these financial risks is described below, together with a summary of the ways in which the Group manages these risks.

#### (i) Credit risk

Credit risk represents the exposure to the risk that any of the Group's business partners should fail to meet their contractual obligations (mainly relating to insurance and investment transactions). In the case of the Group's core reinsurance operations, credit risk might arise if a cedant fails to meet its obligations, or if a reinsurer is unable to pay a claim. The Group views the management of credit risk as a fundamental and critical part of operations and therefore adopts a very selective policy as regards the choice of its business partners. The receivables' ageing, credit-worthiness of the past and present business partners and security rating of its reinsurance partners where available are reviewed regularly. Allowances are set aside in the financial accounts for non-recoverability due to the default by the business partners, in line with established Group policy.

The Group has exposure to credit risk from cedants and reinsurers. As at 31 December 2014, the top three (2013: 3) cedants and reinsurers collectively accounted for about 45% (2013: 49%) of total insurance receivables. All three cedants and reinsurers are regulated by the Monetary Authority of Singapore and are financially viable, and therefore the Group does not expect any default in payments as and when payments fall due.



### 31 Insurance and financial risk management (continued)

#### (b) Financial risk management (continued)

##### (i) Credit risk (continued)

Similarly on investment operations, the Investment Committee adopts very stringent quantitative and qualitative criteria, including financial statement analysis, type of securities, credit rating and quality of management in selecting issuers of financial instruments that the Group invests in.

The maximum exposure to credit risk is normally represented by the carrying amount of each financial asset in the financial statements, although in the case of insurance receivables, it is fairly common practice for accounts to be settled on a net basis. In such cases, the maximum exposure to credit risk is expected to be limited to the extent of the amount of financial assets that has not been fully offset by other financial liabilities with the same counterparty.

Cash and fixed deposits are placed with banks and financial institutions which are regulated.

Management does not expect any of its counterparties to fail to meet its obligations.

The table below summarises the types of debt securities held by the Group and the credit ratings which are based on Standard & Poor's financial strength rating or its equivalent. The debt securities comprise mainly Singapore government securities, public authorities' securities and corporate bonds, bearing in mind that the majority of the Group's reinsurance business emanates from the domestic market. The Group strives to invest a portion of its funds in investment grade bonds of good credit quality, whenever possible.

Fixed income investments are assessed using stringent investment criterion which include, but are not limited to, a thorough analysis of each debt security's terms and conditions, the availability and quality of the guarantor, as well as financial strength of the issuer.

# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (b) Financial risk management (continued)

#### (i) Credit risk (continued)

Group	←————— Financial strength rating —————→					Total \$'000
	AAA \$'000	A to AA \$'000	B to BBB \$'000	Below B/ Not rated \$'000	Equities \$'000	
<b>2014</b>						
<b>Debt securities:</b>						
Government bonds	15,325	—	—	—	—	15,325
Public authorities and corporate bonds	2,071	21,594	13,194	165,387	—	202,246
	17,396	21,594	13,194	165,387	—	217,571
Cash and cash equivalents	8,609	32,930	17,297	12,808	—	71,644
Equities	—	—	—	—	58,340	58,340
	<b>26,005</b>	<b>54,524</b>	<b>30,491</b>	<b>178,195</b>	<b>58,340</b>	<b>347,555</b>
<b>2013</b>						
<b>Debt securities:</b>						
Government bonds	20,022	—	—	—	—	20,022
Public authorities and corporate bonds	1,571	25,056	14,680	155,734	—	197,041
	21,593	25,056	14,680	155,734	—	217,063
Cash and cash equivalents	—	48,858	21,164	9,021	—	79,043
Equities	—	—	—	—	55,126	55,126
	<b>21,593</b>	<b>73,914</b>	<b>35,844</b>	<b>164,755</b>	<b>55,126</b>	<b>351,232</b>

## 31 Insurance and financial risk management (continued)

## (b) Financial risk management (continued)

(i) Credit risk (continued)

Company	Financial strength rating				Equities \$'000	Total \$'000
	AAA \$'000	A to AA \$'000	B to BBB \$'000	Below B/ Not rated \$'000		
<b>2014</b>						
Debt securities:	15,325	–	–	–	–	15,325
Government bonds						
Public authorities and corporate bonds	2,071	21,594	13,194	165,387	–	202,246
	17,396	21,594	13,194	165,387	–	217,571
Cash and cash equivalents	8,609	30,118	16,625	12,498	–	67,850
Equities	–	–	–	–	58,406	58,406
	<b>26,005</b>	<b>51,712</b>	<b>29,819</b>	<b>177,885</b>	<b>58,406</b>	<b>343,827</b>
<b>2013</b>						
Debt securities:						
Government bonds	20,179	–	–	–	–	20,179
Public authorities and corporate bonds	1,571	25,056	14,680	155,690	–	196,997
	21,750	25,056	14,680	155,690	–	217,176
Cash and cash equivalents	–	46,734	20,290	8,752	–	75,776
Equities	–	–	–	–	55,186	55,186
	<b>21,750</b>	<b>71,790</b>	<b>34,970</b>	<b>164,442</b>	<b>55,186</b>	<b>348,138</b>

## NOTES TO THE FINANCIAL STATEMENTS

### 31 Insurance and financial risk management (continued)

#### (b) Financial risk management (continued)

##### (i) Credit risk (continued)

##### Impairment

The Group considers financial strength of the cedants and reinsurers, notified disputes and collection experience in determining which assets should be impaired.

