MUA

ANNUAL REPORT 2020

TIME TO GO GREEN

If you are an MUA Shareholder and would like to receive your Annual Report and shareholder correspondence digitally, scan this QR code to complete the application form. Then simply email the application and your support documents to gogreen@mua.mu.

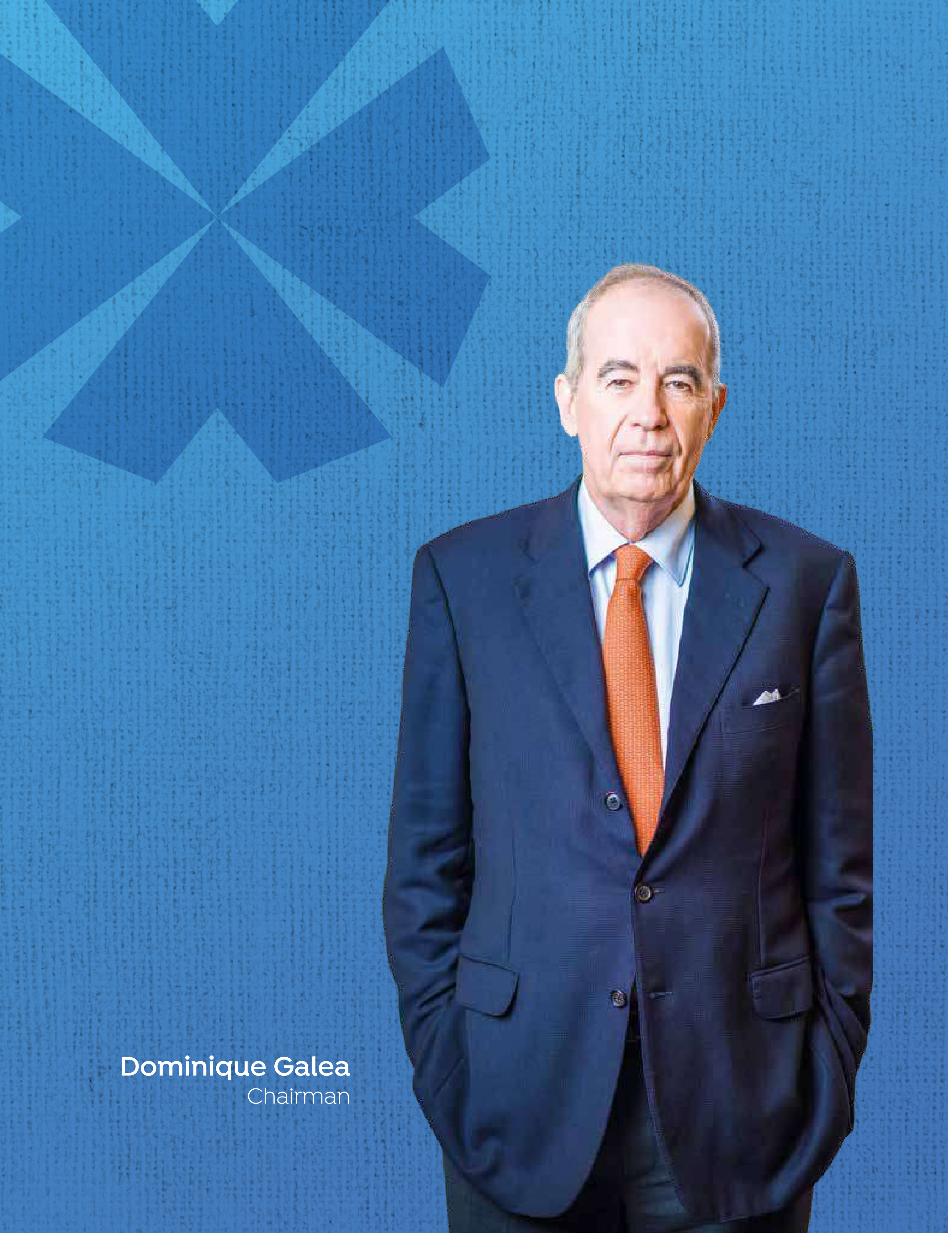
Thank you for supporting our efforts to make MUA more sustainable and protecting our planet.

Contents

"These are challenging times for our communities and our business. We assure all our stakeholders that we are working actively to address their needs and provide solutions that are adapted to this new reality."

- Dominique Galea

CHAIRMAN'S REPORT



Chairman's Report

On behalf of the Board of Directors, I am pleased to present the Annual Report of MUA Ltd, our holding company, for the year ending 31 December 2020.

Results

For the year under review, Gross Premium Earned increased by 17% to Rs 5,238m and Group after tax profits decreased by 18% to Rs 365m.

Gross Premium Earned in our East African subsidiaries showed a 42% increase in 2020, and now represents 30% of the group's total revenue.

All our companies performed satisfactorily, both in Mauritius and East Africa. The group's robust performance is attributable to the positive progression in operational results, with the operating profits of our short-term business in Mauritius especially noteworthy. The decline in profits compared to 2019 is a consequence of lower interest rates impacting our long-term business, exceptional expenses incurred by the East African subsidiaries, and the acquisition in Kenya.

Here are some of the key indicators for the group's 2020 financial year:

+ 17%
Gross Premium Earned
Rs 5,238m

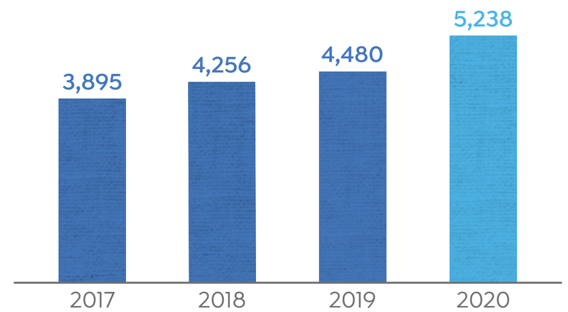
– 18%
Profit After Tax
Rs 365m

– 14%
Earnings Per Share
Rs 7.24

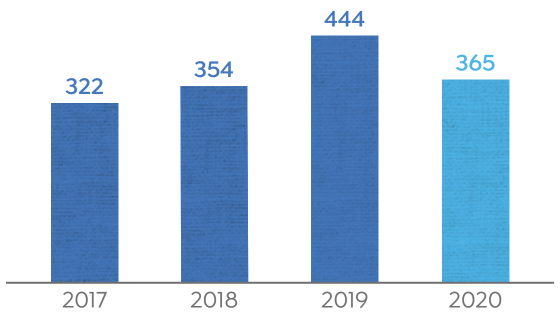
+ 8%
Dividend
Rs 137m

+ 20%
Market Capitalisation
Rs 4.5bn as at 31 December 2020

Group Gross Premium Earned (Rs m)

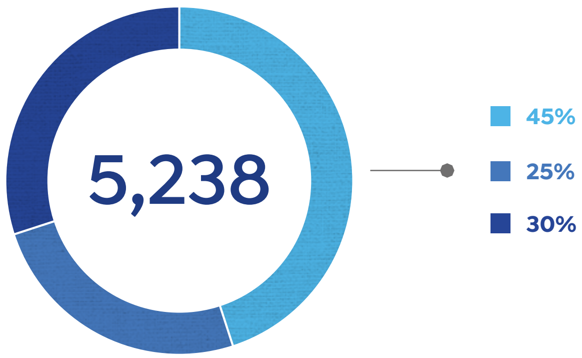


Group Net Profit After Tax (Rs m)

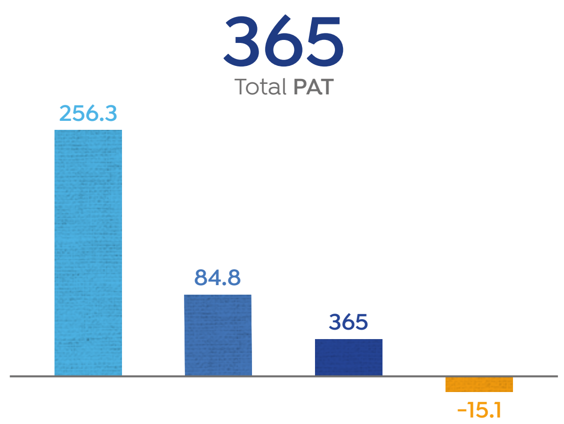


Group Gross Premium Earned and Net Profit After Tax: by entity

Group Gross Premium Earned (Rs m)



Net Profit After Tax (Rs m)



Results as at 31 December 2020

The Mauritius Union Assurance Cy.Ltd | MUA Life Ltd | East African Subsidiaries | Consolidated Adjustments & Others

Dividends

In line with our policy of regularly and steadily increasing dividends, conditions permitting, our pay-out in 2020 amounted to Rs 137m, an 8% increase compared to 2019.

Covid-19 Pandemic

Since the start of this pandemic, a range of sanitary and health measures have been taken to control the spread of the virus in the different markets in which we operate. MUA continues to evaluate the impact of the Covid-19 pandemic on the business and all its stakeholders.

The group's Business Continuity Plan, implemented in 2019, has been tested and proved successful during successive lockdowns, enabling a large proportion of our staff to work from home, thereby minimising interruption.

These are challenging times for our communities and our business. We take this opportunity to assure all our stakeholders that we are working actively to address their needs, provide solutions that are adapted to this new reality, and that we will continue to support them and their businesses. We take our responsibility as an insurer very seriously, striving to protect our clients and the wider economy wherever we do business.

Significant Milestones

Saham Kenya acquisition: in 2020, we reached another important milestone in MUA's expansion strategy in East Africa, by completing the acquisition of Saham Kenya in July. Previously owned by the pan-African insurance group Sanlam Pan Africa, Saham Kenya is one of the most dynamic insurance companies in Kenya. The acquisition strengthens our position in Kenya and confirms our long-term ambitions in this fast growing market.

MUA Ltd's rights issue: the rights issue of **5,010,000** new ordinary shares was fully subscribed. The strong demand for this rights issue is testament to investor confidence in our group. It represents a significant achievement for MUA, particularly in the volatile and uncertain financial environment, brought about by the Covid-19 pandemic. The proceeds of Rs 415.8m has been used to refinance the Saham Kenya acquisition.

New strategic plan: the events of 2020 and the current context have strongly defined the new strategic plan approved by the Board in November 2020. **TRANSITION 2023**'s objectives will ensure MUA contributes meaningfully towards a more sustainable world, by being more purposeful and more innovative in its approach and engagement to the challenges we face. The principles of solidarity and sustainability will guide the executive teams in the implementation of this next three-year strategic plan.

Acknowledgements

I once again take this opportunity to thank our staff across six countries in East Africa and the Indian Ocean, led by Bertrand Casteres and his executive teams, for another set of very satisfactorily results, for all their hard work in a challenging business environment and their steadfast commitment to MUA.

I would also like to extend my thanks to my fellow board members, whose valuable contribution, advice and support throughout 2020 is greatly appreciated.

Finally, my thanks and gratitude go to all our shareholders for your ongoing support, without which we could not continue growing and building MUA into a strong, regional and dynamic financial services group.

Dominique Galea
Chairman

Our purpose is to ensure peace of mind for our customers by providing the best financial protection and solutions through innovative products and services in our chosen markets.

ABOUT MUA

MUA at a Glance

2020 Group Highlights

825
Team Members

30,488
New Clients

269,703
Total Policies

79,761
Total Claims

Rs 5,238m
Gross Earned Premium
↑17% vs 2019

Rs 365m
Group Profit after Tax
↓18% vs 2019

Rs 4.5bn
Market Capitalisation as at 31 December 2020*
↑20% since 1 January 2020

Rs 90.00
Share price
↑8% vs 2019

Rs 19.2bn
Total Assets
↑14% vs 2019

Rs 7.8bn
Life Insurance Funds
↔ 0% vs 2019

*As per the Stock Exchange of Mauritius based on 50,100,000 shares, including new shares issued under the Rights Issue; share price increase +8%.

Our Services and Solutions

Insurance Solutions

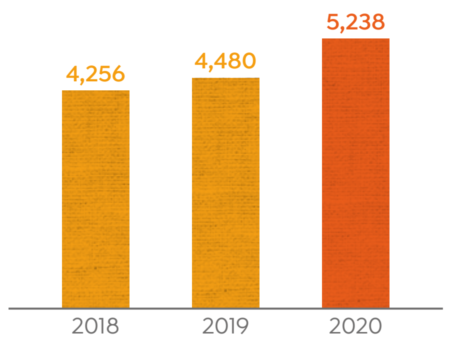
- Car
- Home
- Health
- Business
- Travel
- Leisure
- Life
- Unit Linked
- Education
- Retirement
- Protection

Financial Solutions

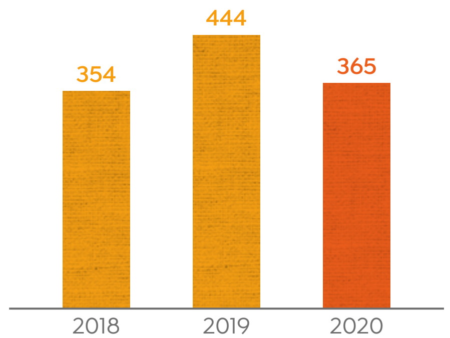
- Investment
- Loans
- Savings
- Pension
- Stockbroking

MUA Group Financial Highlights

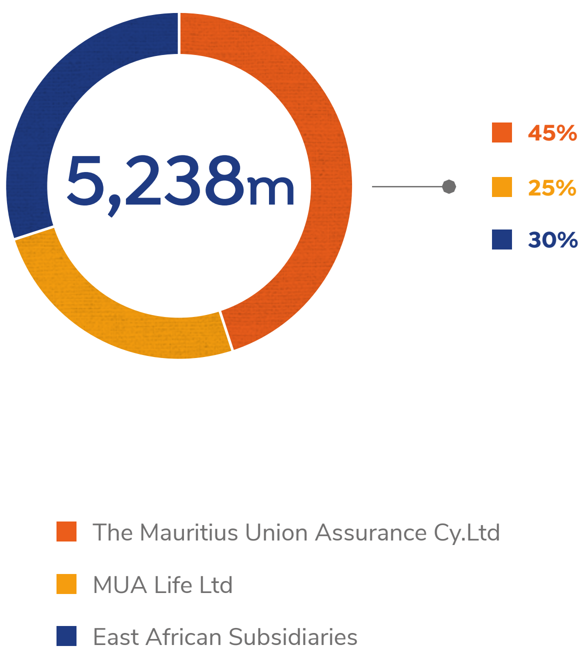
Group Gross Premium Earned (Rs m)



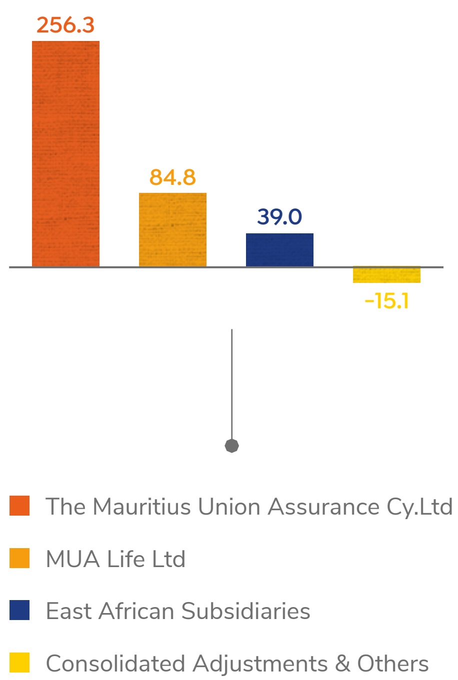
Group Net Profit After Tax (Rs m)



Group Gross Premium Earned by Entity (Rs)



Net Profit After Tax by Entity (Rs m)



An Overview of MUA

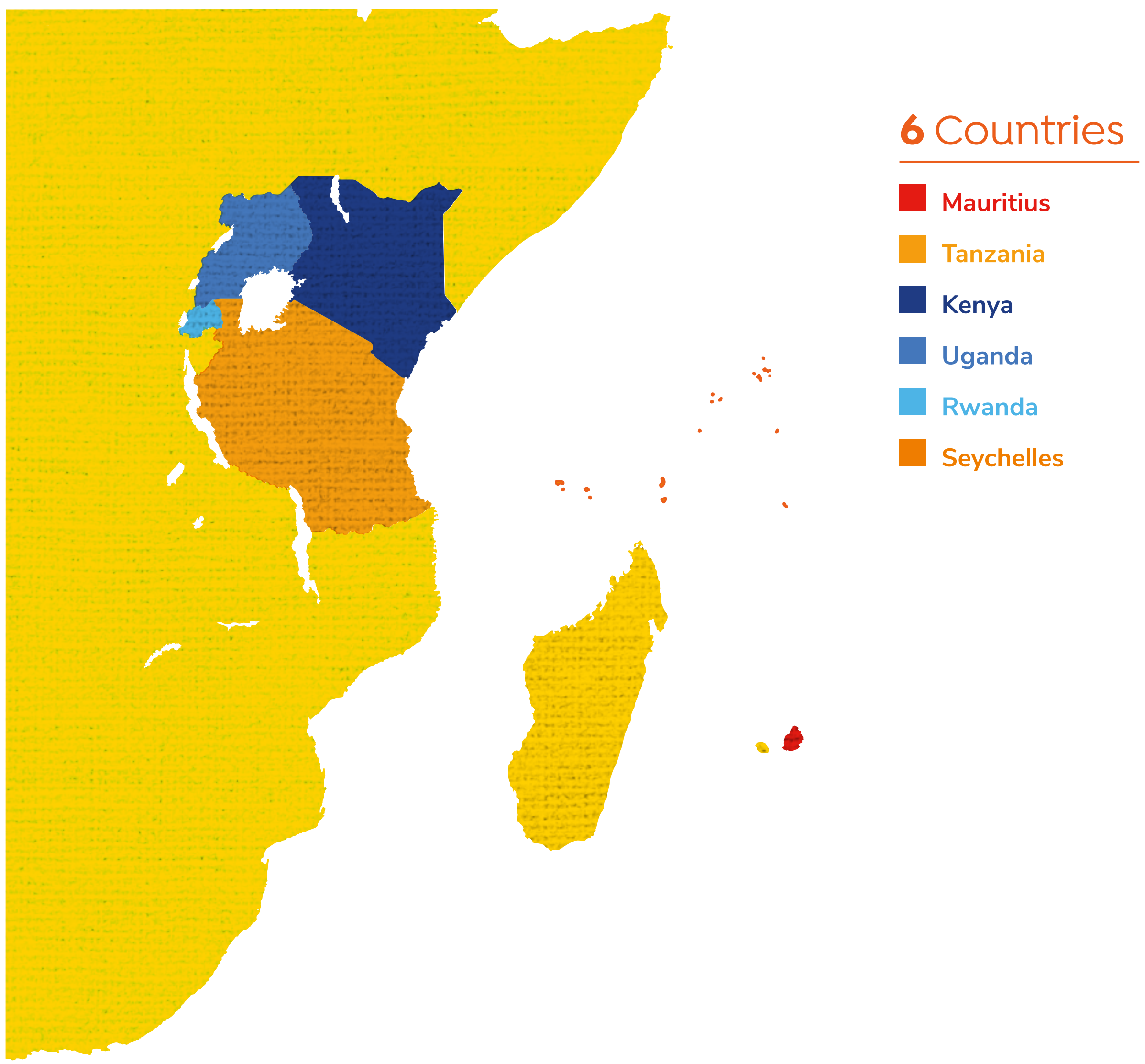
MUA is a regional financial services company committed to providing innovative insurance and financial solutions for communities in Mauritius, across East Africa and the Indian Ocean. Although our primary focus is on short-term and long-term insurance, our subsidiaries also offer a variety of specialised services and solutions to corporate and individual clients in the areas of pension, investment, savings and stockbroking.