The table below shows the ageing of insurance and other receivables that were due at the end of the year:

	<b>Gross 2014 \$'000</b>	<b>Impairment 2014 \$'000</b>	Gross 2013 \$'000	Impairment 2013 \$'000
<b>Group</b>				
Not past due	2,314	–	2,520	–
Current to 6 months	43,935	606	45,694	1,696
7 to 12 months	13,131	279	8,903	728
More than 12 months	19,289	2,297	22,397	2,313
Insurance and other receivables	<b>78,669</b>	<b>3,182</b>	79,514	4,737
<b>Company</b>				
Not past due	2,803	–	2,994	–
Current to 6 months	43,516	599	44,714	1,678
7 to 12 months	13,055	278	8,683	725
More than 12 months	19,037	2,200	22,066	2,102
Insurance and other receivables	<b>78,411</b>	<b>3,077</b>	78,457	4,505

**31 Insurance and financial risk management (continued)****(b) Financial risk management (continued)***(i) Credit risk (continued)**Impairment (continued)*

The following table shows the movements in the allowance for impairment of insurance and other receivables during the year:

	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
<b>Group</b>		
At 1 January	4,737	4,962
Impairment losses recognised	737	1,401
Impairment write back	<u>(2,292)</u>	<u>(1,626)</u>
At 31 December	<b><u>3,182</u></b>	<b><u>4,737</u></b>
<b>Company</b>		
At 1 January	4,505	4,838
Impairment losses recognised	727	1,284
Impairment write back	<u>(2,155)</u>	<u>(1,617)</u>
At 31 December	<b><u>3,077</u></b>	<b><u>4,505</u></b>

*(ii) Liquidity risk*

Liquidity risk is the risk that the Group will encounter difficulties in meeting obligations associated with financial instruments.

The Group has to meet its liabilities as and when they fall due, notably from claims arising from its general reinsurance contracts. There is therefore a risk that the cash and cash equivalents held will not be sufficient to meet its liabilities when they become due. The Group manages this risk by setting minimum limits on the maturing assets that will be available to settle these short-term liabilities.

Given the credit quality in the Group's financial assets and duration of less than 5 years for the substantial part of the investment portfolio, the Group is able to quickly liquidate its investments at an amount close to their fair value to meet its liquidity requirements or to respond to specific events such as deterioration in the creditworthiness of any particular issuer. In addition, the Group has cash and cash equivalents of \$71,405,000 (2013: \$78,204,000) to meet its liquidity requirements.

## NOTES TO THE FINANCIAL STATEMENTS

### 31 Insurance and financial risk management (continued)

#### (b) Financial risk management (continued)

##### (ii) *Liquidity risk (continued)*

The nature of reinsurance is that the requirements of funding cannot be predicted with absolute certainty as the theory of probability is applied on reinsurance contracts to ascertain the likely provision and the time period when such liabilities will be settled. The amounts and maturities in respect of reinsurance liabilities are thus based on the Management's best estimate and past experience.

The following are the contractual maturities of insurance and other liabilities of the Group and the Company, including estimated interest payments.

	Note	Up to 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total \$'000
<b>Group</b>					
<b>2014</b>					
Net insurance contract provisions	10	49,994	57,558	74,369	181,921
Insurance payables	17	56,139	–	–	56,139
Other payables	18	3,882	–	–	3,882
		<b>110,015</b>	<b>57,558</b>	<b>74,369</b>	<b>241,942</b>
<b>2013</b>					
Net insurance contract provisions	10	46,571	59,041	74,094	179,706
Insurance payables	17	65,811	–	–	65,811
Other payables	18	4,045	–	–	4,045
		<b>116,427</b>	<b>59,041</b>	<b>74,094</b>	<b>249,562</b>

**31 Insurance and financial risk management (continued)****(b) Financial risk management (continued)***(ii) Liquidity risk (continued)*

	Note	Up to 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total \$'000
<b>Company</b>					
<b>2014</b>					
<b>Net insurance contract</b>					
provisions	10	49,994	57,558	74,369	181,921
Insurance payables	17	56,139	–	–	56,139
Other payables	18	2,178	–	–	2,178
		<b>108,311</b>	<b>57,558</b>	<b>74,369</b>	<b>240,238</b>
<b>2013</b>					
<b>Net insurance contract</b>					
provisions	10	46,571	59,041	74,094	179,706
Insurance payables	17	65,811	–	–	65,811
Other payables	18	2,221	–	–	2,221
		<b>114,603</b>	<b>59,041</b>	<b>74,094</b>	<b>247,738</b>

*(iii) Currency risk*

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

The Group is exposed to the effects of foreign currency exchange rate fluctuations in currencies such as US Dollar and Ringgit Malaysia, primarily because of its foreign currency denominated underwriting revenues (i.e. premiums) and expenses (i.e. claims). In order to minimise the foreign exchange risks, Management under the direction of the Investment Committee closely monitors the Group's foreign currency liabilities to ensure that they are closely matched against the appropriate financial assets to the extent that it is prudent to do so. The Group does not use derivative financial instruments to hedge its foreign currency risks.

## NOTES TO THE FINANCIAL STATEMENTS

### 31 Insurance and financial risk management (continued)

#### (b) Financial risk management (continued)

##### (iii) *Currency risk (continued)*

The Group's and Company's exposures to foreign currency in Singapore dollar equivalent are as follows:

	← 31 December 2014 →				
	Singapore dollar \$'000	US dollar \$'000	Ringgit Malaysia \$'000	Other currencies \$'000	Total \$'000
<b>Group</b>					
Insurance receivables	39,558	9,238	9,511	14,224	72,531
Other receivables	3,293	–	35	62	3,390
Financial assets	258,021	2,163	3,053	12,674	275,911
Cash and cash equivalents	56,916	2,294	9,357	3,077	71,644
Insurance payables	(36,970)	(2,891)	(13,396)	(2,882)	(56,139)
Other payables	(3,882)	–	–	–	(3,882)
	<b>316,936</b>	<b>10,804</b>	<b>8,560</b>	<b>27,155</b>	<b>363,455</b>
<b>Company</b>					
Insurance receivables	39,558	9,238	9,511	14,224	72,531
Other receivables	3,017	–	35	62	3,114
Financial assets	258,087	2,163	3,053	12,674	275,977
Cash and cash equivalents	53,855	2,004	9,222	2,769	67,850
Insurance payables	(36,970)	(2,891)	(13,396)	(2,882)	(56,139)
Other payables	(2,178)	–	–	–	(2,178)
	<b>315,369</b>	<b>10,514</b>	<b>8,425</b>	<b>26,847</b>	<b>361,155</b>



## 31 Insurance and financial risk management (continued)

## (b) Financial risk management (continued)

(iii) Currency risk (continued)

	← 31 December 2013 →				
	Singapore dollar \$'000	US dollar \$'000	Ringgit Malaysia \$'000	Other currencies \$'000	Total \$'000
<b>Group</b>					
Insurance receivables	44,599	7,538	8,426	10,395	70,958
Other receivables	4,223	–	37	13	4,273
Financial assets	259,435	3,255	2,494	7,005	272,189
Cash and cash equivalents	61,311	4,616	8,576	4,540	79,043
Insurance payables	(40,157)	(5,153)	(16,902)	(3,599)	(65,811)
Other payables	(4,045)	–	–	–	(4,045)
	325,366	10,256	2,631	18,354	356,607
<b>Company</b>					
Insurance receivables	44,599	7,538	8,426	10,395	70,958
Other receivables	3,304	–	37	13	3,354
Financial assets	259,608	3,255	2,494	7,005	272,362
Cash and cash equivalents	58,747	4,221	8,542	4,266	75,776
Insurance payables	(40,157)	(5,153)	(16,902)	(3,599)	(65,811)
Other payables	(2,221)	–	–	–	(2,221)
	323,880	9,861	2,597	18,080	354,418

# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (b) Financial risk management (continued)

#### (iii) Currency risk (continued)

##### Sensitivity analysis

A 10% strengthening or weakening of the Singapore dollar against the following currencies at the reporting date would decrease or increase equity and profit or loss by the amounts shown below respectively. This analysis assumes that all other variables, in particular interest rates, remain constant.

	← Group →		← Company →	
	Equity \$'000	Profit or loss \$'000	Equity \$'000	Profit or loss \$'000
<b>2014</b>				
US dollar	216	864	216	835
Ringgit Malaysia	305	551	305	537
Other currencies	1,267	1,448	1,267	1,417
<b>2013</b>				
US dollar	326	700	326	661
Ringgit Malaysia	249	14	249	10
Other currencies	700	1,135	700	1,108

#### (iv) Interest rate risk

Interest rate risk is the risk that the value of future cash flows of a financial instrument will fluctuate due to the impact of changes in market interest rates on interest income from cash and cash equivalents and other fixed income investments.

The Group's earnings can be potentially affected by changes in market interest rates in view of the impact such fluctuations have on interest income from cash and cash equivalents and other fixed income investments. In accordance with established investment guidelines, Management, under the close direction of the Investment Committee, regularly monitors the interest rate environment in order to assess and minimise risks to the Group's investment portfolio.

The Group does not use derivative financial instruments to hedge its interest rate risks.

### 31 Insurance and financial risk management (continued)

#### (b) Financial risk management (continued)

##### (iv) *Interest rate risk (continued)*

The tables below summarise the effective interest rates at the reporting date for interest-bearing assets:

Group	Effective interest rate %	← Fixed interest rate maturing →			Total \$'000
		less than 1 year \$'000	1 to 5 years \$'000	over 5 years \$'000	
<b>2014</b>					
<b>Debt securities</b>					
available-for-sale	3.0 – 3.8	32,495	78,942	106,134	217,571
Cash and cash equivalents	1.0	71,644	–	–	71,644
		<b>104,139</b>	<b>78,942</b>	<b>106,134</b>	<b>289,215</b>
2013					
Debt securities					
available-for-sale	3.2 – 3.9	31,219	93,849	91,995	217,063
Cash and cash equivalents	0.9	79,043	–	–	79,043
		<b>110,262</b>	<b>93,849</b>	<b>91,995</b>	<b>296,106</b>
<b>Company</b>					
<b>2014</b>					
<b>Debt securities</b>					
available-for-sale	3.0 – 3.8	32,495	78,942	106,134	217,571
Cash and cash equivalents	1.0	67,850	–	–	67,850
		<b>100,345</b>	<b>78,942</b>	<b>106,134</b>	<b>285,421</b>
2013					
Debt securities					
available-for-sale	3.2 to 3.9	31,332	93,849	91,995	217,176
Cash and cash equivalents	0.9	75,776	–	–	75,776
		<b>107,108</b>	<b>93,849</b>	<b>91,995</b>	<b>292,952</b>

The deposits with financial institutions generally mature or will re-price within the next 12 months and earn interest at prevailing market interest rates.

# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (b) Financial risk management (continued)

#### (iv) Interest rate risk (continued)

##### Sensitivity analysis

A change of 50-basis points for all interest-bearing debt securities, with all other variables and assumptions held constant, would increase equity by \$4,952,000 (2013: \$5,477,000) or decrease by \$4,760,000 (2013: \$5,258,000) respectively.