Our home market of Mauritius remains strategic. We are the largest insurer in Mauritius, in terms of net premiums. We have consistently maintained a 25% market share* for general insurance and an 11.7% market share* for life insurance. The acquisition of Saham Kenya in 2020 has also reinforced our position in the East African market.

*Market share information is based on the latest published statistics of the FSC.

>72
years of experience in Mauritius

>100
years of experience in East Africa



Industry Leader in Mauritius*

1 General Insurance – Net premium

2 General Insurance – Gross premium

3 Life Insurance

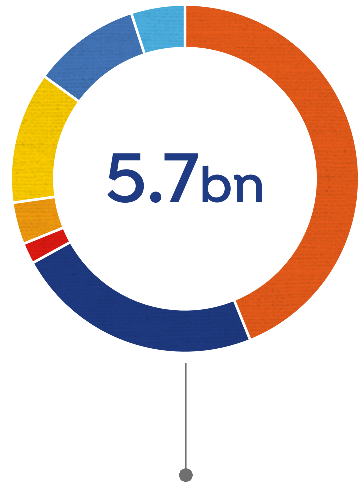
1 Motor Insurance

2 Health Insurance

1 Liability

*Market share information is based on the latest published statistics of the FSC.

Revenue by Country 2020 (Rs)



44% - 2.5bn
Mauritius – General Insurance

23% - 1.3bn
Mauritius – Life Insurance

2% - 0.1bn
Mauritius – Others*

4% - 0.2bn
Uganda

12% - 0.7bn
Kenya**

10% - 0.6bn
Tanzania

5% - 0.3bn
Rwanda

*Includes Pension, Mutual Fund and Stockbroking.
**Includes contribution from Saham Kenya for the period 1 July 2020 to 31 December 2020.

Understanding the MUA Vision, Values & Strategy

POSITIONING

PURPOSE
To ensure peace of mind for our customersby providing the best financial protection and solutions through innovative products and services in our chosen markets

VISION
What We Aim To Do

We are committed to providing innovative financial and insurance solutions to ensure peace of mind for our communities.

VALUES
What We Stand For

- Integrity
- Teamwork
- Excellence
- Diversity
- Professionalism

STRATEGY
How We Plan To Achieve Our Vision

Ambition 2020 has been driven through our implementation of four key strategic axes:

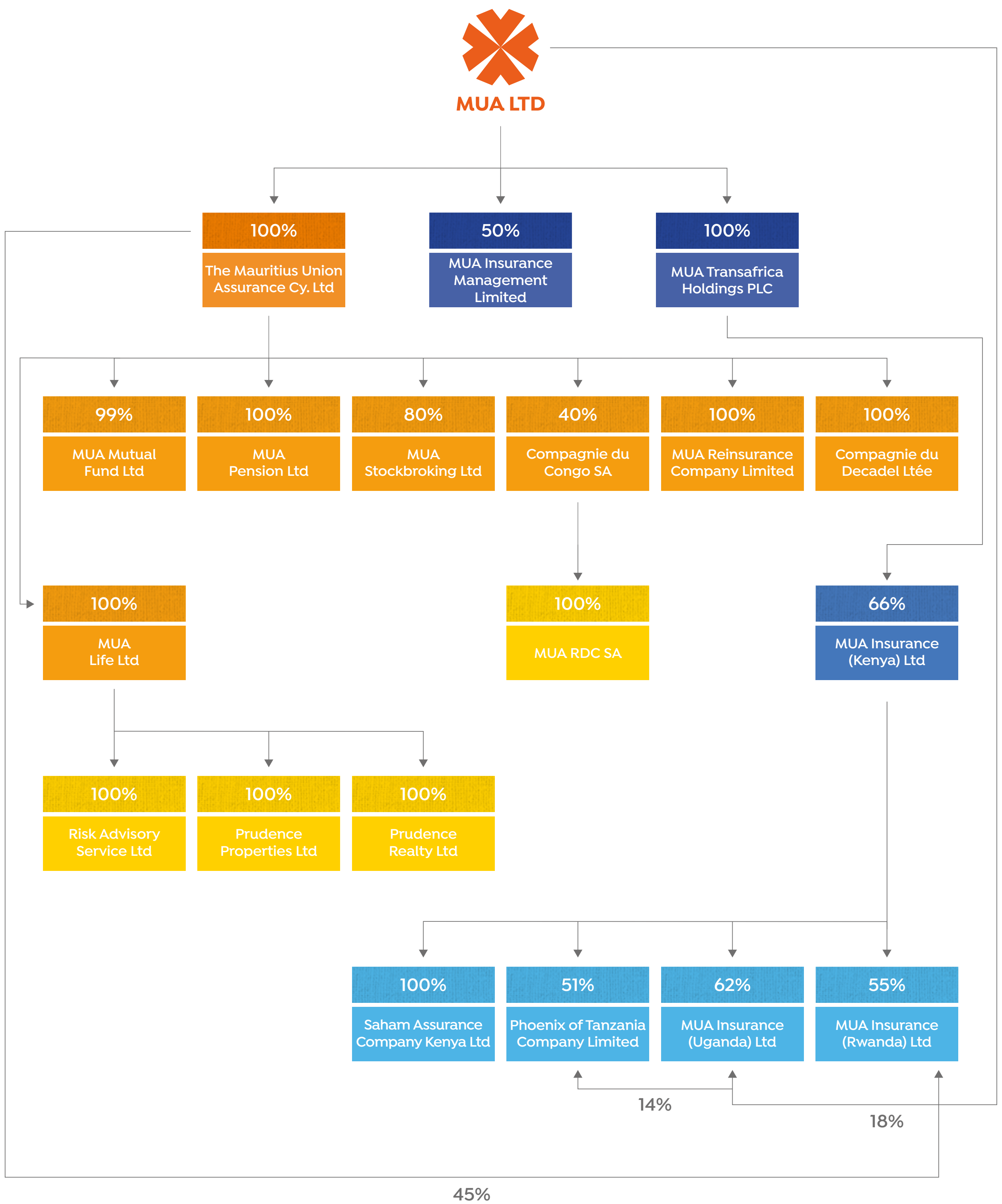
- Regional group culture
- Business growth
- Business transformation
- Capital and risk management

Enabling shared value at the intersection of employees, customers, communities and shareholders.

ESSENCE
Who We Are

We are a fiercely customer-centric, internationally aligned, Mauritius-born financial services firm that is committed to providing peace of mind across Africa and our other primary markets through strong committed partnerships.

Group Structure



Our Entities and Activities

Entity name	Brand Logo	Country	Effective Holding	Principal Activities	Key Metrics
The Mauritius Union Assurance Cy. Ltd	MUA	Mauritius	100%	Short Term Insurance	• #1 in Net Earned Premiums*; • #2 in Gross Written Premiums*; • #1 in Motor Insurance*; • #1 in Liability Insurance*; • #2 in Accident & Health*.
MUA Life Ltd	MUA	Mauritius	100%	Long Term Insurance	• 5% Growth Rate; • 11.7% Market Share*; • > Rs 10,220m funds under management.
MUA Pension Ltd	MUA PENSION	Mauritius	100%	Pension Fund Administration	• Pioneer in Pension Fund Administration; • Top 3 Market Player; • > 400 Corporate pension schemes.
MUA Mutual Fund Ltd	MUA MUTUAL FUND	Mauritius	99%	Mutual Fund Investment	• Pioneer in Mutual Fund Investment; • 2 well-diversified funds; Rs 543m asset value for MUA General Fund and Rs 127m for MUA Property Trust.
MUA Stockbroking Ltd	MUA STOCKBROKING	Mauritius	80%	Investment Dealer	-
MUA Insurance (Kenya) Limited	MUA	Kenya	66%	Short Term Insurance	• > Rs 301m in Gross Written Premiums.
Saham Assurance Company Kenya Ltd	SAHAM Assurance Kenya	Kenya	66%	Short Term Insurance	• > Rs 423m in Gross Written Premiums.
Phoenix of Tanzania Assurance Company Limited	Phoenix Assurance	Tanzania	34%	Short Term Insurance	• > Rs 567m in Gross Written Premiums.
MUA Insurance (Uganda) Limited	MUA	Uganda	64%	Short Term Insurance	• > Rs 220m in Gross Written Premiums.
MUA Insurance (Rwanda) Limited	MUA	Rwanda	82%	Short Term Insurance	• > Rs 285m in Gross Written Premiums.
Risk Advisory Services Limited	-	Mauritius	100%	Property Holding	-
Compagnie de Decadel Limitée	-	Mauritius	100%	Property Holding	-
MUA Insurance Management Limited	MUA INSURANCE MANAGEMENT	Mauritius	50%	Insurance Management	• Joint venture involved in the provision of insurance management and captive management services.
MUA Reinsurance Company Ltd	MUA REINSURANCE	Mauritius	100%	Reinsurance	• Holds a Professional Reinsurer license and a Global Business license, to provide reinsurance solutions across Africa.
Compagnie du Congo SA	-	Belgium	40%	Investment Holdings	• Compagnie du Congo is an investment holding company with the intent to operate insurance activities in the DRC.

*Market share information is based on the latest published statistics of the FSC.

Corporate Information

Registered Office
4 Léoville L'Homme Street, Port Louis
Republic of Mauritius
Telephone: +230 207 5500
info@mua.mu
mua.mu

Auditors
PricewaterhouseCoopers

Actuaries
Deloitte & Touche (South Africa)

Main Bankers
ABSA Bank Mauritius Ltd
SBM Bank (Mauritius) Ltd
The Mauritius Commercial Bank Ltd

Secretary
ECS Secretaries Ltd

Share Registry
SBM Fund Services Ltd

"Despite the challenging financial environment created by Covid-19, MUA's fundamentals and solvency remain solid.
We continue to deliver on our promise of shared value to our stakeholders."

- *Bertrand Casteres*

PERFORMANCE & STRATEGY

Bertrand Casteres
Group CEO

Performance Review
Group CEO

Dear Shareholder,

The events of 2020 have undoubtedly and profoundly reshaped the world, our country and indeed our business. We have collectively faced a series of crises over the past year. Every country has been affected by the Covid-19 pandemic and especially its economic consequences, which have often been coupled with social and political crises. Our planet faces an unprecedented environmental crisis, with the tangible signs of climate change more evident today than ever before. We are sensitive to the plight of our staff, our clients and the various communities in which we operate in the Indian Ocean and East Africa. We have been forced to adapt, change our routines, connect in different ways and learn to navigate in this new reality. Our response to these events an an insurer must and will strongly define our business and our strategic direction for many years to come.

We begin 2021 with much gratitude and satisfaction, after what has been an exceptionally challenging past year. All our markets and their respective economies have borne the brunt of Covid-19 and its financial repercussions. Throughout these events and all the resulting changes they necessitated, the MUA team has proven to be agile, innovative and resilient. That resilience has meant that MUA has overcome the business and financial challenges, whilst continuing to deliver on our promise of shared value to our stakeholders. I take this opportunity to salute the flexibility, hard work, energy, creativity, diversity and the unique contribution that each country, each cluster and each individual has made in 2020. Our collective success is evident in the results and achievements detailed in this Annual Report, but also in the strength of the regional financial services group we are building together.

2020 was marked by a number of key achievements and important milestones for our company, which I would like to highlight:

- **African Insurance Company of the Year**: MUA is exceptionally proud to have been awarded this prestigious award, organised by AfricaRe.
- **Saham Kenya acquisition**: MUA Ltd, through its subsidiary in Kenya, completed the acquisition of Saham Kenya in July 2020, significantly increasing its market share and sending out a strong signal about the group's confidence in the Kenyan insurance sector. We are very much looking forward to growing our business in the dynamic Kenyan market with an expanded team.
- **SEM-10**: MUA Ltd has retained its status as the #1 Insurance company in terms of Market Capitalisation (USD 114 million), and has been included in the key SEM-10 index of the top 10 companies of the Stock Exchange of Mauritius.
- **SEMSI**: In February 2021 MUA entered the Stock Exchange of Mauritius Sustainability Index (SEMSI). This is the first tangible milestone in the group's next strategic plan (2021-2023), which is strongly focused on sustainability and its role as a responsible insurer.

Although this could be easily overlooked, 2020 was the final year of our strategic plan **MUA AMBITION 2020**. We have detailed the achievements of this plan later in this section. Although circumstances dictated new priorities and a more agile approach to our initiatives, we can be proud of the results.

MUA Ltd demonstrated resilience during the year with gross premiums earned growing by 17% to Rs 5,238m as a result of strong operational performance in both Mauritius and East Africa. The group's net profit after tax amounted to Rs 365m, a decrease of 18% compared to 2019. Although Saham Kenya's profits for the six months since acquisition contributed to group profitability, the decrease in net profit was predominantly attributable to MUA Life Ltd's lower net profit.

The General Insurance business in Mauritius showed particular resilience in a challenging business environment. Gross premiums earned grew by 3.4% to reach Rs 2.4bn, whilst net profit after tax increased by 33% to Rs 256m and operating profit grew by 94%. Performance was driven by robust results in health and motor insurance, and was buoyed by lower operating expenses and claims. Travel restrictions and border closures had an inevitable impact on the travel insurance segment.

On the Life side of the business good operating results were significantly impacted by an increase of Rs 108m in reserves due to lower investment yields, linked to falling interest rates and equity values as a result of the Covid-19 impact. Gross premiums grew by 19% to Rs 1,311m with new business reaching a record high of 35% growth despite the constraints of the lockdown and the unease around the volatile financial situation.

The acquisition of Saham Kenya in July 2020 contributed 18% to the total growth of 42% in gross premiums earned by the East African subsidiaries. However, these results were adversely affected by one-off transaction costs related to the acquisition of Saham Kenya and changes in accounting policy in Kenya and Tanzania.

Moreover the rights issue of 5,010,000 new ordinary shares announced in August 2020 was fully subscribed with total proceeds of Rs 415.8m used to refinance the Saham Kenya acquisition. We also acknowledge that CARE Ratings maintained the credit rating of MUA Ltd's Bond Credit Rating at CARE MAU AA-Stable ("the Rating"). According to CARE Ratings, despite the heightened uncertainty in the market amidst the current pandemic, MUA has maintained its strong market position and demonstrated its ability to generate stable results whilst continuing successful execution of its expansion strategy in East Africa.

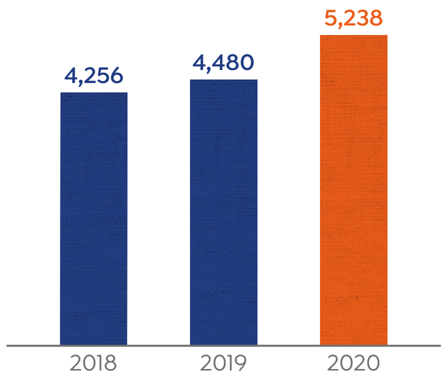
Over and above the solid financial results, we were also able to recognise the group's success in handling the operational challenges which marked 2020. Our Business Continuity Plan, which we tested and implemented at the beginning of the year, combined with the investments in information systems over the years served the group well during successive lockdowns. Our digital business processes were used extensively to provide timely and efficient support to clients, while our online client tools like Click & Go and the newly launched Client Portal gave clients greater autonomy.

As we celebrate these successes, we also remain strongly focused on what will drive our business over the next few crucial years, with a new strategic plan that will articulate the PURPOSE in all that we do as an insurer and regional financial services group. Our strategic plan for the coming three years is aptly named **TRANSITION 2023**. It is the culmination of our achievements and the foundations laid over the last two strategic plans. Building on this base, our objective is to transform MUA into a company that contributes towards the creation of a more sustainable world. We are committed to focusing on prevention, protection and responsible investment. The principles of solidarity and sustainability will continue to drive our actions and engagement.

Today I am resolutely confident in our capacity to achieve our strategic objectives, in our innovative processes, in our human capital and in the positive approach we have adopted to the challenges we face as a business and as a society. Our combined energy, experience and output will create ever more value for all our stakeholders. We are investing time and energy to set new standards for our business, anchored in a new sense of purpose and solidarity. This will allow us to surpass our objectives, firmly aligned with the interests of all stakeholders, our clients and society.

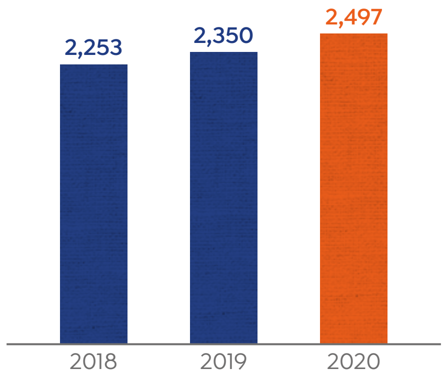
Financial Highlights 2020

Gross Earned Premium (Rs m)

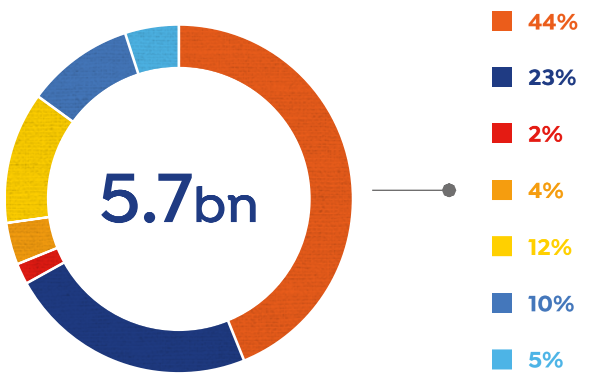


Group Revenue

Mauritius - General Insurance (Rs m)



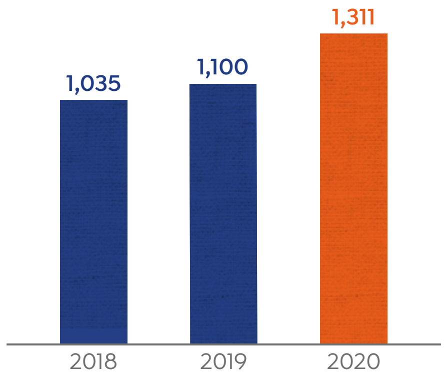
Revenue by Country (Rs)



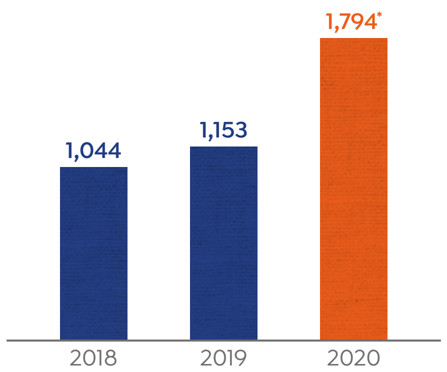
- Mauritius – General Insurance
- Mauritius – Life Insurance
- Mauritius – Others
  *includes Pension, Mutual Fund and Stockbroking
- Uganda
- Kenya*
- Tanzania
- Rwanda

*Includes contribution from Saham Kenya for the period 1 July 2020 to 31 December 2020.