#### (v) Price risk

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

##### Sensitivity analysis

The Group's equity securities are designated as available-for-sale investments. A 10% increase or decrease in the underlying equity prices at the reporting date with all other variables held constant would increase or decrease equity by \$5,160,000 (2013: \$5,020,000) respectively.

**31 Insurance and financial risk management (continued)****(b) Financial risk management (continued)**(v) *Price risk (continued)**Sensitivity analysis (continued)****Fair values versus carrying amounts***

The fair value of financial assets and liabilities, together with the carrying amounts shown in statement of financial position, are as follows:

	Loans and receivables \$'000	Available- for-sale \$'000	Other financial liabilities within scope of FRS 39 \$'000	Total carrying amount \$'000	Fair value \$'000
<b>Group</b>					
<b>2014</b>					
Cash and cash equivalents	71,644	–	–	71,644	71,644
Other receivables	2,956	–	–	2,956	2,956
Available-for-sale securities:					
– Debt securities	–	217,571	–	217,571	217,571
– Equity securities	–	58,340	–	58,340	58,340
	<b>74,600</b>	<b>275,911</b>	<b>–</b>	<b>350,511</b>	<b>350,511</b>
<b>Insurance and other payables</b>	<b>–</b>	<b>–</b>	<b>(59,049)</b>	<b>(59,049)</b>	<b>(59,049)</b>
<b>2013</b>					
Cash and cash equivalents	79,043	–	–	79,043	79,043
Other receivables	3,819	–	–	3,819	3,819
Available-for-sale securities:					
– Debt securities	–	217,063	–	217,063	217,063
– Equity securities	–	55,126	–	55,126	55,126
	<b>82,862</b>	<b>272,189</b>	<b>–</b>	<b>355,051</b>	<b>355,051</b>
<b>Insurance and other payables</b>	<b>–</b>	<b>–</b>	<b>(68,726)</b>	<b>(68,726)</b>	<b>(68,726)</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (b) Financial risk management (continued)

#### (v) Price risk (continued)

#### Sensitivity analysis (continued)

#### *Fair values versus carrying amounts* (continued)

	Loans and receivables \$'000	Available- for-sale \$'000	Other financial liabilities within scope of FRS 39 \$'000	Total carrying amount \$'000	Fair value \$'000
<b>Company</b>					
<b>2014</b>					
Cash and cash equivalents	67,850	–	–	67,850	67,850
Other receivables	2,803	–	–	2,803	2,803
Available-for-sale securities:					
– Debt securities	–	217,571	–	217,571	217,571
– Equity securities	–	58,406	–	58,406	58,406
	<b>70,653</b>	<b>275,977</b>	<b>–</b>	<b>346,630</b>	<b>346,630</b>
<b>Insurance and other payables</b>	<b>–</b>	<b>–</b>	<b>(58,317)</b>	<b>(58,317)</b>	<b>(58,317)</b>
<b>2013</b>					
Cash and cash equivalents	75,776	–	–	75,776	75,776
Other receivables	2,994	–	–	2,994	2,994
Available-for-sale securities:					
– Debt securities	–	217,176	–	217,176	217,176
– Equity securities	–	55,186	–	55,186	55,186
	<b>78,770</b>	<b>272,362</b>	<b>–</b>	<b>351,132</b>	<b>351,132</b>
<b>Insurance and other payables</b>	<b>–</b>	<b>–</b>	<b>(68,032)</b>	<b>(68,032)</b>	<b>(68,032)</b>

### 31 Insurance and financial risk management (continued)

#### (b) Financial risk management (continued)

(v) Price risk (continued)

Sensitivity analysis (continued)

**Estimation of fair values**

The following summarises the significant methods and assumptions used in estimating the fair values of financial instruments of the Group and Company:

Investments in equity and debt securities

The fair values of investments are based on current bid prices or last traded prices at the reporting date, obtained from the Group's custodian's external sources. For investments where prices are not readily available, quotes are obtained from brokers or the issuing agents. Where available, two quotes will be obtained to ensure the reasonableness of the prices.

Other financial assets and liabilities

The carrying amounts of other financial assets and liabilities with a maturity of less than one year (including other receivables, cash and cash equivalents, and other payables) are assumed to approximate their fair values because of the short period to maturity.

Valuation processes applied by the Group

The Group has an established control framework with respect to the measurement of fair values.

The Group regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair value, the Group will assess and document the evidence obtained from the third parties to support the fair value, the Group will assess and document the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of FRS, including the level of fair value hierarchy.

# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (b) Financial risk management (continued)

#### (v) Price risk (continued)

##### Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets and liabilities.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>Group</b>				
<b>2014</b>				
Available-for-sale financial assets	237,626	37,093	1,192	275,911
2013				
Available-for-sale financial assets	229,291	41,829	1,069	272,189
<b>Company</b>				
<b>2014</b>				
Available-for-sale financial assets	237,692	37,093	1,192	275,977
2013				
Available-for-sale financial assets	229,447	41,846	1,069	272,362



**31 Insurance and financial risk management (continued)****(b) Financial risk management (continued)**(v) Price risk (continued)Fair value hierarchy (continued)**Financial assets measured at fair value based on Level 3**

	<b>Group and Company Available-for-sale financial assets \$'000</b>
<b>At 1 January 2014</b>	<b>1,069</b>
<b>Total gain recognised in other comprehensive income – net change in fair value of investments</b>	<b>123</b>
<b>At 31 December 2014</b>	<b>1,192</b>
At 1 January 2013	1,212
Total losses recognised in other comprehensive income – net change in fair value of investments	(143)
At 31 December 2013	1,069

The Level 3 relates to an unquoted investment where observable market data is not available. Although the Group believes that its estimates of fair value are appropriate, the use of different methodologies or assumptions could lead to different measurements of fair value. For fair value measurements in Level 3, changing one or more of the assumptions used would have immaterial effects on equity.

# NOTES TO THE FINANCIAL STATEMENTS

## 31 Insurance and financial risk management (continued)

### (b) Financial risk management (continued)

#### (v) Price risk (continued)

#### Fair value hierarchy (continued)

The following table shows the valuation technique and the key unobservable inputs used in the determination of fair value of available-for-sale equity securities:

#### 31 December 2014

Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
The fair value is determined considering the expected annual dividend payment, discounted to present value using a risk-adjusted discount rate. The expected payment is determined by considering the possible scenarios of forecast equity, the amount to be paid under each scenario, and the probability of each scenario.	<ul style="list-style-type: none"> <li>Forecast return of investment (3%)</li> <li>Risk adjusted discount rate (4%)</li> </ul>	<p>The estimated fair value would increase if:</p> <ul style="list-style-type: none"> <li>The forecast return of investment was higher;</li> <li>The risk-adjusted discount rate was lower.</li> </ul>

#### 31 December 2013

Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
The fair value is determined considering the expected annual dividend payment, discounted to present value using a risk-adjusted discount rate. The expected payment is determined by considering the possible scenarios of forecast equity, the amount to be paid under each scenario, and the probability of each scenario.	<ul style="list-style-type: none"> <li>Forecast return of investment (3%)</li> <li>Risk adjusted discount rate (4%)</li> </ul>	<p>The estimated fair value would increase if:</p> <ul style="list-style-type: none"> <li>The forecast return of investment was higher;</li> <li>The risk-adjusted discount rate was lower.</li> </ul>

**31 Insurance and financial risk management (continued)****(b) Financial risk management (continued)***(v) Price risk (continued)**Non-financial assets*

The table below analyses recurring non-financial assets carried at fair value.

	Note	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>Group and Company</b>					
<b>2014</b>					
<b>Owner-occupied leasehold</b>					
land and buildings	4	–	34,999	–	34,999
Investment properties	5	–	24,787	–	24,787
		–	59,786	–	59,786
<b>2013</b>					
<b>Owner-occupied leasehold</b>					
land and buildings	4	–	32,214	–	32,214
Investment properties	5	–	20,123	–	20,123
		–	52,337	–	52,337

The fair value of the above non-financial asset is determined by external, independent property valuers, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued. The valuation company provides the fair value of the Group's non-financial assets annually.

## NOTES TO THE FINANCIAL STATEMENTS

### 32 Significant related party transactions

The following significant transactions between the Group and related parties have been included in profit before income tax at terms agreed between the parties:

	<b>Group and Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
<b><i>Related parties transactions</i></b>		
<i>Income/(expense):</i>		
Gross written premiums	<b>59,082</b>	29,236
Reinsurance premiums	<b>(57,829)</b>	(44,701)
Claims paid	<b>(25,973)</b>	(23,676)
Claims recoveries	<b>24,747</b>	26,899
Commission expense	<b>(13,233)</b>	(7,558)
Commission income	<b>16,580</b>	12,653

### 33 Commitments

The Group and Company have no significant commitments for future payments.

The Company leases out its investment properties. Non-cancellable operating lease rentals are receivable as follows:

	<b>Group and Company</b>	
	<b>2014</b>	2013
	<b>\$'000</b>	\$'000
Within 1 year	<b>669</b>	640
After 1 year but within 5 years	<b>566</b>	621
	<b>1,235</b>	1,261

# PROFILE OF SHAREHOLDERS

AS AT 27 FEBRUARY 2015

<b>Share Capital</b> S\$123,300,490	<b>Number of Issued Shares</b> 605,219,785	<b>Class of Shares</b> Ordinary	<b>Voting Rights</b> One vote per share
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## Shareholdings held by the Public

Based on the information available to the Company on 27 February 2015, approximately 57.54% of the issued ordinary shares of the Company are held by the public and therefore, Rule 723 of the Listing Manual issued by the Singapore Exchange Securities Trading Limited has been complied with.

Size of Holdings	No. of Shareholders	%	No. of Shares	%
1 – 99	52	1.42	1,576	0.00
100 – 1,000	315	8.62	164,652	0.03
1,001 – 10,000	900	24.61	5,187,224	0.86
10,001 – 1,000,000	2,342	64.04	165,864,692	27.40
1,000,001 and above	48	1.31	434,001,641	71.71
<b>Total</b>	<b>3,657</b>	<b>100.00</b>	<b>605,219,785</b>	<b>100.00</b>

## Twenty Largest Shareholders

	No. of Shares	%
1. First Capital Insurance Limited	115,370,835	19.06
2. DBS Nominees Pte Ltd	62,843,229	10.38
3. United Overseas Insurance Ltd	36,382,885	6.01
4. The Overseas Assurance Corporation Ltd	30,482,490	5.04
5. India International Insurance Pte Ltd	30,197,062	4.99
6. The Great Eastern Life Assurance Co. Ltd	19,724,453	3.26
7. MayBank Kim Eng Securities Pte Ltd	10,939,411	1.81
8. Singapore Warehouse Co Pte Ltd	9,949,974	1.64
9. Mr Tan Chee Jin	9,680,000	1.60
10. Citibank Nominees Singapore Pte Ltd	7,666,259	1.27
11. Mr Quah Wee Lai	7,600,000	1.25
12. Mr Chong Chew Lim @ Chong Ah Kau	7,288,800	1.20
13. DBS Vickers Securities (S) Pte Ltd	7,092,505	1.17
14. United Overseas Bank Nominees Pte Ltd	5,890,877	0.97
15. China Taiping Insurance (Singapore) Pte Ltd	4,840,000	0.80
16. OCBC Nominees Singapore Pte Ltd	4,819,269	0.80
17. BNP Paribas Nominees Singapore Pte Ltd	4,816,236	0.80
18. Mr Lai Weng Kay	3,805,000	0.63
19. Ms Ng Siew Cheng	3,502,613	0.58
20. Mdm Ng Siew Ling	3,366,922	0.56
<b>Total</b>	<b>386,258,820</b>	<b>63.82</b>