Mauritius – Life Insurance (Rs m)

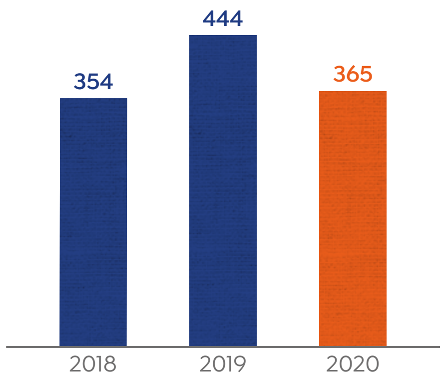


East Africa – General Insurance (Rs m)

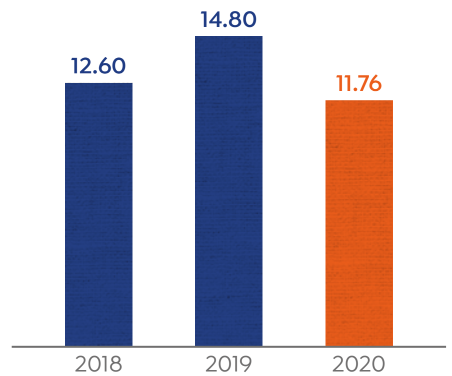


*Includes contribution from Saham Kenya for the period 1 July 2020 to 31 December 2020.

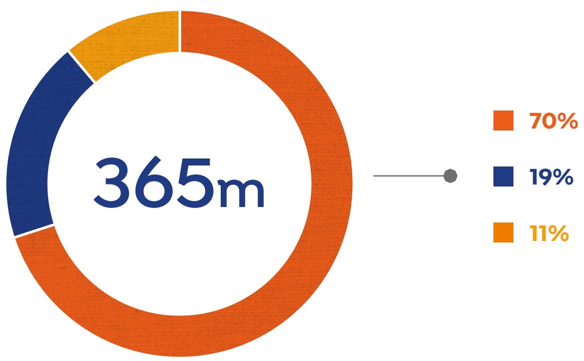
Group Profit after Tax (Rs m)



Group Return on Equity (%)



Profit after Tax by Region (Rs)

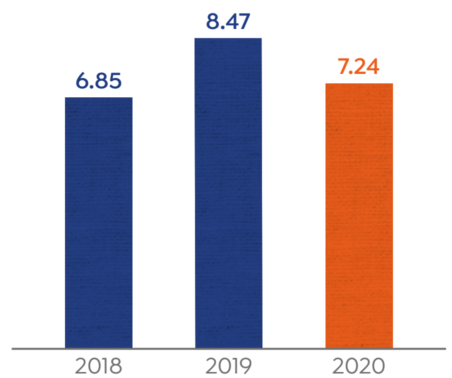


Mauritius – General Insurance

Mauritius – Life Insurance + Others

East Africa*
*Includes contribution from Saham Kenya for the period 01/07/2020 to 31 December 2020.

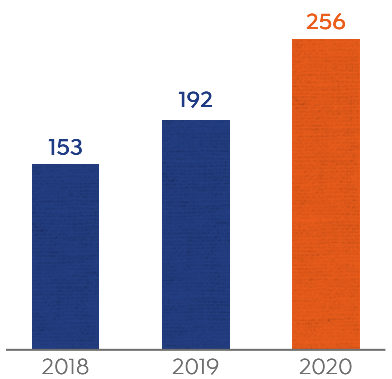
Earnings per share (Rs)



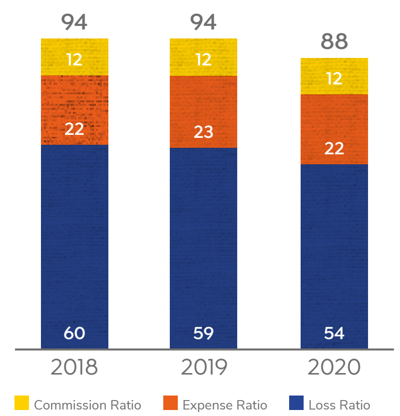
Mauritius – General Insurance

	2018 (Rs m)	2019 (Rs m)	2020 (Rs m)
Gross Written Premium	2,253	2,350	2,497
Net Claims and Benefits	(1,028)	(1,033)	(985)
Operations and Administrative Expenses	(745)	(778)	(792)
Profit from Operations	196	232	311
Profit before Tax	179	212	295
Income Tax Expense	(26)	(20)	(38)
Profit after Tax	153	192	256

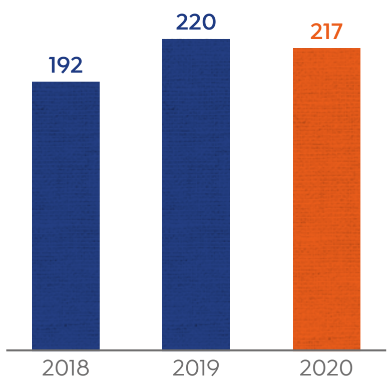
Profit after Tax (Rs m)



Combined Ratio (%)



Solvency Ratio (%)



Market Share: in terms of Gross Premiums*

21.6%
Motor
market share
No. 1

20%
Accident & Health
market share
No. 2

23.4%
Property
market share
No. 2

22.8%
Overall
market share
No.2

*Latest available FSC statistics 2019.

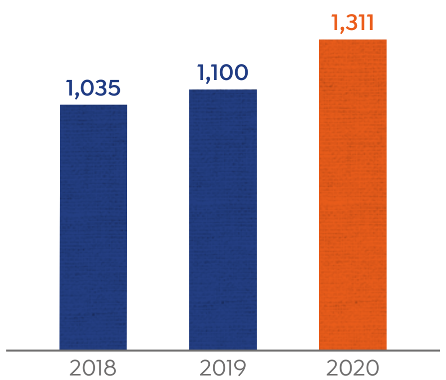
Mauritius – General Insurance (continued)

Key Focus & Outcomes:

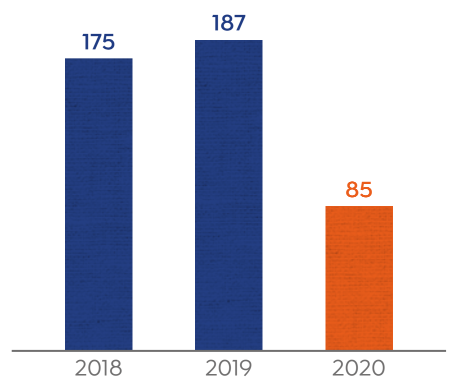
- Despite the challenging prevailing market conditions, the positive performance of the general insurance business was driven by good growth in the motor and health segments, combined with lower operating expenses and claims. Operating profits grew by 94%, while the combined ratio declined by 6%. Notwithstanding a two-and-a-half month lockdown, gross premiums earned grew by 3.4%. Travel restrictions, a national lockdown and border closures however adversely impacted the non-motor segments such as travel insurance.
- MUA maintains its focus on digitalisation and innovation, with a number of initiatives going live in 2020: the successful launch of the Client Portal for retail clients; the introduction of a concierge vehicle repair service, providing a hassle-free claims and vehicle repairs process after an accident; automated debtor's communications; and the implementation of a digital documentation system for brokers.
- The entity's solvency ratio remains solid at 217%, above regulatory requirements.
- There was a significant increase in visibility and communication during the lockdown, encouraging clients to make use of our online tools and e-commerce platforms. In line with our prevention strategy and road safety initiatives, we launched the Learners' Challenge via social media to encourage young drivers to adopt good driving habits.

Mauritius – Life Insurance

Gross Written Premium (Rs m)



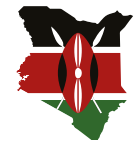
Profit after Tax (Rs m)



Key Focus & Outcomes:

- The Life entity's gross premium grew by 19%, with new business growing by 35% to reach an all time record high despite the lockdown restrictions. The sales teams were able to quickly respond to the constraints during and after the lockdown, maintaining client communication and a high standard of service.
- The good operating results were however significantly impacted by an increase of Rs 108m in reserves, mainly due to lower investment yields, linked to declining interest rates and equity values, in a volatile economic environment as a result of the pandemic. Consequently, net profits declined by 55% compared to 2019.
- Continued focus on digital transformation within the business unit, including internal processes and client facing digital initiatives, aimed at automating administrative tasks. Digital communication channels and tools were used extensively throughout the year, in order to keep MUA's long-term protection and savings solutions top of mind.

East Africa – General Insurance



Kenya

Gross Earned Premium:
Rs 628m
(includes MUA Kenya & Saham Kenya)

Market share: 2.5%*
*Includes Saham Kenya 1.7%; MUA Kenya 0.5% market share

Out of 38 insurers:
MUA Kenya: 35th
Saham Kenya: 22nd

Uganda

Gross Earned Premium:
Rs 218m

Market share: 3%

8th out of 21 insurers

Tanzania

Gross Earned Premium
Rs 524m

Market share: 5%

5th out of 26 insurers*
*General insurance exclude medical to reflect business nature of PTAL

Rwanda

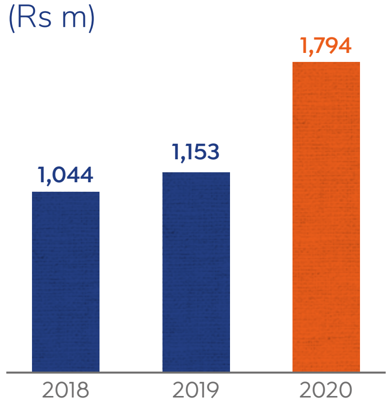
Gross Earned Premium
Rs 215m

Market share: 15%

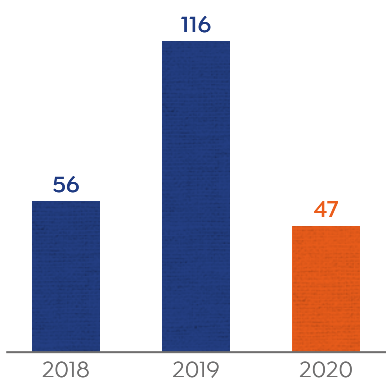
4th out of 9 insurers

Note: Market share based on latest available figures, in terms of Gross Witten Premium (GWP)

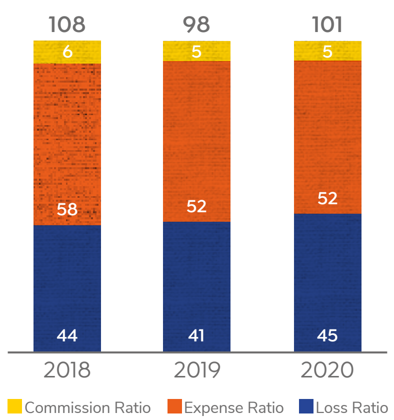
Gross Written Premium (Rs m)



Profit after Tax (Rs m)



Combined Ratio (%)

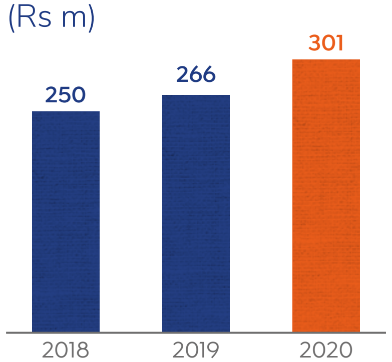


Key Focus & Outcomes:

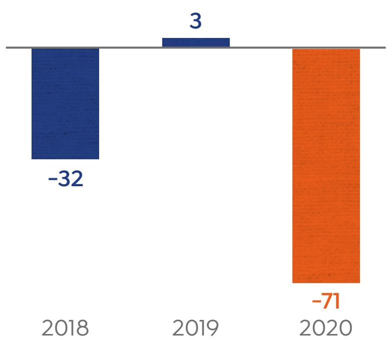
- 2020 was marked by the acquisition of Saham Kenya from Sanlam Pan Africa, further strengthening MUA's presence in East Africa and sending out a strong signal about the group's confidence in the Kenyan insurance sector.
- Saham Kenya contributed 18% to the total growth of 42% in gross premiums earned by the East African subsidiaries. These results were negatively affected by one-off transaction costs of Rs 24m related to the acquisition of Saham Kenya and Rs 12m of foreign exchange loss on loan from MUA Ltd to finance the acquisition of MUA Kenya. Changes in the accounting policy in Kenya and Tanzania resulted in a further negative impact of Rs 27m, ultimately causing a decrease of 59% in profits after tax.
- The East African region was certainly impacted by the Covid-19 pandemic, with all four of our markets under lockdown and/or sanitary protocol restrictions. Tanzania and Kenya are expected to keep positive growth rates, with minimal growth in Rwanda and Uganda. The reactivity of our various teams meant that they were able to ensure a continuity of service throughout the year despite the lockdown measures.

MUA Kenya

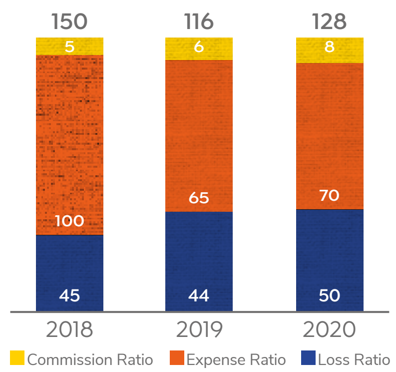
Gross Written Premium (Rs m)



Profit after Tax (Rs m)



Combined Ratio (%)

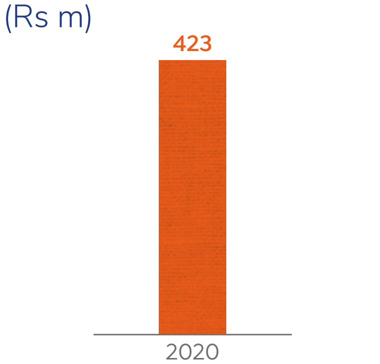


Key Focus & Outcomes:

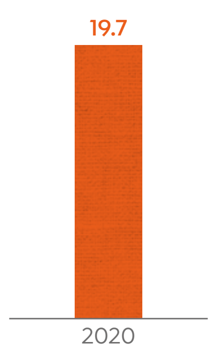
- There was a positive progression of 13% in terms of gross written premiums. However, the acquisition costs of Saham Kenya, a foreign exchange loss on loan and costs associated with the implementation of IFRS9 contributed to a loss of Rs 71m after tax.
- Much of the focus in Kenya has been around the acquisition of Saham and planning the integration of the respective teams, subject to regulatory approval.
- Optimisation of our distribution network with the launch of a MUA branded branch. The year was also marked by new partnerships and developments in terms of micro-insurance.
- Launch of KakBima, a single cloud platform enabling insurance agents, brokers, micro-insurers and insurers to work together more effectively.

Saham Kenya*

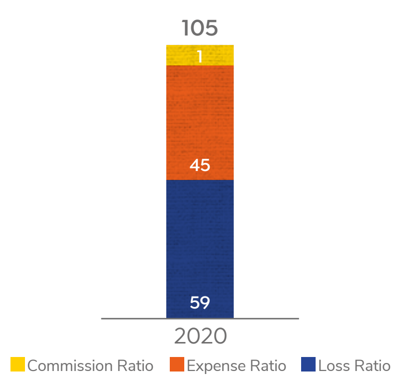
Gross Written Premium (Rs m)



Profit after Tax (Rs m)



Combined Ratio (%)



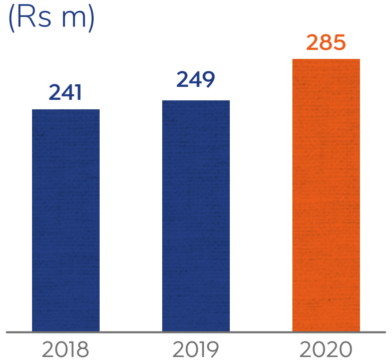
*Figures are for the period 1 July 2020 – 31 December 2020.

Key Focus & Outcomes:

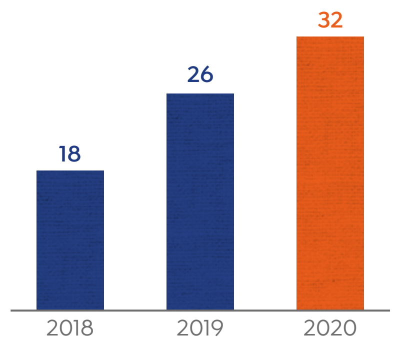
- The acquisition of Saham Kenya by MUA Kenya was finalised in July 2020. Saham has an experienced management team, a strong reputation in the market and extensive operational knowledge.
- A 2% dip in gross written premiums was compensated by a 1% increase in profits after tax. The shortfall in operating loss was covered by growth in investment and other income.
- Saham Kenya contributed significantly to the East African region's growth in gross premiums earned. This bodes well for the year ahead, as the entity's full year earnings are likely to have an even greater impact.
- The management team has been working on planning the transition to the MUA brand, once the regulatory approval is received. Multiple departments are assessing the impact of the integration in terms of IT, finance, customer service, human resources and logistics.

MUA Rwanda

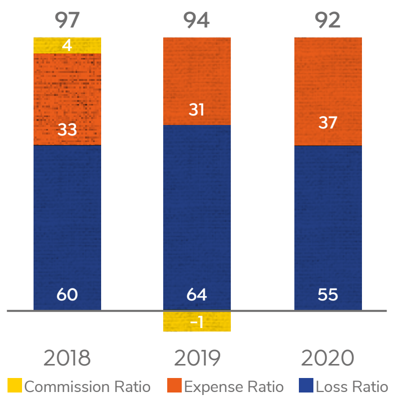
Gross Written Premium (Rs m)



Profit after Tax (Rs m)



Combined Ratio (%)

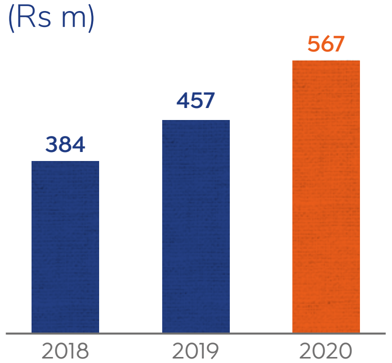


Key Focus & Outcomes:

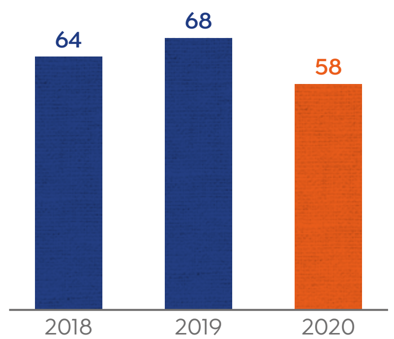
- The Rwandan entity produced a satisfactory set of results, with a 14% growth in gross written premiums, an increase of 26% in profits after tax and an improved combined ratio. The results were driven by a strong growth in investment income.
- Launch of digital stickers, with E-certificates being issued online. This is in line with the ongoing digitalisation of the motor insurance business.

Tanzania

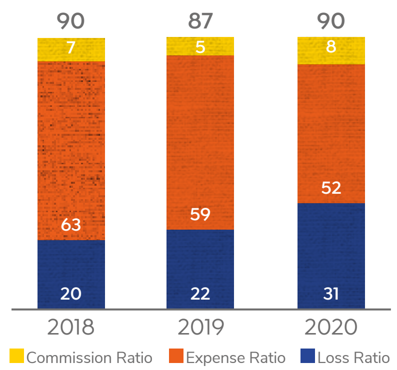
Gross Written Premium (Rs m)



Profit after Tax (Rs m)



Combined Ratio (%)

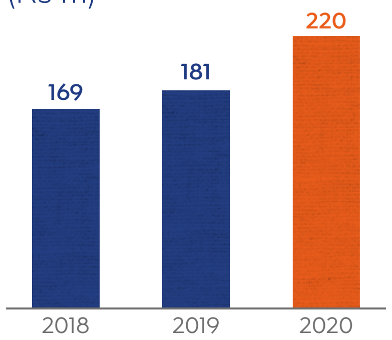


Key Focus & Outcomes:

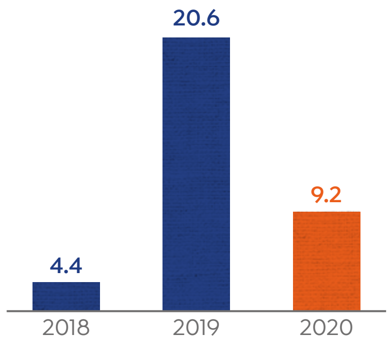
- Whilst there was a 24% increase in gross written premiums, the entity recorded a 14% decrease in profits after tax. This is mainly attributable to a one-off cost driven by a change in the deferred acquisition cost methodology.
- There was an expansion of our distribution network through the collaboration with 16 new brokers.
- Launch of Smart Policy: cloud based insurance platform bringing together stakeholders within the insurance industry.
- Some aviation business was lost due to grounding of flights, travel restrictions and lockdowns. Accommodation and hospitality business was also lost or reduced due to the consequences of the Covid-19 pandemic.
- Introduction of cashless payment system, to enhance client experience.

MUA Uganda

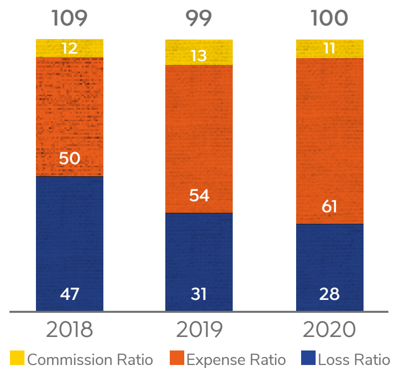
Gross Written Premium (Rs m)



Profit after Tax (Rs m)



Combined Ratio (%)



Key Focus & Outcomes:

- An encouraging 20% increase in gross written premiums was dampened by significant tax audit expenses, impacting profits after tax with a decrease of 57% recorded.
- There was an expansion of our distribution network with the opening of two branches.
- A new partnership with DFCU Bank, with the development of exclusive products.
- We successfully launched the revamped product for medium and small enterprises TradeGuard.
- Reduced processing time for claims due to improved efficiency in operations.

Financial Services – Mauritius

MUA Pension

- As at 31 December 2020, net asset value amounts to Rs 43.3m, the number of corporate pension clients stood at 475 and total assets under administration was Rs 10.2bn.
- A revenue growth of 16% was recorded and profits after tax increased by 41%.
- In 2020, MUA Pension undertook its migration to a new pension administration software which will allow for more efficient and automated operations. Employers and employees will have access to a portal as well as a mobile application for members.
- Aligned with the group, MUA Pension has proven to be agile despite the Covid-19 impact. Their team was able to adapt and work remotely, without any disruption to operations.

MUA Mutual Fund

- As a result of the pandemic and its impact on market performance, particularly in the local equity market, the value of the funds under management during 2020 fell, which resulted in lower management fees, and ultimately impacting profit for the year.
- Compared to 2019, revenue growth decreased by 7% and profits after tax decreased by 19%.
- Several communication campaigns aimed to increase awareness of MUA Mutual Fund and educating the public on its features and advantages were launched. More than 200,000 people were reached through the numerous social media campaigns.
- A key promotion was the bonus of Rs 500 offered after 12 months of contributions for the Monthly Savings Plan.

MUA Stockbroking

- A respected stockbroking and investment dealer and a member of the Stock Exchange of Mauritius.
- Focused on providing a quality trading service for individual and institutional investors.
- Due to the unprecedented market conditions, MUA Stockbroking experienced a decrease in revenue and a 33% decrease in profits after tax as compared to 2019.

MUA Insurance Management

- This joint venture provides insurance management and captive management services.
- Their specialised services include captive feasibility studies, underwriting and risk management support, as well as claims handling and advocacy.

MUA Reinsurance

- Gross Premiums of more than Rs 20m was recorded despite the tough situation that prevailed mainly due to the Covid-19 pandemic. The premium was generated from various territories, including the Comoros Islands, the Seychelles, Ghana and Mozambique. Around 400 offers were worked on, but only 25% of them were supported, showing our disciplined underwriting strategy.
- In 2020, MUA Re developed a cordial working relationship with partners including Reinsurance Brokers, Insurers and Reinsurers evolving in the African Market.
- Covid-19 has hampered marketing and business development strategy by preventing market visits, international conferences and seminars which would have assisted in raising awareness of MUA Reinsurance in the region.

Our Vision Propositions

ENTITY	COUNTRY	PRINCIPAL ACTIVITIES	OUR VALUE PROPOSITION

MUA	Mauritius	Short-term Insurance	- Amongst the leading local insurance companies with 72 years' of experience
			- Comprehensive insurance product range for both individual and corporate clients
			- Wide and diverse distribution channels with island wide coverage:
			  - 9 strategically located MUA branches
			  - 15 accredited agents
			  - 34 brokers
			  - 40 salespersons
			  - On 5 bancassurance panels
			- E-commerce sites for Motor, Travel & Home insurance products
			- Client Portal for renewals, payments and claims
			- Call Centre for all telephonic queries

MUA	Mauritius	Long-term Insurance	- No. 3 in terms of life insurance market share
			- Simple, affordable and relevant product range for both individual and corporate clients
			- Multi-channel distribution channels:
			  - 11 internal salespersons
			  - 50 independent salespersons
			  - 14 brokers
			  - 13 accredited agents
			  - 6 banks (excluding MCB Capital Market, CIM Finance and Rogers Capital)

MUA Pension	Mauritius	Pension Fund Administration	- Owns the following licenses:
			  - Pension Scheme Administration
			  - Investment Advisory [Unrestricted]
			  - Actuarial Services
			- More than 30 years' of Corporate Pension experience
			- Total pension fund assets under administration in excess of Rs 10bn
			- Manages more than 400 pension schemes

MUA Mutual Fund	Mauritius	Mutual Fund Investment	- Pioneer in Mutual Funds in Mauritius with 30 years' of experience - Manages two Funds: General Fund and Property Trust - Over Rs 670m asset under management - Unitholders as at 31 December 2020: 4,697 for MUA General Fund; 2,088 for MUA Property Trust; 6,785 in total
MUA Stockbroking	Mauritius	Investment Dealer	- Leading expert in stockbroking with 31 years' of experience - Involved in many assignments as Financial Advisor and Sponsoring Stockbroker in Public Offerings, Rights Issues and Private Placements of Shares. - Knowledgeable of various types of capital market instruments - Well-balanced client base
MUA Insurance Management Limited	Mauritius	Insurance Management	- MUA Insurance Management Limited is a joint-venture involved in the provision of insurance management and captive management services.

ENTITY	COUNTRY	PRINCIPAL ACTIVITIES	OUR VALUE PROPOSITION
MUA Reinsurance Company Ltd	Mauritius	Reinsurance	- MUA Reinsurance Company Limited (MUA Re) is one of the latest wholly-owned subsidiaries launched by the MUA group. It was incorporated in Mauritius in July 2019. MUA Re holds a Professional Reinsurer license as well as a Global Business license issued by the FSC with the aim of providing reinsurance solutions across Africa. MUA Re offers reinsurance on the following lines of business - Property, Engineering, Miscellaneous Accidents, Liability, Marine and Motor on a facultative and treaty basis.
MUA	East Africa	Short-term Insurance	- Over 110 years' of experience - Personalised service to corporate and individual clients - Comprehensive range of short-term insurance products - In process of expanding the distribution networks and digitalizing the product offerings

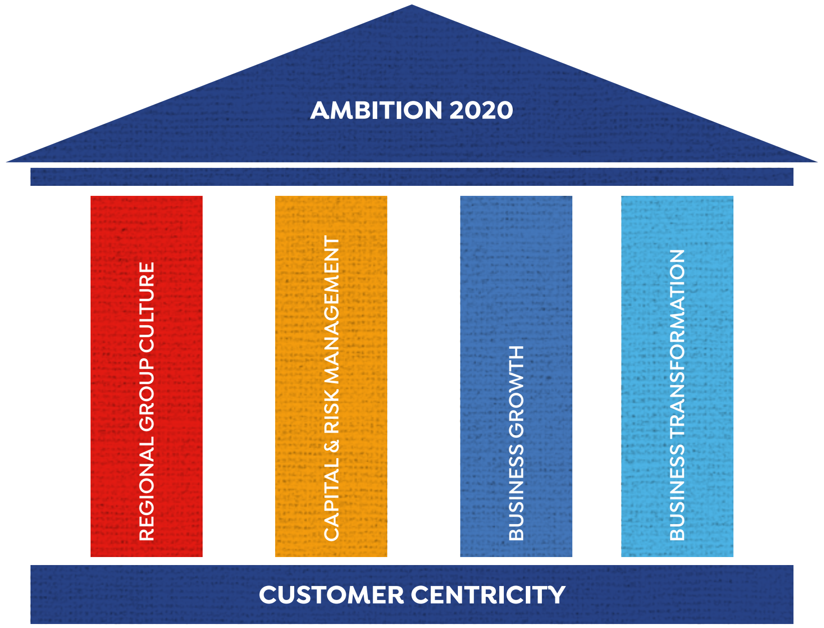
MUA	Kenya	Short-term Insurance	- MUA Kenya
			  - 1 head office and 2 branches
			  - 53 agents
			  - 30 brokers
			- 2020 was marked by new partnerships, optimization of distribution networks and microinsurance.

MUA	Kenya	Short-term Insurance	- Saham Kenya
			  - 1 head office and 3 branches
			  - 403 agents
			  - 81 brokers
			  - 5 bancassurance agencies
			- The acquisition of Saham Kenya in mid-2020 strengthened MUA's presence in East Africa.

MUA	Uganda	Short-term Insurance	- 1 agency office and 3 outlets - 21 tied agents - 15 independent agents - 10 active brokers - 8 active bancassurance partners There was an expansion of the distribution network with the opening of 2 branches.
MUA	Rwanda	Short-term Insurance	- 2 MUA branches - 16 tied agencies - 68 tied mobile agents Digital transformation is ongoing.
Phoenix of Tanzania Assurance Company Ltd	Tanzania	Short-term Insurance	- 9 branches - 50 agents - 2 sales points (extension desks) There was an expansion of the distribution network through the development of a working relationship with 16 new brokers.

MUA Ambition 2020 – MUA's 3 Year Strategic Plan

MUA Ambition 2020 was the 2018 – 2020 Strategic Plan of the Group that acted as a comprehensive framework guiding the fast-paced development and transformation of all entities.



The plan is underpinned by four key strategic pillars, two of which are led at group level.

REGIONAL GROUP CULTURE	'Regional Group Culture' is about bringing all the entities of the group together as one family which shares similar values, culture and branding ethos. "We strive towards creating a dynamic, inclusive working environment where our employees feel valued, motivated, empowered and a strong sense of belonging towards the MUA Family, irrespective of what country they work in or for what entity. OUR PEOPLE are our strength & creating ONE MUA is our goal" - Bertrand Casteres, Group CEO.
CAPITAL AND RISK AMANGEMENT	The second group-wide strategic focus area is on a prudent Capital & Risk Management Approach. We strongly believe in achieving a harmonious fit between our capital resource allocation frameworks, our risk appetite and the returns generated.

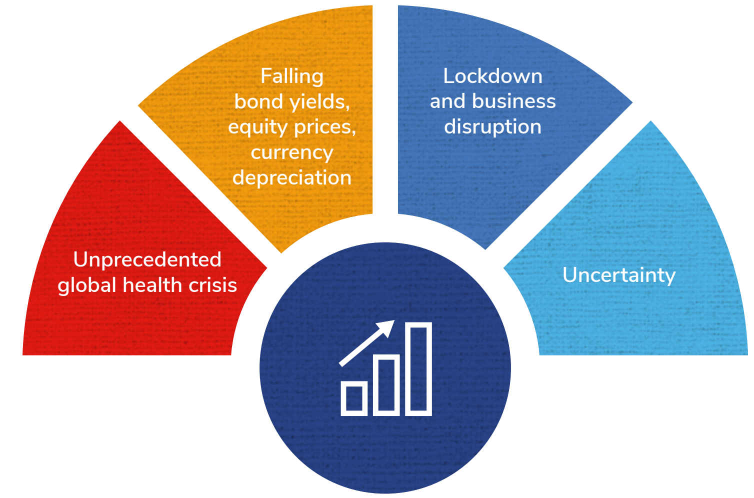
In addition, we also have two additional strategic pillars that each entity applies in line with its business context.

This approach allows for enhanced flexibility, agility and cultural sensitivity in the interpretation of our strategic model.

BUSINESS GROWTH	This strategic pillar focuses on delivering a sustainable growth trajectory despite challenging market conditions. Each entity develops a set of business development initiatives to maintain our growth trajectory.
BUSINESS TRANSFORMATION	Our aim is to transform from being a transactional and disconnected financial services provider towards becoming a full-fledged partner enabling our clients to live their best lives. The first stepping stone in this journey is already underway and is focused on creating simple and affordable products and a fast, transparent and hassle-free claim experience.

MUA Ambition 2020 - Main Achievements

Despite a challenging market context, there was growth and achievement of the 3 year strategic plan.



1. COMPLETION OF AMBITION 2020 STRATEGIC PLAN

- Strong financial results despite challenging market environment
- Successful rebranding and digital transformations
- Regional expansion: East African operations are gaining scale and acting as an important growth driver
- MUA outperforms the local market during Ambition 2020: 55.2% growth in share price

2. COMPLETION OF REBRANDING EXERCISE ACROSS MOST SUBSIDIARIES

- Except in Tanzania

3. SUCCESSFUL REGIONAL EXPANSION

- 100% acquisition of Saham Kenya through MUA Kenya, further strengthening MUA's presence in the East African market

4. SUCCESSFUL INNOVATION AND DIGITALISATION

- Launch of Client Portal
- Launch of mobile application for referrals
- Launch of Takaful life insurance product
- Continuous system upgrades
- Simplification of claims processing
- Increased communication surrounding our e-commerce platforms Click and Go, I Go and Click for Home

5. COMPLIANCE TO REGULATORY REQUIREMENTS

- Data Protection Act
- IFRS 17
- Risk Management

6. FULL SUBSCRIPTION OF RIGHTS ISSUE

- Amount of Rs 415.8m raised to refinance acquisition of Saham Kenya
- Full subscription testifies shareholders' confidence in MUA

7. MAINTENANCE OF CARE RATING

- Credit rating was maintained at CARE MAU AA-Stable, which according to CARE reflected MUA's ability to maintain strong market position and generate stable results
- Rating is a result of MUA's sound financial position and risk management approach

MUA Ambition 2020
Achievements by Strategic Pillar

REGIONAL GROUP CULTURE			
OUR AMBITION	Bringing all the entities of the Group together as one family which shares similar values, culture and branding ethos		
OUR RESULTS	Mauritius	General Insurance	• Successful rebranding ensuring uniformity across entities, except in Tanzania • Annual MUA Day successfully organised across most subsidiaries, strengthening employees' sense of belonging
		Life	
	East Africa	Kenya	
		Uganda	
		Rwanda	
		Tanzania	

CAPITAL AND RISK MANAGEMENT			
OUR AMBITION	Achieving a harmonious fit between our capital resource allocation frameworks, our risk appetite and the returns generated		
OUR RESULTS	Mauritius	General Insurance	• 217% Solvency of The Mauritius Union Assurance Cy. Ltd as at 31 December 2020 • Cyber Security Framework / IT Security • Building security upgrade: new access card system implemented • Compliance with Data Protection Act • Finalisation of Business Continuity Plan (BCP) • Risk Management Framework: Group Audit and Risk Methodology is fully risk-based and aligned on COSO Committee of Sponsoring Organisations of the Treadway Commission) and Enterprise Risk Management (ERM)
		Life	
	East Africa	Kenya	Compliance with new regulatory requirements, Risk & Internal Audit reviewed at group level
		Uganda	
		Rwanda	
		Tanzania	