# PROFILE OF SHAREHOLDERS

AS AT 27 FEBRUARY 2015

Substantial Shareholders (as recorded in the Register of Substantial Shareholders as at 27 February 2015)

	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
1. Fairfax Financial Holdings Limited <sup>1</sup>	–	–	168,035,957	27.76
2. First Capital Insurance Limited	115,370,835	19.06	–	–
3. Oversea-Chinese Banking Corporation Limited <sup>2</sup>	–	–	50,948,847	8.42
4. Great Eastern Holdings Limited <sup>2</sup>	–	–	50,948,847	8.42
5. United Overseas Bank Limited <sup>3</sup>	–	–	36,382,885	6.01
6. United Overseas Insurance Limited	36,382,885	6.01	–	–
7. The Overseas Assurance Corporation Limited	30,487,330	5.04	–	–

1 Fairfax Financial Holdings Limited is deemed to have an interest in shares held by First Capital Insurance Limited and Odyssey Reinsurance Corporation, Singapore Branch.

2 Oversea-Chinese Banking Corporation Limited and Great Eastern Holdings Limited are deemed to have an interest in shares held by The Overseas Assurance Corporation Limited and The Great Eastern Life Assurance Company Limited.

3 United Overseas Bank Limited is deemed to have an interest in shares held by United Overseas Insurance Limited.

# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the 42nd Annual General Meeting of the Company will be held at Taurus, Level 1, Marina Mandarin Singapore, 6 Raffles Boulevard, Marina Square, Singapore 039594 on Thursday, 23 April 2015 at 12.00 noon to transact the following business:

## AS ORDINARY BUSINESS

1. **Resolution 1** To receive and adopt the Directors' Report and Audited Accounts for the year ended 31 December 2014.
2. **Resolution 2** To declare a final dividend of 0.8 cent per share tax exempt (one-tier) for the year ended 31 December 2014 (2013: final dividend of 0.8 cent per share tax exempt (one-tier)).
3. **Resolution 3** To approve the payment of \$580,466 as Directors' fees for the year ended 31 December 2014 (2013: \$590,000).
4. To re-elect the following Director retiring by rotation pursuant to Article 98 of the Company's Articles of Association:  
  
**Resolution 4** Mr David Chan Mun Wai.
5. To re-appoint each of the following Directors retiring pursuant to Section 153(6) of the Companies Act, Chapter 50 (the Act), as a Director of the Company in accordance with the Act:  
  
**Resolution 5** Mr Hwang Soo Jin.  
  
**Resolution 6** Mr Ong Choo Eng.  
  
**Resolution 7** Mr Keith Tay Ah Kee.
6. **Resolution 8** To re-appoint Messrs KPMG LLP as auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.

# NOTICE OF ANNUAL GENERAL MEETING

## AS SPECIAL BUSINESS

7. To consider and, if thought fit, to pass the following Ordinary Resolutions:

**Resolution 9** To approve the issue of shares pursuant to Section 161 of the Companies Act, Chapter 50.

“**THAT** pursuant to Section 161 of the Act, Chapter 50 and the listing rules of the Singapore Exchange Securities Trading Limited (**SGX-ST**), authority be and is hereby given to the Directors of the Company to (a) issue shares in the capital of the Company (whether by way of rights, bonus or otherwise); (b) make or grant offers, agreements or options that might or would require shares to be issued or other transferable rights to subscribe for or purchase shares (collectively, **Instruments**) including but not limited to the creation and issue of warrants, debentures or other instruments convertible into shares; (c) issue additional Instruments arising from adjustments made to the number of Instruments previously issued in the event of rights, bonus or capitalisation issues, at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and (d) (notwithstanding that the authority conferred by this Resolution may have ceased to be in force) to issue shares in pursuance of any Instruments made or granted by the Directors while this Resolution was in force, provided that:

- (i) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 50% of the issued shares in the capital of the Company, of which the aggregate number of shares to be issued other than on a *pro-rata* basis to shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 20% of the issued shares in the capital of the Company (excluding treasury shares);
- (ii) for the purpose of determining the aggregate number of shares that may be issued (subject to such manner of calculation as may be prescribed by SGX-ST) under (i) above, the percentage of issued share capital shall be based on the issued shares in the capital of the Company (excluding treasury shares) at the time this Resolution is passed, after adjusting for (1) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards that are outstanding or subsisting when this Resolution is passed; and (2) any subsequent bonus issue, consolidation or sub-division of shares;



- (iii) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance is waived by the SGX-ST) and the Company's Articles of Association; and
- (iv) unless revoked or varied by the Company in General Meeting, such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier."

**Resolution 10** To approve the renewal of the Share Buy-Back Mandate.

**"That:**

- (a) for the purposes of Sections 76C and 76E of the Companies Act, Chapter 50 of Singapore (the **Act**), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares fully paid in the capital of the Company (**Shares**) not exceeding in aggregate the Maximum Percentage (as hereafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:
  - (i) market purchase(s) on the Singapore Exchange Securities Trading Limited (**SGX-ST**) through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
  - (ii) off-market purchase(s) (if effected otherwise than on the SGX-ST), in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Act,

and otherwise in accordance with all other laws and regulations and rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the **Share Buy-Back Mandate**);

## NOTICE OF ANNUAL GENERAL MEETING

- (b) unless varied or revoked by the Company in General Meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-Back Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:
- (i) the date on which the next Annual General Meeting of the Company is held or is required by law to be held;
  - (ii) the date on which the authority contained in the Share Buy-Back Mandate is revoked or varied; or
  - (iii) the date on which share purchases are carried out to the full extent mandated.
- (c) in this Resolution:

**Average Closing Price** means the average of the closing market prices of the Shares over the last five Market Days on which the Shares were transacted on the SGX-ST immediately preceding the date of the making of the market purchase by the Company, or as the case may be, the date of the making of the offer pursuant to the off-market purchase, and deemed to be adjusted, in accordance with any rules that may be prescribed by the SGX-ST, for any corporate action that occurs after the relevant five-day period;

**date of the making of the offer** means the date on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from holders of Shares, stating the purchase price (which shall not be more than the Maximum Price) for each Share and the relevant terms of the equal access scheme for effecting the off-market purchase;

**Market Day** means a day on which the SGX-ST is open for trading in securities;

**Maximum Percentage** means that number of issued Shares representing 10% of the total number of issued Shares as at the date of the passing of this Resolution (excluding any Shares which are held as treasury shares as at that date); and

**Maximum Price** in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, commission, stamp duties, applicable goods and services tax, clearance fees and other related expenses) which shall not be more than, in the case of a market purchase of the Share and an off-market purchase of the Share, 5% above the Average Closing Price of the Shares; and

- (d) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider expedient or necessary to give effect to the transactions contemplated and/or authorised by this Resolution.”

To transact any other ordinary business which may properly be transacted at an Annual General Meeting.

**NOTICE IS ALSO HEREBY GIVEN** that the Share Transfer Books and Register of Members of the Company will be closed on 5 May 2015 to determine the shareholders' entitlements to the proposed dividend. Duly completed registrable transfers of shares received by the Company's Registrar, M & C Services Private Limited, 112 Robinson Road, #05-01, Singapore 068902, up to 5.00 p.m. on 4 May 2015 will be registered to determine shareholders' entitlements to the proposed dividend. In respect of shares in securities accounts with The Central Depository (Pte) Limited (**CDP**), the said proposed dividend will be paid by the Company to CDP which will in turn distribute the dividend entitlements to holders of shares in accordance with its practice. The dividend, if approved by the shareholders at the Annual General Meeting, will be paid on 22 May 2015.

BY ORDER OF THE BOARD

ONG BENG HONG/TAN SWEE GEK  
Joint Company Secretaries

Singapore  
26 March 2015

**Note:** A member of the Company entitled to attend and vote at the meeting is entitled to appoint one or two proxies to attend and vote in his stead. A proxy need not be a member of the Company. The instrument appointing a proxy or proxies shall in the case of an individual, be signed by the appointor or his attorney, and in case of a corporation shall be either under the Common Seal or signed by its attorney or a duly authorised officer on behalf of the corporation. The instrument appointing a proxy or proxies, must be deposited at the office of the Company's Registrar, M & C Services Private Limited, 112 Robinson Road, #05-01, Singapore 068902 not less than 48 hours before the time appointed for holding the Annual General Meeting.

# NOTICE OF ANNUAL GENERAL MEETING

## Personal Data Privacy:

By attending the Annual General Meeting and/or any adjournment thereof or submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

## Explanatory Note To Special Business To Be Transacted

1. The Ordinary Resolution 9 proposed in item 7 above, if passed, is to enable the Directors to issue further shares in the Company and to make or grant securities convertible into ordinary shares, and to issue ordinary shares pursuant to instruments, up to an amount not exceeding 50% of the issued shares in the capital of the Company of which the aggregate number of shares to be issued other than on a *pro-rata* basis to existing shareholders, does not exceed 20% of the Company's issued shares. For the purpose of determining the aggregate number of shares that may be issued, the percentage of issued shares in the capital of the Company shall be based on the issued shares in the capital of the Company at the time this Resolution is passed, after adjusting for (1) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards that are outstanding or subsisting when this Resolution is passed; and (2) any subsequent consolidation or sub-division of shares. This authority will, unless revoked or varied at a General Meeting, expire at the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.
2. The Ordinary Resolution 10 proposed in item 7 above, if passed will renew, effective until the next Annual General Meeting or the date by which the next Annual General Meeting is required by law to be held, whichever is the earlier, the Share Buy-Back Mandate for the Company to make purchases or acquisition of its shares up to a maximum of 10% of the total number of issued ordinary shares as at the date of the passing of the resolution at the Maximum Price computed in the manner prescribed by the resolution.

The Company will use internal sources to fund purchases or acquisitions of its Shares. The amount of financing required for the Company to purchase or acquire its Shares, and the impact of the Company's financial position cannot be ascertained as at the date of this Notice as these will depend, *inter alia*, on the number of Shares purchased or acquired, whether the purchase or acquisition is made out of capital or profits, and the price at which such Shares are purchased or acquired.