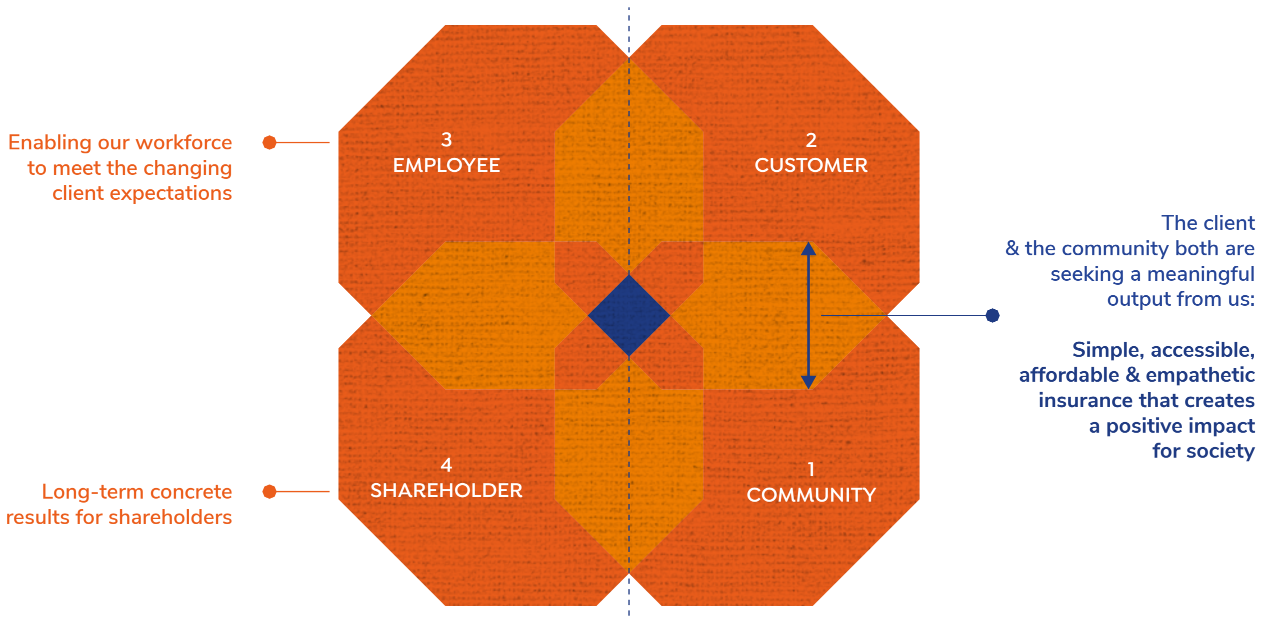
BUSINESS GROWTH			
OUR AMBITION	Delivering a sustainable growth trajectory despite challenging market conditions		
OUR RESULTS	Mauritius	General Insurance	• Focus on International Partnerships and Corporate Business with satisfactory results achieved • Launch of revamped Platinum Health & Complément CFE products • Segmentation and simplification of products - Home & Health • E-Commerce websites: 2,512 speed quotes generated on Click & Go • Review of organisational structure with dedicated corporate unit created • Focus on co-insurance practices
		Life	• Launch of Takaful product • Increased communication around Life products, including traditional communication, digital and social media

BUSINESS GROWTH (continued)			
OUR RESULTS	East Africa	Kenya	• New partnerships with car dealers, digital partners, and brokers • Launch of an Agent Portal • Optimisation of distribution network through the launch of a tied MUA branded branch in 2020 and volume-based incentive programme set up in 2018 • New products: Personal accident cover is sold via USSD technology on Utulivu
		Uganda	• Optimisation of distribution network through the opening of 2 new branches • New products include MSME product TradeGuard and Agriculture insurance • New partnership with DFCU bank: development of exclusive products
		Rwanda	• Work on digital platform is in progress
		Tanzania	• Optimisation of distribution network through the partnership with 16 new brokers

BUSINESS TRANSFORMATION			
OUR AMBITION	Transforming from being a transactional financial services provider towards becoming a full-fledged partner enabling our clients to live their best life		
OUR RESULTS	Mauritius	General Insurance	• Reduced processing time for motor and health claims • Launch of Client Portal for renewals, payments and claim submission: 316 motor renewals for 2020 • Registration of MUA as MCB Juice merchant • Launch of Mobile App: a referral programme where the referrer receives a Rs 500 voucher per referral • Simplification of client documentation • Launch of agent portal • Development of Internal Business Intelligence tools
		Life	• System upgrades & process automation • Digitalisation: launch of Agent Portal with view functionalities and processing via tablets
	East Africa	Kenya	• Optimisation of GIIS core insurance system • Launch of KakBima – a single cloud platform enabling insurance stakeholders to work more efficiently
		Uganda	• Optimisation of GIIS core insurance system • Reduced processing time for claims
		Rwanda	• Optimisation of GIIS core insurance system • Launch of Digital Stickers - E-certificates were issued online
		Tanzania	• Optimisation of GIIS core insurance system • Introduction of cashless payment system (telcom, mobile money) • Launch of Smart Policy – a cloud based insurance platform bringing together stakeholders in the insurance industry

Our Value-Creation & Value-Sharing Business Model

OUR VISION	Creating value for all stakeholders
OUR PURPOSE	Ensuring peace of mind for our customers by providing the best financial protection and solutions through innovative products and services in our chosen markets



At the heart of our vision and mission is the notion of SHARED VALUE – an approach that pushes us everyday to contribute meaningfully and significantly to creating value for ALL, be it:

- The communities in which we operate;
- Our clients who rely on us for their financial protection;
- Our employees who form part of our family and;
- Our shareholders who look for long-term success.

We strongly believe that our success and profitability work in tandem with the advancement of society. As society progresses and grows, so too will our growth opportunities.

COMMUNITY	CUSTOMER	EMPLOYEE	SHAREHOLDER
We are focused on bringing tangible and intangible value to our communities by delivering a clear, well-articulated value proposition which replies well to their needs. By providing insurance that adequately protects them from the risks and perils of life, we contribute to a continuously thriving society.	We are strongly committed to delivering service excellence. We strongly believe that a customer who has been well-advised about the insurance product during the purchase stage and who has been well-assisted during the claim process is a customer that we keep for life. We want to be positioned as the lifelong insurance partner who looks after their needs diligently.	Our people are our strongest asset. Our motto is to go beyond simply attracting, developing and retaining a diverse, qualified and motivated workforce, but to create instead a great place to work where our employees feel a strong sense of belonging to the MUA family, are empowered, recognized and encouraged to achieve their full potential.	Backed by our strong business model and prudent risk management approach, we have consistently delivered sustainable growth and superior returns in the form of share price appreciation and dividends to our shareholders.

TRANSITION 2023

Our Strategic Plan for 2021 – 2023 is aptly named **TRANSITION 2023** and acknowledges where MUA is in its journey – a transition period, given the high level of global uncertainty and the shift towards embedding sustainability values at the core of our business model.

This critical phase is also in line with our strategic evolution since 2014 and is testimony of our ambitions of establishing MUA as a strong regional player:

2014 – 2017: Focus on transforming our General and Life businesses in Mauritius into highly efficient models with a strong base for further business growth and digital transformation.

2018 – 2020: Focus on creating a strong regional group identity and staff culture, on developing the business significantly in East Africa and on major transformation projects for the Mauritian General and Life businesses.

2021 – 2023: Focus on establishing MUA as a strong and sustainable regional insurance player.

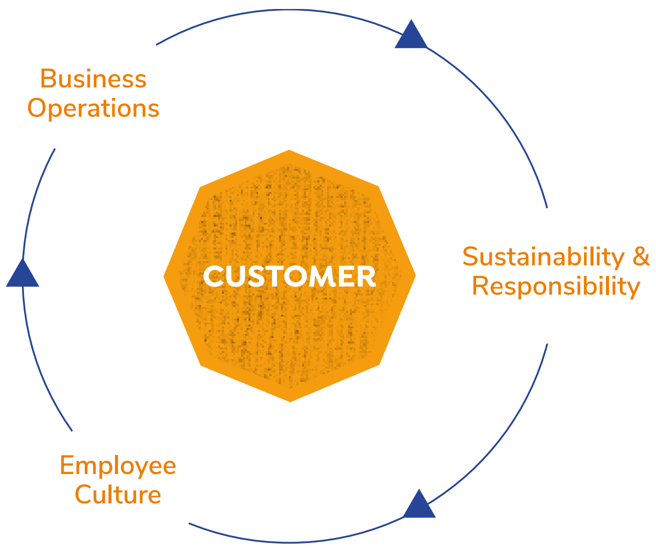
TRANSITION 2023 (continued)

Our Strategic Framework for 2021 – 2023

Our strategic plan has our clients at the heart of our operations.

We endeavour to have a company-wide culture where each member of our team is able to think of the impact on the customer experience before taking a decision.

The model is circular as we strongly believe that we need to have a motivated and engaged workforce to be able to have efficient and effective insurance operations. That in turn will create a positive experience for our clients, and ensuring we make a meaningful contribution to the community by creating real and sustainable value for both our clients and the community. The MUA family will be fully engaged and derive a strong sense of purpose.



TRANSITION 2023 – Our role as a sustainable insurer: Focus on Prevention, Protection & Investment

Focus on **PREVENTION**	Close the **PROTECTION** gap	**INVESTMENT**
• Strongly promoting Safe Driving: Selecting better risks & encouraging better driving behaviour amongst young drivers • Encouraging clients to lead a healthier lifestyle • Helping individuals & companies better prepare for the economic risks they face	• Providing adequate & affordable covers that meet customer needs • Tangible short term benefits • Microinsurance, financial planning & wealth management	• Socially Responsible Investment (SRI) • Positive social impact, incorporating ESG (Environmental, Social, Governance) principles into investment decision process

1 day per employee to participate in MUA Foundation activities	**CSR**	Giving back to the community by focusing on 3 main Sustainable Development Goals

Macroeconomic Environment

2020 Trends

Global

The global growth contraction for 2020 has been estimated at 3.5%, heavily impacted by the unprecedented health crisis. The pandemic is the largest economic shock the world economy has witnessed in decades, leading to a collapse in global activity.

Mauritius

In 2020, due to the significant economic fallout of the Covid-19 pandemic, Mauritius recorded its worst contraction since 1980. Real GDP growth contracted by 14.9% (basic prices) and 15.4% (market prices). Following the impact of the pandemic, all industries have contracted in 2020, with the exception of ICT, financial and insurance activities. A marked slowdown was nevertheless observed in these activities.

Kenya

Real domestic product is estimated to have contracted by 0.3% in 2020. Kenya's economy was hit hard through supply and demand shocks on external and domestic fronts. As a result, there was a sharp slowdown in activity in 2020. While agricultural output grew, manufacturing and the services sector, such as tourism and education, were severely disrupted.

Uganda

Uganda's real GDP declined by 0.5% in 2020, after growing to 7.5% in 2019. Industries which were severely affected include tourism and hospitality, manufacturing, retail and wholesale trade and education. Economic activity stalled during the latter part of the fiscal year due to a domestic lockdown that lasted over four months, border closures for everything bar essential cargo, and the spill over effects of disruption in global demand and global supply chains due to the Covid-19 pandemic. This resulted in a sharp contraction in public investment and deceleration in private consumption, which hit the industrial and service sectors hard, particularly the informal service sector.

Tanzania

Tanzania reached an important milestone in 2020, when it was formally recognized as a lower middle income country, instead of a low income country. However, economic growth significantly slowed in 2020, as indicated by a fall in the GDP growth rate of 2.0%. Other adverse impacts of the Covid-19 pandemic include a significant drop in fiscal revenue as a result of the steep decline in consumption, production and imports.

Rwanda

In 2020, the Rwandan economy has been severely affected by the Covid-19 pandemic and the growth has fallen to 2%. A 6.6% increase in inflation was recorded in 2020, as a result of rising food prices due to disruptions to domestic and regional supply chains. A current account deficit, equivalent to 16.5% of GDP was recorded, due to low exports and a drop in foreign direct investment.

2021 Outlook

Global growth for 2021 has been projected at 5.5%, although at the end of 2020, forecasts were lowered. The 5.5% global growth reflects the strong starting point for the world economy, driven by the approval of numerous vaccines, the onset of vaccination campaigns in numerous countries, additional policy support in Japan and the United States and an expected increase in contact intensive activities. However, factors surrounding the Covid-19 pandemic which can further negatively impact global growth are new variants of the virus, the strong resurgence in India and the re-introduction of lockdown measures and restrictions. Worldwide trade volumes are forecast to grow by 8%, in line with the recovery in global activity. However, trade in services is expected to recover more slowly than merchandise volumes due to subdued business travel and international tourism. Overall, the strength in projected recovery will heavily vary across countries and will depend on medical interventions, exposure to cross country spill overs, policy support effectiveness and other structural characteristics.

Our Value Creation Process

OUR CAPITALS (INPUTS)

FINANCIAL CAPITAL

Rs 4.2bn Total Equity | **Rs 2.4bn** Total Reserves

ORGANISATIONAL CAPITAL

- Market leader in Mauritius
- Strong network of brokers, agents & strategic partners

HUMAN CAPITAL

- 825 employees across 6 countries
- Strong levels of employee engagement

MANUFACTURED CAPITAL

- 9 strategically located branches and 1 head office in Mauritius. Strong network of accredited agents, salespersons and brokers
- 22 outlets in East Africa
- Around 25 core IT Systems
- Pioneer in digital insurance offerings in Mauritius

OUTPUT ENABLERS

We offer non-life & life insurance products to individual & corporate clients, in line with their risk profile and our risk appetite.

We manage life funds through a prudent and carefully managed investment policy.

We seek to generate an acceptable return from our strategic investments.

We create a dynamic, inclusive and empowered working environment with clear performance-related remuneration and talent management frameworks in place.

We maintain, enhance and optimise our operations with regular investments in relevant technology and infrastructure.

RISK MANAGEMENT ACTIONS

- Strategic Risk
- Market Risk
- Liquidity Risk
- Reserving Risk
- Capital Management Risk
- Interest Rate Risk
- Insurance Risk
- Operational & Legal Risks
- Customer, Product & Market Risks
- Regulatory & Compliance Risks
- Execution Risk

FINANCIAL OUTPUTS: VALUE FOR MUA

Gross Written Premiums
↗ by 17% to Rs 5,238m

Profits After Tax
↙ by 18% to Rs 365m

Life Fund
↔ by 0% to Rs 7.8bn

Investment Income
↙ by 78% to Rs 39m

VALUE FOR OUR STAKEHOLDERS

EMPLOYEES

- Successful organisation of **2 major employee events**, namely the MUA Day and EOY Party despite challenging conditions
- Staff protected during sanitary crises and able to work remotely
- Paid Rs **332m** in salaries and benefits, which is 1% higher than 2019
- Total of **3,227** training hours across for the group, with **9.5 hours per employee**
- Total spend of **Rs 2.6m** towards employee welfare and development
- **39%** of our Mauritian staff members have worked for more than 10 years at MUA
- **16** employees sponsored for professional qualifications across the Group

CLIENTS

- Even during the lockdown, clients were able to perform key transactions such as renewing their policies, making payments and submitting claims thanks to the **Client Portal**
- **Reduced processing times** for motor and health claims
- **30,488** new insurance clients in 2020
- **79,761** claims paid in 2019
- **Birthday SMS and calls** to clients launched in July 2020

SHAREHOLDERS

- Posted strong financial results – Increase of **20%** in group revenue
- Share price increase of **8%** in 2020
- Shareholders equity up by **21.9%** during 2020
- CARE Ratings maintained MUA Ltd's Bond Credit Rating at CARE MAU AA-Stable
- **Fully subscribed Rights Issue** in 2020 is testimony to investor confidence

COMMUNITIES

- Total contribution of **Rs 3,023,514** towards societal causes in Mauritius
- **2 months car insurance** offered free of charge to medical and paramedical staff
- MUA Foundation: **collaboration with numerous NGOs** (Foodwise, Small Step Matters, Mauritius Wildlife Foundation) to assist those affected by the Covid-19 pandemic and help the reduce impact of the Wakashio oil spill.
- Campaigns such as **Learners' Challenge** and **Don't Drink & Drive** to promote safe driving behaviour among Mauritians

ENVIRONMENT

Mauritius:

- Reduction in paper consumption by 21%
- Reduction in fuel consumption by 14%
- Reduction in electricity consumption by 19%
- Stopped using spoons and cups. Replaced with reusable utensils.

The Needs and Expectations of our Stakeholders

In line with our 'Shared Value' model (more about that on page 40, we have set ourselves some long term goals to guide our value creation for our key stakeholders. We firmly believe that a sound ecosystem is vital for MUA to thrive in and we are committed to adequately delivering on the needs and expectations of our stakeholders.

STAKEHOLDERS		THE NEEDS & EXPECTATIONS OF OUR STAKEHOLDERS	OUR LONG TERM GOALS
STAFF	• 825 staff members • 531 based in Mauritius and 294 in East Africa • 59% female, 41% male across the group • 6% with more than 20 years of service in Mauritius • 26% aged less than 30 in Mauritius • 3,227 training hours in total across the group • 16 staff members sponsored for professional qualifications across the group • 7.6% of staff turnover, which is below the industry benchmark	MUA Employees should do Meaningful Work • We serve a critical purpose and have a noble profession as insurers: we provide protection when people need it most • Shift from high volume repetitive tasks to higher value work through automation MUA Employees should have Growth Opportunities through: • Talent management • Learning, development and sponsorship • Leadership programmes for individual and team effectiveness • Career opportunities across the group MUA Employees should feel a Sense of Belonging to the group • We are One MUA: leveraging on our diversity to boost innovation, productivity and progress and celebrating together like one MUA Family MUA Employees should work in a Productive Environment • Adequate work-life balance (Work from Home and Flexitime) • Cross-functional collaboration MUA Employees should actively participate in CSR activities: • One dedicated working day to participate in CSR activities for all employees	To have a knowledgeable and dynamic workforce growing in tandem with the company To give employees the opportunity to become owners of the company through the Employee Share Scheme
CLIENTS	• All individuals in Mauritius, Seychelles, Kenya, Uganda, Tanzania and Rwanda with a wide range of insurance and investment products. • Corporates, small & medium enterprises and public institutions for their insurance and corporate pension needs.	• Fast and clear claim settlement process • Unambiguous terms communicated in layman terms and accessible language • Simple, accessible, affordable and empathetic insurance that creates a positive impact for society • Excellence in customer service • Trusted insurance partner who they can count on	To become the preferred insurance partner on the market and to position MUA as a sustainable insurer
SHAREHOLDERS	• 1,937 ordinary shareholders • Rs 7.24 earnings per share, v/s Rs 8.47 in 2019 • Net assets per share of Rs 70.66 v/s Rs 62.97 in 2019	• Share price appreciation • Attractive and sustainable dividend payout • Growth in net asset value and good return on equity • Sustainable high growth strategy • Strong solvency and sound balance sheet • Experienced management and sound governance • Transparent and regular reporting	To increase profits in a sustainable manner and create significant shareholder value
REGULATORS	Mauritius: • Financial Services Commission Kenya: • Insurance Regulatory Authority Tanzania: • Tanzania Insurance Regulatory Authority Uganda: • The Insurance Regulatory Authority of Uganda Rwanda: • National Bank of Rwanda	• Compliance with all legal and regulatory requirements • Active participation to the Insurers' Association of Mauritius and other regulatory or governmental working groups	To prudently manage our risks while being fully compliant with the local regulatory frameworks
COMMUNITIES	Local communities of the countries in which we operate, including any societal and environmental concerns	• Access to insurance and micro-insurance products that protects individuals and their families against specific risks • MUA to recruit and train local workforce • An insurance company that uses its knowledge and expertise to encourage risk prevention • Significant and long-lasting contributions to societal causes	To link our CSR projects to our core duty and to our business performance To promote self-reliance & self-sufficiency in our CSR Projects To dedicate one day per year for all MUA Employees to MUA Foundation CSR Activities

Sustainability is about investing in our staff, our customers, our community and the environment. Anchored in the principle of solidarity, it also gives us purpose.

SUSTAINABILITY

Investing In Our Staff

2020 Key Highlights

Business continuity during lockdown

In 2020, the MUA team displayed strong agility and the ability to adapt quickly to the lockdown situation. MUA was able to maintain business continuity owing to the extensive collaboration of its staff who were given the necessary support. Over 300 employees in Mauritius were able to work from home, representing more than 60% of the workforce. Several actions ensured the MUA team was well prepared to adopt a Work from Home (WFH) routine. These included a good understanding of individual staff members' requirements ahead of the lockdown, a reactive and experienced IT team ready to assist with connectivity and hardware issues, in collaboration with the logistics department, and regular and pertinent communications between the staff and various support teams. The Human Resources team provided additional communications and support to ensure staff wellbeing, both body and mind, during this potentially stressful time.

Staff experience during lockdown

Ann Liu
Senior Administrative Officer – Pension

"It was nice to hear from the office from time to time via the Group Communications. Knowing we are cared for and loved by our employer is reassuring and gives us a sense of pride to belong to such a wonderful company. Need to use a lot of the digital facilities to ensure work is being done. Makes me wonder how much we are dependent on physical documents and will definitely redefine a new way of working as from now on. Otherwise, I haven't been facing any difficulties to connect to the office from home and wish to convey a big BRAVO to the IT department.

Reekesh Gowrea
Assistant Manager – Underwriting Motor

"We are in contact from our Cluster Group WhatsApp, whereby everyone is connected and updated on the daily Operations. Job monitoring is being done via our USP Ticking Platform and working great. No difficulties in terms of login. Team meetings are done via Zoom and WhatsApp."

Shama Aboobakar
Manager – Business Development - Pension

"Aside for the fact that we all work at MUA, there has never been a time when all of us really had another thing in common, and today we do. We are all confined. It can be a predicament or an opportunity - it is up to you what you are going to make of it. And if ever it gets too hard, we are all an SMS, a phone call or an email away - feel free to say hello and I will reply back so you know you are not alone and you are valued! We are one MUA, one Family!"

Back to office operations after lockdown

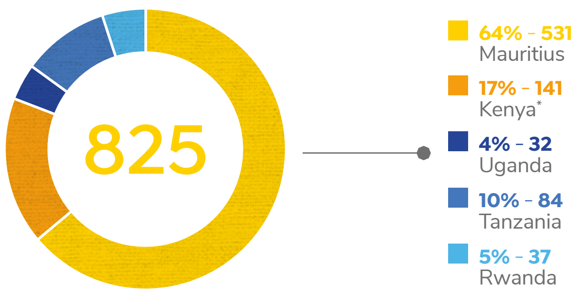
To ensure a smooth "back-to-office" transition and the resumption of normal business activity, an inter-departmental committee provided recommendations. These included sanitary protocols to keep our employees, clients, partners, suppliers and visitors safe and comfortable. All staff were given dedicated training before returning to the office and received sanitary packs for their protection. As a responsible insurer, MUA takes its responsibilities in terms of health and safety very seriously, and implemented the necessary measures to minimise any potential risks.

Other developments in 2020

Launch of askHR platform: its purpose is to tackle all of MUA employees' queries smoothly and in a timely manner. It will also provide an accurate database which will facilitate the delivery of high standard performance.

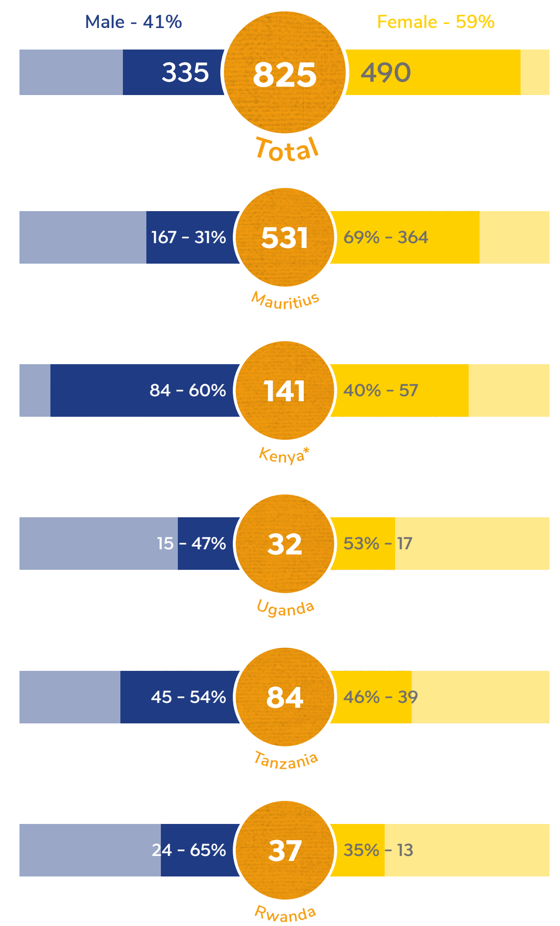
MUA was able to maintain two key annual employee activities, namely, the MUA Day and End of Year party.

Group – Overall Headcount



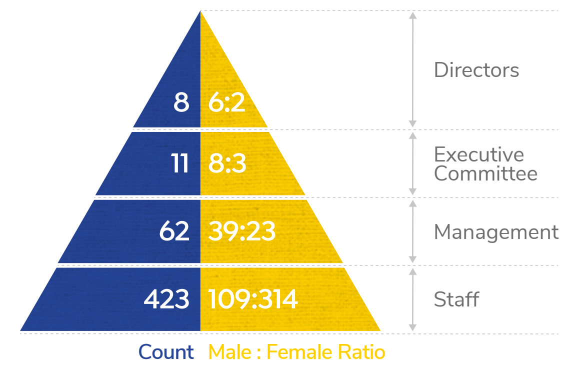
*Kenya headcount includes MUA Kenya and Saham Kenya teams

Group – Male to Female ratio

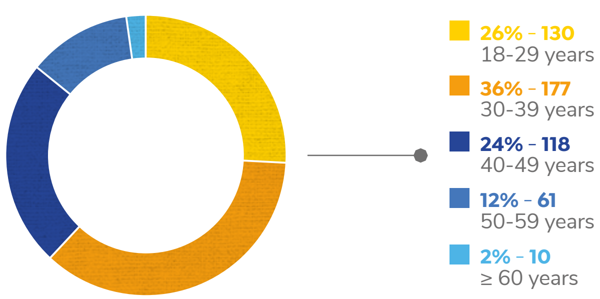


*Kenya headcount includes MUA Kenya and Saham Kenya teams

Mauritius – Male to Female ratio across levels

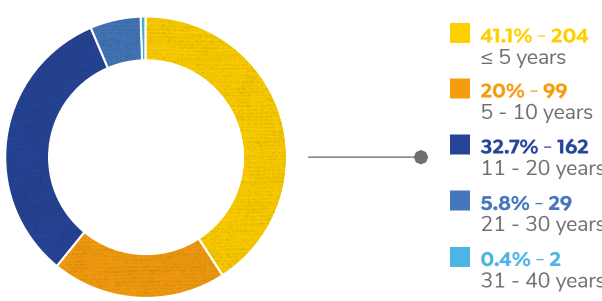


Mauritius – Staff by age



*These figures exclude trainees

Mauritius – Staff by length of service



*These figures exclude trainees

Training and Salaries – Mauritius

2150
Number of training hours as at 31/12/2020

158
Number of participants as at 31/12/2020

Rs 6,046,678
Training budget in 2020

14
Number of employees sponsored for professional qualifications in 2020

Rs 331,767,102
Total salaries and benefits paid out in 2020 incl. performance bonuses and commissions

14
Number of staff who were given a salary increase following tertiary education or professional qualification sponsorship

Training – East Africa

Learning and Development	Kenya		Uganda	Tanzania	Rwanda
	MUA Kenya	Saham Kenya			
Number of training hours as at 31/12/2020	135	116	12	526	288
Number of participants as at 31/12/2020	53	7	36	70	15
Training budget in 2020 (Rs)	214,325	1,211,429	243,890	530,666	614,768
Number of employees sponsored for professional qualifications in 2020	1	0	0	1	0

Employee Welfare Activities – Mauritius

With the close collaboration of the Employee Engagement Team, activities organised in 2020 included the Independence Day event, MUA Day, Kids Party, End of Year Party, Christmas Party, Taichi, Zumba and Hiking. A total of Rs 2,617,000 was spent on these activities.

Investing In Our Customers

2020 Key Highlights

Our response to Covid-19

The daily tasks of the Customer Care Department consisted mainly of ensuring customers queries were attended to promptly, especially as communication between the departments was a challenge as a result of the lockdown and all employees working remotely.

In addition, there was regular reporting to senior management about the issues raised by customers, the actions taken and the results of tests done on the Interactive Voice Response (IVR) system.

Clients were provided with digital solutions which could be used to make contact with the MUA team, including Facebook messenger and our Client Portal. Thanks to the latter, customers could perform key transactions during lockdown, including renewal of policies, making payments and submitting claims. Our e-commerce platforms, Click & Go, I Go and Click for Home, were available for clients who needed car, travel and home insurance quotes.

Launches and actions

MUA Select Garages

Launched in July 2020, MUA Select Garages is a single platform which handles the motor claims process in Mauritius. It combines a network of 11 specially vetted garages from a pool of 37 potential garages. The platform benefits clients through a more rapid and efficient claims process. Handlers have the possibility to log a claim, track a claim, assign surveyors and follow up on repairs with garages. Surveyors can upload photos, submit survey reports and approve additional repairs. Garages can place bids, request additional information, indicate start and end date for repairs. The impact of MUA Select Garages in 2020 can be summarized as follows:

53%
Reduction in cycle time from 41 days to 19 days

Rs 6,556,205
Estimated total savings in 2020

8.15
Customer satisfaction score increased from 7.71 in 2019

Customer Satisfaction Survey

A customer satisfaction exercise was performed using 3 methodologies, namely face-to-face interviews in branches, phone call interviews with MUA clients and an online survey. Overall satisfaction levels across each methodology were:

Face-to-face interviews
91%
Totally satisfied or satisfied

Phone call interviews
70%
Totally satisfied or satisfied

Online survey
70%
Totally satisfied or satisfied

MUA Global Customer Satisfaction Score (CSAT)*
71%

*CSAT = (Total number of satisfied customers/- Total number of responses) X 100

Mystery shopping

A mystery shopping exercise was also performed using 3 methodologies, namely in-store, online and telephone mystery shopping. The main findings were:

- Across all MUA branches, the customer effort score is 2, implying all employees were sufficiently knowledgeable to answer customer queries.
- Across all MUA branches, the overall customer satisfaction is 90%.
- The MUA hotline was answered in less than 5 seconds.

Interactive Voice Response (IVR)

In addition to the IVR operating after office hours for emergencies, an IVR operating within business hours was implemented on our main telephone line, 207 5500. The aim was to ease communication with MUA by routing calls to the appropriate recipients or departments via an automated telephonic system. Several tests took place prior and post implementation, to ensure optimal functioning of the IVR.

Internal Customer Care Training

With the aim of constantly improving customer service across MUA, the Customer Care team has been providing both on-the-job and classroom training to our client-facing staff, mainly in branches. This exercise enables us to go through the basic principles of customer service as a refresher and to address possible problematic issues or situations that our staff may encounter while dealing directly with customers.

Birthday SMS and calls to customers

Launched in June 2020, this project adds a caring touch to MUA's relationship with its customers. As at 31 December 2020, 16,511 SMS were sent and 1,021 calls were made.

Happy or Not

Happy or Not terminals are located in all our branches and our two offices in Mauritius until May 2020. During this time a very high rate of satisfaction (91%) was recorded among our clients.

Other actions

The complaints handling process has drastically changed at the end of 2019, under the newly created Office of Ombudsperson for Financial Services, bringing our obligation to reply to any complaint to 10 calendar days instead of 30 working days.

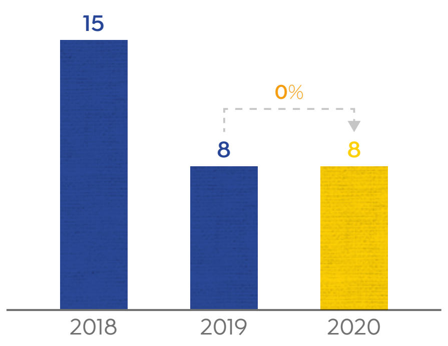
Investing In Our Environment

2020 Key Initiatives

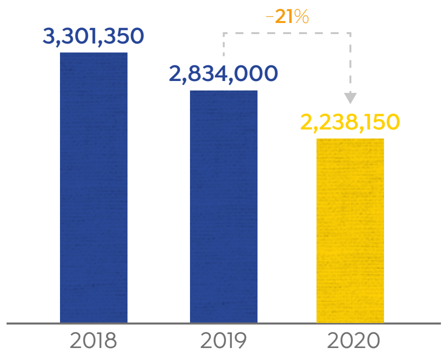
- All old air conditioners were replaced by new air conditioners and new chillers at our Head Office and Caudan office, improving efficiency and reducing electrical consumption.
- LED lights have been introduced at the Caudan office.
- Halogen lights were replaced with LED lights at our Head Office.
- Water dispenser with plastic containers have been replaced with filtered water dispensers.
- The use of plastic cups and plastic spoons has been stopped over the course of 2019 and 2020.
- Plastic cups were replaced by paper cups and ceramic mugs.

Paper consumption

Most commonly used paper

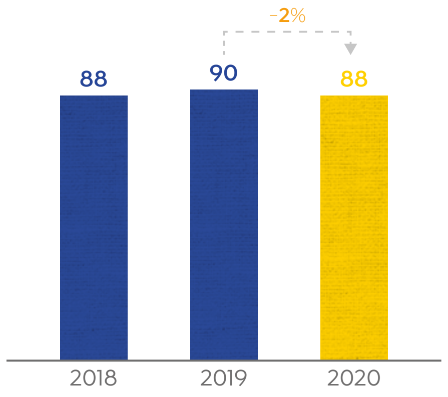


No. of Sheets

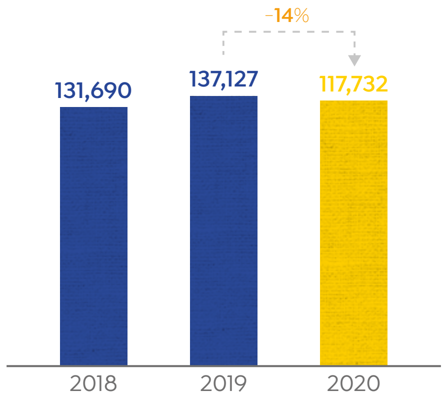


Fuel consumption

No. of Vehicles

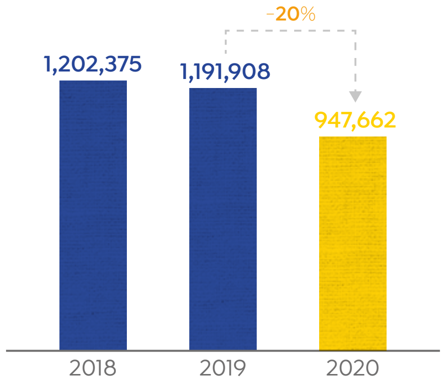


No. of Litres

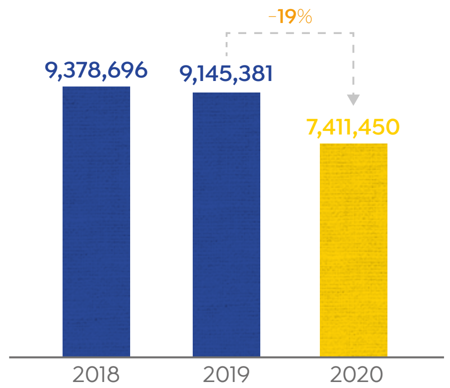


Electricity consumption

No. of KWh



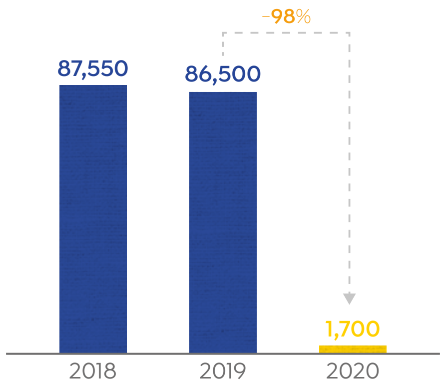
Total Cost (Rs)



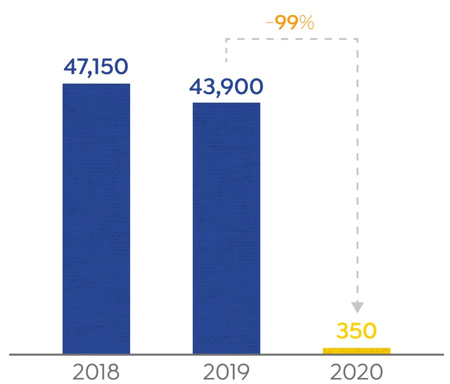
Plastic consumption

The use of plastic cups and plastic spoons was stopped in our offices and branches:

No. of plastic cups

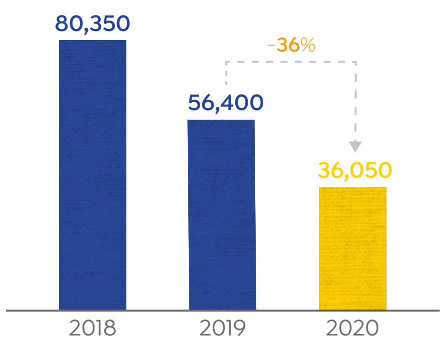


No. of plastic spoons

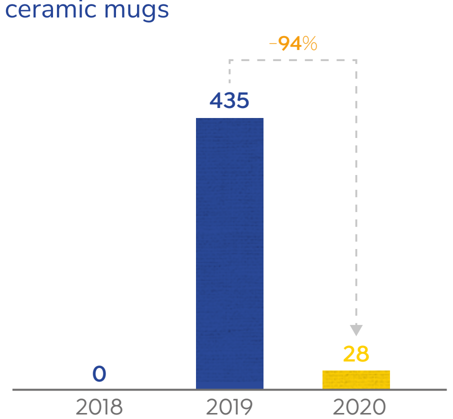


Over the course of 2019 and 2020, we replaced plastic cups by paper cups and ceramic mugs in our offices and branches:

No. of paper cups



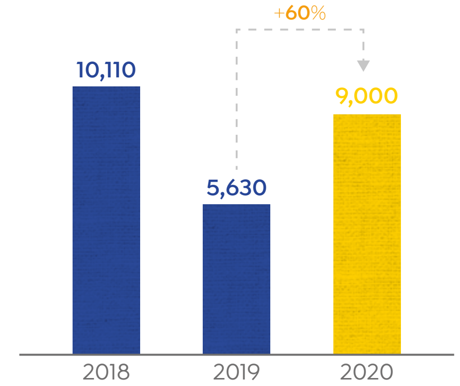
No. of ceramic mugs



Consumption of plastic bags:

There was a temporary increase in plastic bag usage as a result of Covid-19 sanitary measures put in place in all our branches and office locations.