Based on the existing issued and paid-up Shares of the Company as at 27 February 2015, the purchase by the Company of 10% of its issued Shares will result in the purchase or acquisition of 60,521,978 Shares. Assuming that the Company purchases or acquires the 60,521,978 Shares at the Maximum Price of \$0.33 for one Share (being the price equivalent to 5% above the average of the closing market prices of the Shares for the five Market Days on which the Shares were traded on the SGX-ST immediately preceding 27 February 2015), the maximum amount of funds required for the purchase or acquisition of the 60,521,978 Shares is \$19,972,253.

The financial effects of the purchase or acquisition of such Shares by the Company pursuant to the proposed Share Buy-Back Mandate based on the audited financial statements of the Company and its subsidiaries for the financial year ended 31 December 2014 and certain other assumptions are set out in paragraph 6 of the Letter to Shareholders dated 26 March 2015.

**IMPORTANT:**

1. For investors who have used their CPF moneys to buy shares in the capital of Singapore Reinsurance Corporation Limited, this Report circulated to Shareholders is forwarded to them at the request of their CPF Approved Nominees and is sent solely FOR INFORMATION ONLY.
2. This Proxy Form is not valid for use by CPF investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
3. CPF Investors who wish to attend the Annual General Meeting as OBSERVERS have to submit their requests through their respective CPF Approved Nominees so that their CPF Approved Nominees may register, in the required format, with the Company's Registrar. (Please see note No. 10 on page 133).

**PROXY FORM**  
**ANNUAL GENERAL MEETING**

I/We ..... ID/Registration No. ....  
of .....

being a member/members of the above-mentioned Company, hereby appoint:

Name	Address	NRIC/ Passport No.	Proportion of Shareholdings (%)
and/or (delete as appropriate)			

as my/our proxy/proxies to attend and to vote for me/us on my/our behalf at the Annual General Meeting of the Company, to be held at Taurus, Level 1, Marina Mandarin Singapore, 6 Raffles Boulevard, Marina Square, Singapore 039594 on Thursday, 23 April 2015 at 12.00 noon or at any adjournment thereof.

With reference to the agenda set out in the Notice of Annual General Meeting, please indicate with an "X" in the space provided below how you wish your votes to be cast.

No.	Resolutions	For	Against
<b>Ordinary Business</b>			
1	To receive and adopt the Directors' Report and Audited Accounts		
2	To declare a Final Dividend		
3	To approve Directors' Fees		
4	To re-elect Director: Mr David Chan Mun Wai		
5	To re-appoint Director: Mr Hwang Soo Jin		
6	To re-appoint Director: Mr Ong Choo Eng		
7	To re-appoint Director: Mr Keith Tay Ah Kee		
8	To re-appoint auditors and authorise the Directors to fix their remuneration		
<b>Special Business</b>			
9	To approve the issue of shares pursuant to Section 161 of the Companies Act, Chapter 50		
10	To approve the renewal of the Share Buy-Back Mandate		

In the absence of specific directions, the proxy/proxies will vote or abstain, as he/they may think fit.

Dated this ..... day of ..... 2015.

Shares held in:	Number of Shares
(a) CDP Register	
(b) Register of Members	

.....  
Signature(s) of member(s) or Common Seal

**IMPORTANT, PLEASE READ NOTES ON PAGE 133.**

*(1st fold)*

*(2nd fold)*

Affix  
stamp  
here

M & C Services Private Limited  
112 Robinson Road #05-01  
Singapore 068902

*(3rd fold to glue and seal)*

## NOTES TO THE PROXY FORM

1. Please insert the total number of Shares held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 130A of the Companies Act, Chapter 50 of Singapore), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members.
2. A Member entitled to attend and vote at a meeting of the Company is entitled to appoint not more than two proxies to attend and vote in his stead.
3. Where a member appointed two proxies, the appointments shall be invalid unless he specifies the proportion of his shareholding (expressed as a percentage of the whole) to be represented by each proxy.
4. A proxy need not be a member of the Company.
5. The instrument appointing a proxy or proxies must be deposited at the office of the Company's Registrar, M & C Services Private Limited, 112 Robinson Road, #05-01, Singapore 068902 not less than 48 hours before the time appointed for the Annual General Meeting.
6. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where an instrument appointing a proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney or duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
7. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Annual General Meeting, in accordance with Section 179 of the Companies Act, Chapter 50 of Singapore.
8. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies.
9. In the case of members whose Shares are entered against their names in the Depository Register, the Company shall reject any instrument appointing a proxy or proxies lodged if such members are not shown to have Shares entered against their names in the Depository Register as at 48 hours before the time appointed for the Annual General Meeting as certified by the Central Depository (Pte) Limited to the Company.
10. Agent Banks acting on the request of the CPF Investors who wish to attend the meeting as Observers are required to submit in writing, a list with details of the investors' name, NRIC/Passport numbers, addresses and number of shares held. The list, signed by an authorised signatory of the agent bank, should reach the Company's Registrar, M & C Services Private Limited, 112 Robinson Road, #05-01, Singapore 068902 not less than 48 hours before the time appointed for the Annual General Meeting.

### **Personal Data Privacy:**

By attending the Annual General Meeting and/or any adjournment thereof or submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting.

## CORPORATE CALENDAR

<b>Event</b>	<b>Date</b>
Annual General Meeting	23 April 2015
Announcement of 1st Quarter 2015 Financial Results (after close of trading)	23 April 2015
Closure of Registers (for final dividend entitlement)	5 May 2015
Payment of Final Dividend for Year Ended 31 December 2014	22 May 2015
Announcement of 2nd Quarter 2015 Financial Results (after close of trading)	August 2015
Announcement of 3rd Quarter 2015 Financial Results (after close of trading)	November 2015
Financial Year-End	31 December 2015
Announcement of Full Year 2015 Financial Results (after close of trading)	February 2016





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