No. of plastic bags



Key initiatives planned for 2021/2022

- Switch from LED lights to LED panels, which are more energy efficient.
- Current process to switch to biodegradable toilet paper, which has already been implemented on several floors of our Head Office.

Investing In Our Community

2020 Key Initiatives

Covid-19 Solidarity Crowdfunding

MUA was determined and committed to assist families who were affected by the Covid-19 pandemic. By collaborating with NGOs Small Step Matters and FoodWise Mauritius, MUA launched a fundraiser to provide over 700 food packs to the most needy. A total of Rs 520,000 was donated by MUA towards this crowdfunding initiative.

Promotion to medical and paramedical staff

MUA recognised the efforts and commitment of medical and paramedical staff by dedicating a promotional campaign to them for a period of one year. From 1 July 2020 to 30 June 2021, they can benefit from a 2-month discount on their annual premium when subscribing to a new car insurance or renewing their car insurance, applicable to private motor vehicles. As at 31 December 2020, over 60 medical and paramedical staff benefitted from this offer.

Wakashio oil spill

Following the Wakashio oil spill in our lagoons, MUA was committed to the efforts to mitigate the impact of this ecological disaster. MUA supported the crowdfunding initiative of Small Step Matters (SSM) and the Mauritius Wildlife Foundation (MWF) to mobilise as many resources as possible to help limit the damage. Rs 100,000 was donated by MUA to support this cause. The total amount raised through this crowdfunding initiative was Rs 386,307.

Road safety

As a responsible and sustainable insurer focusing on prevention, MUA is strongly dedicated to promoting safe driving behaviour. In this context, MUA launched two road safety initiatives in 2020, the Learners' Challenge and the Don't Drink & Drive campaign. Both campaigns were extensively covered on social media platforms such as Facebook and Instagram. The increase in number of shares on Facebook from around 1,900 in 2019 to around 5,700 in 2020 is directly correlated to the Learners' Challenge and Don't Drink & Drive campaigns. Facebook users considered the content interesting, worthy, relevant and entertaining, sharing it with their friends and relatives.

Learners' Challenge

In order to educate current and future drivers on the right road regulations and how to follow them, 10 videos were produced and posted on social media. With the collaboration of a professional driving instructor, the videos covered 10 essential driving skills necessary to successfully complete the driver's test.

The objectives of the challenge were:

- To educate the Mauritian public on road safety.
- To sensitise current and future drivers on good practices on the road.
- To position MUA as a responsible insurer.

The Learners' Challenge was MUA's most successful campaign on social media in 2020. The web-series was well-received among the public and garnered a high rate of engagement. In light of its success, there was a net increase in excess of 5,000 Facebook fans as compared to 2019.

Don't Drink & Drive

Following the success of the Learners' Challenge, the MUA team was present at 10 night club events around the island during the festive period, to reiterate the importance of road safety through a Don't Drink & Drive campaign.

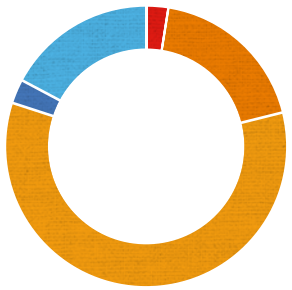
The objectives of this initiative were:

- To save lives and reward responsible behaviour.
- To promote awareness around road safety.

A total of 443 bracelets were distributed to "Bobs" (i.e. drivers who were not drinking alcohol) and free non-alcoholic drinks offered to targeted Bobs. Most of the public found this initiative innovative and creative. Although they shared the initiative was unusual coming from an insurance company, their response towards the campaign was positive.

Owing to these numerous actions, MUA demonstrated proximity and empathy towards its key stakeholders.

Rs 1,956,388	Rs 1,067,126	Rs 3,023,514	16
Direct charitable contributions from MUA Foundation	Disbursed to MRA to support National Social Inclusion Foundation	Total contribution to societal causes in 2020	Total projects in 2020



- **2.6%** Peace and nation-building
- **18.6%** Education, welfare & development of vulnerable children
- **59.1%** Poverty alleviation, community development & capacity building
- **2.8%** Protection, health & special integration of vulnerable groups
- **17.0%** Sustainable Development and the environment

Projects	Funding (Rs)	Allocation (%)
Peace and nation-building	50,000	2.6%
St James Cathedral Renovation	50,000	2.6%
Education, welfare & development of vulnerable children	363,052	18.6%
Support for the yearly salary of a teacher - Association d'Alphabétisation de Fatima	200,000	10.2%
SOS Children's Village: alternative residential care for around 60 abandoned children	100,000	5.1%
250 face masks for pupils of Surtee Soonnee Government School	6,250	0.3%
Cakes for RCA Case Noyale	3,500	0.2%
Waiver for premium for Afrasia Foundation	13,302	0.7%
Etoile du Berger - Installation of a new water tank	40,000	2.0%
Poverty alleviation, community development & capacity building	1,155,336	59.1%
L'Association des Amis de l'Ordre Souverain de Malte	50,000	2.6%
Funding to Foodwise for food packs distribution	865,336	44.2%
EOY - Dinner for the Homeless	240,000	12.3%
Protection, health & special integration of vulnerable groups	55,000	2.8%
Eye surgery for a member of the Pont du Tamarinier NGO	20,000	1.0%
T1Diams - Support for their Gala Charity Dinner	15,000	0.8%
Eye surgery for a patient in need	20,000	1.0%
Sustainable Development and the environment	333,000	17.0%
Recycling bin & sponsoring for the purchase of a new van - Mission Verte	183,000	9.4%
Ile aux Aigrettes Restoration Project	50,000	2.6%
Wakashio Oil Spill Emergency Fund Allocation to the Mauritian Wildlife Foundation	100,000	5.1%

MUA Gallery

Employee Events:
Christmas at MUA,
End of Year Party, Hiking,
Indoor Events, Kids Party
& MUA Day

MUA Gallery (continued)

Sponsorship Events:
MUA Golf &
MUA Tennis Open

Partner Events:
Agent Award Night

MUA Gallery (continued)

CSR Events

East Africa Events

Scan to browse MUA's photos and videos gallery.

The Board of Directors of MUA is committed to uphold the highest standards of integrity, accountability and transparency in the governance of MUA and its subsidiaries.

CORPORATE GOVERNANCE

Corporate Governance

Group Profile

MUA Ltd ('MUA' or 'the Company') is a public company listed on the Official List of the Stock Exchange of Mauritius ('SEM') since 8 January 2019 and is a Public Interest Entity as defined by the Financial Reporting Act 2004.

The Board of Directors ('Board') of MUA is committed to uphold the highest standards of integrity, accountability and transparency in the governance of MUA and its subsidiaries ('MUA Group' or 'the Group') and acknowledges its responsibility for applying and implementing the eight principles set out in the National Code of Corporate Governance (2016) ('the Code') as explained in appropriate sections of the Annual Report:

Principle 1: Governance Structure

The Role of the Board

The Board is responsible for leading effectively the Group and the Company by establishing strategies and policies to enhance the long-term value for its shareholders and other stakeholders.

The Board validates and monitors strategies, policies and business plans as well as considers all statutory matters, including the approval of financial statements, the declaration of dividends, the review of the Company's performance through budgets and forecasts and the Chief Executive Officer's report. It also ensures that all legal and regulatory requirements are met.

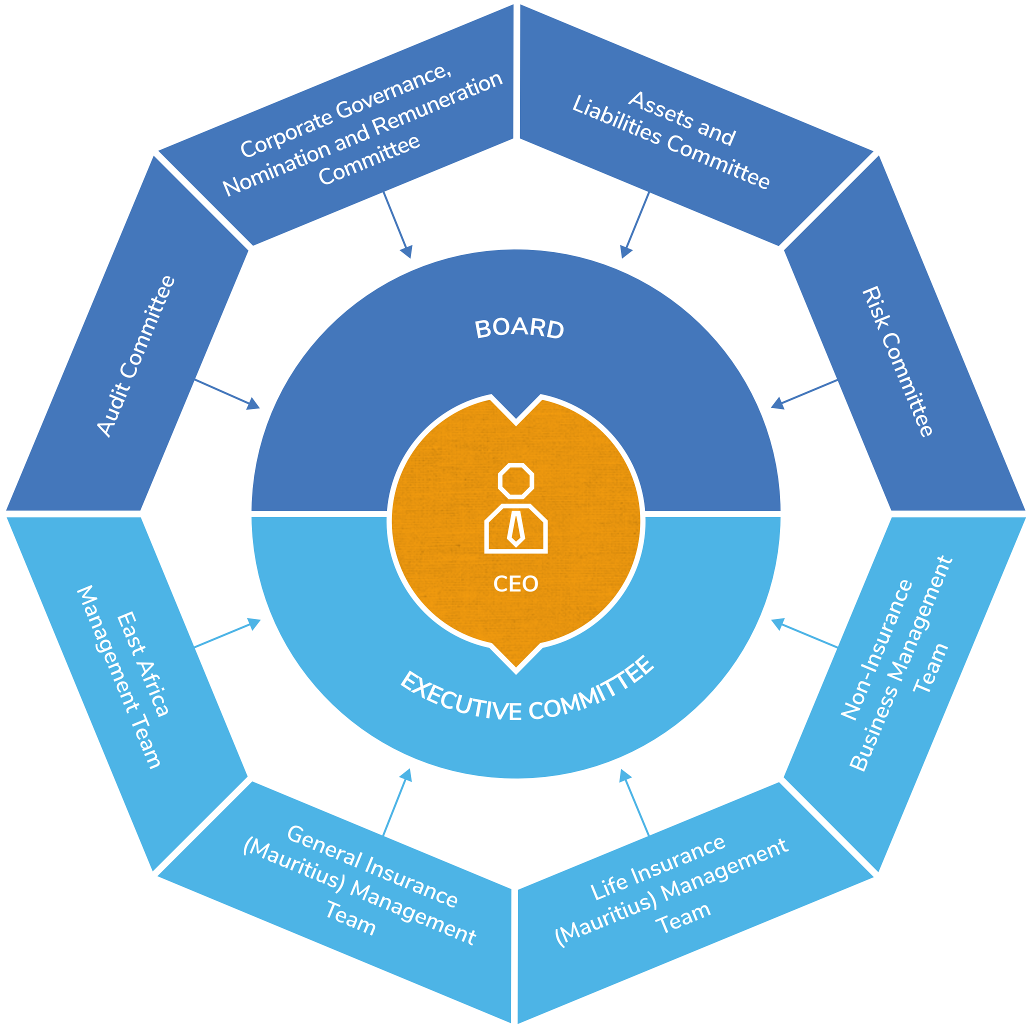
Charters and Code of Ethics

The Board is committed to doing business within high standards of conduct and ethical behaviour which are fundamental to the preservation of the MUA Group reputation and to the success of its operations. The Board has approved its charter, the organisation's Code of Ethics as well as a Code of Ethics for directors.

Organisational Chart and Statement of Accountabilities

The Group operates within a defined governance framework with clear lines of authority, accountability and responsibility as illustrated in the chart below.

The Board has approved the positions statements of Key Governance positions as: The Chairman, the Group Chief Executive Officer (CEO) and the Company Secretary, as well as the Organisational Chart and statement of accountabilities.



Statement of Accountabilities

MUA is led by an effective and highly committed Board of Directors who possesses the appropriate skills, knowledge, experience and independence to enable them to discharge their duties and responsibilities in the most effective way. The Board is well aware of its responsibility to maintain a high standard of corporate governance. As outlined in the previous visual, the Company operates within a well-structured and defined governance framework, with clearly articulated lines of responsibility. Where appropriate the Board can delegate that authority whilst retaining effective control. However, the Board remains fully accountable and responsible for the performance of MUA, at every level of the business.

To this end, the Board has created four Committees with direct reporting lines to the Board. A further eight Executive-level Committees operate under the CEO and the Executive Committee. All these committees operate within approved terms of reference and are mandated to provide guidance to the Board. The CEO leads the work of a number of the committees, and there are appropriate reporting mechanisms in place to escalate their recommendations to the Board.

Constitution

The Constitution of the Company complies with the provision of the Companies Act 2001 and the Listing Rules of the SEM.

The Constitution stipulates that no shareholder can hold more than five percent of the stated capital of the Company without the previous authorization of the Board of Directors.

The Constitution also stipulates that Directors are not required to hold shares of the Company to qualify as Directors.

Principle 2: Structure Of Board And Committees

Board size and structure

The Company's constitution states that the Board shall consist of a minimum of seven and a maximum of twelve Directors. As at 31 December 2020, the Company was headed by a unitary Board consisting of ten Directors, three of whom are Independent Non-Executives, five Non-Executives and two Executives.

The Directors come from different professional backgrounds with varied skills, expertise and strong business experience. Taking into account the sophistication of the Group's operations, the Board is satisfied that its actual size and composition is well balanced for it to assume fully its responsibilities while discharging its duties effectively. The Board Charter stipulates that composition of the Board shall include at least two Executive Directors, two Independent Directors and gender balance with at least one female Director.

Directors	Category	Date Appointed	Gender	Country of Residence	Board Attendance
Vincent Ah Chuen *	NED	2019	M	Mauritius	8/8
Alfred Bouckaert	IND	2019	M	Belgium	7/8
Bertrand Casteres – Chief Executive Officer	ED	2018	M	Mauritius	8/8
Melanie Faugier	NED	2019	F	Mauritius	7/8
Bruno de Froberville	NED	2019	M	Mauritius	8/8
Dominique Galea * Chairman	NED	2018	M	Mauritius	8/8
Catherine McIlraith	IND	2019	F	Mauritius	8/8
Ashraf Musbally	ED	2019	M	Kenya	8/8
Mushtaq Oosman	NED	2019	M	Mauritius	8/8
Olivier De Grivel	IND	2019	M	Mauritius	7/8
* Brian Ah-Chuen (Alternate to Mr Vincent Ah-Chuen)		2019	M	Mauritius	N/A
*Celine Gormand (Alternate to Mr Dominique Galea)		2020	F	Mauritius	N/A

Definitions: NED: Non-Executive Director – IND: Independent Non-Executive Director – ED: Executive Director

The profile of the Directors is disclosed on pages 74 to 79 of the Annual Report.

The Board endeavours to ensure that each Director (a) can assess the broad outline of the Group's overall policy, (b) can act critically and independently from one another, and (c) takes part actively in debated issues and expresses his/her viewpoints.

The Board has approved a list of criteria to assess the independence of Directors and has entrusted to the Corporate Governance, Nomination and Remuneration Committee ('CGNRC') the monitoring of such independence on a regular basis. Moreover, upon their appointment, the Independent Directors have signed an undertaking to inform the CGNRC of any matter that arise and may affect their status of Independent Director.

The Company Secretary

The Company Secretary ensures that the Company complies with its constitution and all relevant statutory and regulatory requirements, codes of conduct and rules established by the Board. The Company Secretary provides guidance to the Board as a whole and to Directors individually as to how their responsibilities should be discharged in the best interests of the Company. The Company Secretary advises the Board on matters of ethics and good governance and is the focal point of contact within the Company for shareholders.

The Company Secretariat function has been entrusted to ECS Secretaries Ltd through a service agreement. This company is an independent provider of company secretarial services since more than two decades, and employs fully qualified secretaries from the Chartered Institute of Chartered Secretaries to fulfil its duties as Company Secretary in accordance with qualifications.

Board and Committees processes

The annual calendar of board, committees and annual shareholders' meetings are set well in advance. According to their respective charters, Board meetings are held at least four times a year and all Board committees meet at least four times a year except for the CGNRC that meets at least twice a year. Additional meetings may be convened to deliberate urgent matters. Certain decisions are taken by way of written resolutions.

The Board will review Board and Committees' charters on an annual basis upon recommendation of the CGNRC.

Board Committees

The four Board Committees, namely the Audit Committee, Risk Committee, Assets and Liabilities Committee and Corporate Governance, Nomination and Remuneration Committee, assist the directors in the discharge of their duties through a comprehensive evaluation of specific issues.

The Chairmen of the four committees are invited to report verbally to the directors during board meetings.

Each Committee is governed by a charter as approved by the Board.

1. Audit Committee

Members	Category	Attendance at Committee meetings
Mushtaq Oosman (Chairman)	NED	4/4
Bruno de Froberville	NED	4/4
Catherine McIlraith	IND	4/4

All members of the Audit Committee are financially literate and the Chairman is a Fellow of the Institute of Chartered Accountants, England and Wales.

Further to the amendment to the Companies Act 2001 in 2020, Mr Mushtaq Oosman falls in the category of Non-Independent Non-Executive Director due to cross directorships with the Chairman of the Board. In order to comply with the requirements of the Companies Act 2001, and in line with best practice and the recommendations of the Code of Corporate Governance, the CGNRC and the Board have approved the following changes in 2021:

- To amend the Audit Committee composition with as objective to have a majority of members being independent directors; and
- To retain Mr Mushtaq Oosman as Chairman of the Audit Committee given his independence of mind and judgement as well as his knowledge and industry experience, notwithstanding his non-independence per the definition of the Companies Act 2001.

Main terms of reference:

- The functioning of the internal control system and internal audit;
- The risk areas of the company's operations to be covered within the remit of the internal and external audits, with the exclusion of those addressed by the Risk Committee;
- The reliability and accuracy of financial information provided to management and other users of financial statements;
- The company's compliance with regulatory requirements with regard to financial matters;
- The scope and results of the external audit, its cost-effectiveness, independence and objectivity;
- The nature and extent of non-audit services provided by external auditors. External and Internal Auditors attend meetings when required.

Main areas of focus during the year under review:

- Quarterly unaudited financial statements and audited annual financial statements including management reports from the external auditor;
- Impact of Covid-19 pandemic;
- Recommendation for appointing the new external auditor;
- Monitoring implementation plan of the new accounting standard: IFRS 17 ;
- Internal Audit reports – Company and subsidiaries (including East African subsidiaries);
- Recommendation of rate of dividend to declare.

2. Corporate Governance, Nomination and Remuneration Committee ('CGNRC')

Members	Category	Attendance at Committee meetings
Catherine McIlraith (Chairman)	IND	3/3
Vincent Ah Chuen	NED	3/3
Melanie Faugier	NED	2/3
Dominique Galea	NED	3/3
Mushtaq Oosman (as from March 2020)	NED	2/3

Main terms of reference:

- To keep the Board informed of current best practices in corporate governance for their applicability to the Company;
- To update the Company's corporate governance principles and governance practices;
- To ensure that the reporting requirements with regard to corporate governance, whether in the annual report or on an ongoing basis, are in accordance with the 8 principles of the Code;
- To make recommendations to the Board on the appointment of new executive, Non-Executive Directors and advises on the composition of the Board in general and the balance between executive and non-executive directors appointed to the Board, and on succession planning;
- The committee makes recommendations regarding the company's general policy pertaining to executive, non-executive, independent non-executive fees and senior management remuneration.

Main areas of focus during the year under review:

- Review of the corporate governance report;
- Board and Committees composition;
- Review Board Charter;
- Updating letters of appointments for Independent Non-Executive and Non-Executive Directors;
- Executives' bonuses;
- Review of Group Executive Structure in East Africa;
- Review of Board Appraisal Exercise outcome and recommending remedial actions;
- Review criteria for Independent Directors;
- Review Succession planning for Directors and members of the Executive Committee.

3. Risk Committee

Members	Category	Attendance at Committee meetings
Alfred Bouckaert (Chairman)	IND	4/4
Olivier De Grivel	IND	4/4
Dominique Galea	NED	4/4
Mushtaq Oosman	NED	4/4

Main Terms of Reference:

- Reviewing the Group's risk appetite and future risk strategy for economic capital, liquidity and reputation and also for operational risks;
- Reviewing the Group's risk profile against risk appetite, effectiveness of risk management framework;
- Reviewing scenarios and stress tests which the Group uses to assess the adequacy of its economic and regulatory capital and liquidity;
- Managing the Group risk policies.

Main areas of focus during the year under review:

- Quarterly Risk reports (including Mauritian and East African subsidiaries);
- Risk Management Framework (RMF) in line with the Insurance Risk Management Rules (2016) Implementation;
- Covid-19 pandemic impact;
- Reinsurance Risk;
- Capital Management;
- Disaster Recovery and Business Continuity Plan in East African subsidiaries;
- Data Protection;
- Cyber security.

4. Assets and Liabilities Committee (ALCO)

Members	Category	Attendance at Committee meetings
Alfred Bouckaert (Chairman)	IND	6/6
Bertrand Casteres	ED	6/6
Olivier de Grivel	IND	6/6
Laval Foo-Kune	Group Chief Finance Officer	6/6
Dominique Galea	NED	6/6
Bruno de Froberville	NED	5/6
Ahsraf Musbally	ED	5/6

Main Terms of Reference:

- Devise the Group's investment strategy, including that of MUA Life Ltd;
- Define the investment philosophy and specific investment objectives of the Group consistent with this strategy;
- Define responsibilities with regard to the management of the Group investment portfolio;
- Determine appropriate levels of investment risk which the Group is prepared to accept within the broader guidelines set by the MUA Group Risk Policy and the Board;
- Determine capital allocation criteria;
- Monitor the Assets and Liabilities management;
- Determine appropriate benchmarks for the measurement of investment performance.

While the Board is ultimately responsible for ensuring that the appropriate structure and processes are in place to effectively manage capital and treasury risk, the ALCO decides on the appropriate asset allocation, on portfolio construction and asset manager selection (where applicable) in order to achieve the goals set out in the investment strategy.

Main areas of focus during the year under review:

- Consistent monitoring of portfolios in light of the impact of the current pandemic with additional parameters introduced to monitor investment exposure risk;
- De-risking and Optimisation of African portfolios;
- Asset and Liabilities matching of Life insurance portfolio;
- Reduction of concentration of investment in certain local equities and increased diversification;
- Liquidity and capital management.

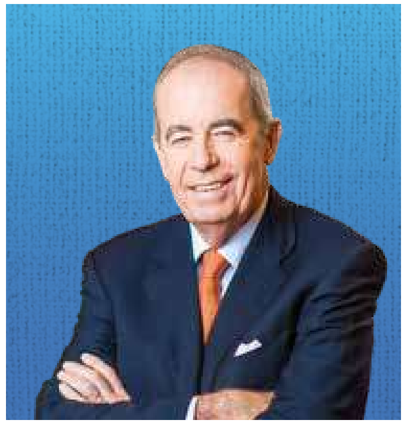
Principle 3: Director Appointment Procedures

Appointment and re-election of Directors

According to the Constitution of the Company, Directors may be appointed by:

- Notice in writing signed by the holders of the majority of the ordinary shares;
- Directors' resolution to fill a casual vacancy or to increase the number of directors up to the maximum number allowable by the Constitution;
- Shareholders' ordinary resolution;
- Moreover, to be in line with the Code, the Board has adopted a Nomination Policy which defines the election and re-election processes;
- Directors are appointed on a yearly basis at the annual meeting of shareholders. Each Director is elected by a separate resolution;
- The process of selection and nomination of candidates as directors and the process for re-election of directors are entrusted to the CGNRC.

Directors’ Profile



Dominique Galea
Non-Executive Director
and Group Chairman

Bertrand Casteres
Executive Director
and Group CEO

Vincent Ah Chuen
Non-Executive Director

Alfred Bouckaert
Independent Non-Executive
Director

Bruno De Froberville
Non-Executive Director

Olivier De Grivel
Independent Non-Executive
Director

Mélanie Faugier
Non-Executive Director

Catherine Mcilraith
Independent Non-Executive
Director

Ashraf Musbally
Executive Director and
CEO Kenya & East Africa

Mushtaq Oosman
Non-Executive Director

Brian Ah Chuen
Alternate Director

Celine Gormand
Alternate Director

Directors' Profile (continued)

Dominique Galea
Non-Executive Director
and Group Chairman

Citizen and Resident of Mauritius

Appointed: July 2018

Qualifications: HEC Paris (France).

Skills & Experience:
- Started in the clothing industry by setting up a buying office for overseas buyers (Kasa Textile Ltd);
- The diversified activities by acquiring controlling stakes in Ducray Lenoir Ltd in 1988, and in Rey & Lenferna Ltd in 1998.

Board Committee memberships: Corporate Governance, Nomination & Remuneration Committee; Risk Committee; Assets and Liabilities Committee

Directorship in other listed companies: Director of Ascensia Ltd, Chairman of Forges Tardieu Ltd and United Docks Ltd

Bertrand Casteres
Executive Director
and Group CEO

Citizen and Resident of Mauritius

Appointed: July 2018

Qualifications: Master's degree in applied mathematics, actuarial science and finance and Executive MBA from HEC Paris (France).

Skills & Experience:
- Worked in the internal audit department of Aviva Europe as audit senior manager in the financial management and actuarial audit department, conducting internal audit reviews in actuarial processes across Aviva's European subsidiaries;
- Involved in the implementation of Solvency II EU Directive within the Aviva Group;
- Joined MUA in January 2012 as head of internal audit and was appointed CEO in 2015.

Board Committee memberships: Assets and Liabilities Committee

Directorship in other listed companies: none

Vincent Ah Chuen
Non-Executive Director

Citizen and Resident of Mauritius

Appointed: January 2019

Skills & Experience:
- Managing Director of ABC Group of Companies.
- Played a key role in the development and diversification of the ABC Group of Companies;
- Actively involved in various socio-cultural and non-profit associations.

Board Committee memberships: Corporate Governance, Nomination & Remuneration Committee

Directorship in other listed companies: Chairman of ABC Motors Co Ltd and POLICY Ltd

Alfred Bouckaert
Independent Non-Executive Director

Citizen and Resident of Belgium

Appointed: January 2019

Qualifications: Bachelor degree from the University of Louvain (Belgium)

Skills & Experience:
- Served as General Manager at Crédit Lyonnais Europe and, before its acquisition, at Chase Manhattan Bank;
- Worked at AXA where he was CEO of Axa Belgium, Germany, Switzerland (with the acquisition of Winterthur), Ukraine and Russia and a member of the main Management Board;
- Past President of the Board at Belfius Bank and Insurance;
- Currently holds various positions in several boards of non-listed and listed companies outside Mauritius.

Board Committee memberships: Risk Committee (Chairman); Assets and Liabilities Committee (Chairman)

Directorship in other listed companies: none

Bruno De Froberville
Non-Executive Director

Citizen and Resident of Mauritius

Appointed: January 2019

Qualifications: MBA from the University of Birmingham (UK), a Bachelor in Science with a Major in Marketing from Louisiana State University (USA)

Skills & Experience:
- Experienced professional in the property and building sector;
- General Manager and owner of Square Lines Ltd, a property development company.

Board Committee memberships: Audit Committee; and Assets and Liabilities Committee

Directorship in other listed companies: Director of MDF Group Ltd

Olivier De Grivel
Independent Non-Executive Director

Citizen and Resident of Mauritius

Appointed: May 2019

Qualifications: Master in Management ESCP Paris (France).

Skills & Experience:
- Career in international corporate and investment banking at JP Morgan and HSBC with responsibilities in senior management and client coverage;
- Worked in Paris, New York, London and Hong Kong with a specialty in financial institutions.

Board Committee memberships: Risk Committee; and Assets and Liabilities Committee

Directorship in other listed companies: none

Mélanie Faugier
Non-Executive Director

Citizen and Resident of Mauritius

Appointed: January 2019

Qualifications: DEUG in economics from University of Paris I - Panthéon Sorbonne (France) and an MSc in Management from EM Lyon School of Management (France)

Skills & Experience:
- Started her career as the trading manager of Thon des Mascareignes Ltee (IBL Group);
- Since 2010, she has served as non-executive director and member of various committees of La Prudence Leasing Finance Cy Ltd and Credit Guarantee Insurance Co ltd;
- Co-founder and owner of Cottons Trading Ltd, a local clothing retailer;
- Co-founder and Managing Director of Senior Homes Ltd, the leading company in assisted living in Mauritius.

Board Committee memberships: Audit Committee; and Corporate Governance, Nomination & Remuneration Committee

Directorship in other listed companies: none

Catherine Mcilraith
Independent Non-Executive Director

Citizen and Resident of Mauritius

Appointed: January 2019

Qualifications: Bachelor of Accountancy from the University of the Witwatersrand (Johannesburg, South Africa); member of the South African Institute of Chartered Accountants, Fellow Member of the Mauritius Institute of Directors (MIoD)

Skills & Experience:
- Started her career with Ernst & Young in Johannesburg before joining the investment banking industry where she held senior positions in corporate and specialised finance for Ridge Corporate Finance, BoE NatWest and BoE Merchant Bank in Johannesburg;
- Former Head of Banking at Investec Bank (Mauritius) Limited between 2004 and 2010;
- Serves as an Independent Non-Executive Director and as a member of various Committees of several public and private companies in Mauritius, South Africa and the UK. She also served as a Director of the MIoD for 5 years and as its Chairman for 2 years.

Board Committee memberships: Audit Committee; Corporate Governance, Nomination & Remuneration Committee (Chairman)

Directorship in other listed companies: Director of Astoria Limited, CIEL Limited, Grit Real Estate Income Group Limited, Les Gaz Industriels Limited, Barak Fund SPC Limited and Paradise Hospitality Group Ltd

Ashraf Musbally
Executive Director and CEO Kenya & East Africa

Citizen of Mauritius and Resident of Kenya

Appointed: January 2019

Qualifications: BSc City University (London, UK), MBA Imperial College (London, UK), Fellow of the Chartered Insurance Institute (FCII)

Skills & Experience:
- Started his career as Management Consultant at Kemp Chatteris Deloitte & Touche;
- Joined La Prudence (Mauricienne) Assurances (now part of MUA) in 1997 to manage and develop its health insurance department. He was appointed Chief Operations Officer (General Insurance) in 2004. He retained this post after the company's merger with Mauritius Union in 2010;
- In 2012, he took over the responsibility of the General Insurance Underwriting Department. He was promoted to Head of the General Insurance in 2014;
- Appointed CEO Kenya & East Africa in 2016.

Board Committee memberships: Assets and Liabilities Committee

Directorship in other listed companies: none

Mushtaq Oosman
Non-Executive Director

Citizen and Resident of Mauritius

Appointed: January 2019

Qualifications: Chartered Accountant, fellow of the Institute of Chartered Accountants in England and Wales

Skills & Experience:
- Over 25 years professional experience in audit and financial advice, with a diversified portfolio of clients in sectors such as banking, insurance, manufacturing, sugar companies, the hospitality industry, betting operator, textiles and trading;
- Joined Roger de Chazal & Partners (founders of Price Waterhouse in 1988 in Mauritius), serving as a partner from 1991 until his retirement in 2015. Primarily an Assurance Partner, he was also responsible for Business Recovery Services as well as the Chief Operating Partner for Mauritius.

Board Committee memberships: Audit Committee (Chairman); and Risk Committee

Directorship in other listed companies: Director of ENL Land Ltd, Automatic Systems Ltd, United Docks Ltd, Les Moulins de la Concorde Ltée and Forges Tardieu Ltd

Brian Ah Chuen
Alternate Director

Citizen and Resident of Mauritius

Appointed: Alternate Director to Vincent Ah Chuen since January 2019

Qualifications: Bachelor of Business Administration Honours degree from Schulich School of Business, York University (Toronto, Canada). Fellow Member of the Mauritius Institute of Directors

Skills & Experience:
- Previously the Executive Director of several companies in the ABC Group including Chue Wing & Co. Ltd (Foods), ABC Autotech Ltd (Automobile) and Marina Resort (Hospitality);
- Current Executive Director of ABC Banking Corporation Ltd (listed on the DEM of the Stock Exchange of Mauritius) and serves as its Strategic Business Executive Director.

Board Committee memberships: none

Directorship in other listed companies: Director of ABC Banking Corporation Ltd and ABC Motors Company Limited

Celine Gormand
Alternate Director

Citizen and Resident of Mauritius

Appointed: Alternate Director to Dominique Galea since January 2020

Qualifications: Master in Management ESCP Europe (Paris, France)

Skills & Experience:
- Started her career with Duff & Phelps in Paris in 2006, specialising in business valuation and advisory;
- Held various positions in Strategy and Marketing at AXA Group in Paris from 2010 to 2017, before moving to AXA Middle East to work in the Partnership and Bancassurance division of the Gulf region;
- Since 2019 she has been Head of Strategy & Marketing at Majid Al Futtaim Carrefour, Iran.

Board Committee memberships: none

Directorship in other listed companies: none

Executive Committee

The Executive Committee of the MUA Group ('The Team") has been constituted to manage business issues, opportunities and threats that have cross-divisional implications or are considered as material and/or sensitive for the MUA Group. The Team is the executive decision-making body of the MUA Group and it acts as the primary forum through which decisions of a transverse nature are taken. To effectively address matters of relevance to its duties and responsibilities, the Team has set up appropriate management sub-committees which provide comprehensive evaluation on key issues for members of the Team to reach informed decisions.

The Executive Committee of MUA consists of the following senior management team members, as at 31 December 2020:

Delphine Ahnee
Head of Group Risk, Legal & Customer Care

Mehtab Aly
Head of Mergers, Acquisitions & Capital Management

Nathalie André
Group Head of Human Resources

Jean Christophe Cluzeau
Head of General Insurance

Sin Cham (Laval) Foo-Kune
Group Chief Finance Officer

Naresh Gokulsing
Managing Director Life & Pension

Jérôme Katz
Head of Group Strategy & Investment

Clarel Marie
General Manager - Life Insurance Operations

Latimer Kagimu Mukasa
Managing Director, Uganda

Rishi Sewnundun
Head of Group Information Systems & Logistics

Kenny Wong
Head of Group Reinsurance & Special Risks

Executive Committee (continued)

Delphine Ahnee
Head of Group Risk, Legal & Customer Care

Citizen and Resident of Mauritius

Qualifications: LLB (Hons.) degree; Qualified Quality Management System Auditor; Executive Education program ESSEC (France)

Skills & Experience:
- Joined La Prudence (Mauricienne) Assurances (now part of MUA) in 2000 and served for more than ten years in the Claims Management and litigation monitoring for General Insurance;
- Promoted Head of Group Risk, Legal and Customer Care in 2014 and she is also responsible for the implementation of Process Efficiency Projects across the group;
- Serves as the Group Risk Officer and Money Laundering Reporting Officer, and is an active member of MUA's Corporate Social Responsibility committee.

Mehtab Aly
Head of Mergers, Acquisitions & Capital Management

Citizen and Resident of Mauritius

Qualifications: Master in Business Administration from the Université de Bordeaux IV (France)

Skills & Experience:
- Mergers and acquisitions specialist with more than 10 years' experience in corporate valuation issues, deal structuring, raising finance and corporate restructuring, also expert in stock exchange related matters, from IPOs and takeovers to delistings;
- Worked for more than 15 years at PwC;
- Joined MUA in 2016 as Head of Mergers & Acquisitions.

Nathalie André
Group Head of Human Resources

Citizen and Resident of Mauritius

Qualifications: Master in Cognitive Psychology (Tours, France); DESS in Occupational Psychology & Cognitive Ergonomics Université Paris VIII (France); Master in Business Administration (Poitiers, France)

Skills & Experience:
- Started her career as a consultant for Wilton Associates/ Coopers & Lybrand, before joining the Ministry of Women, Family Welfare and Child Development as Head of the Child Development Unit;
- She moved to MCB Ltd, first as Human Resources Coordinator then as Change Management Specialist;
- Was Human Resources Manager at Maureva Ltd for six years;
- Joined MUA in 2017 as Human Resources Manager and was promoted to Group Head of Human Resources in 2019.

Jean Christophe Cluzeau
Head of General Insurance

Citizen of France and Resident of Mauritius

Qualifications: DESS in Information Systems; Master Management in Insurance (France)

Skills & Experience:
- Over 25 years' experience in the insurance industry, 19 of which were spent with AXA as Head of Individual Clients for AXA France South East, General Secretary of Nationale Suisse Assurance France, Director of Strategy, Steering and Support Services (Health & Prevention);
- Joined MUA in 2016 as Head of General Insurance in Mauritius.

Sin Cham (Laval) Foo-Kune
Group Chief Finance Officer

Citizen and Resident of Mauritius

Qualifications: Bachelor of Commerce and Bachelor of Accountancy from the University of the Witwatersrand (Johannesburg, South Africa); Chartered Accountant South Africa; RIMAP Certified Risk Professional (Federation of European Risk Management Associations); Executive Development Programme at Stanford University Graduate School of Business (USA)

Skills & Experience:
- Started his professional career in South Africa with Levenstein & Partners, Symo Corporation Ltd, then IBM (South Africa);
- Joined La Prudence (Mauricienne) Assurances (now part of MUA) in 1998 as Finance Manager and became Senior Manager in charge of the Finance and Accounting department in 2010;
- Broad experience in finance, accounting, reserving, reinsurance and insurance.

Naresh Gokulsing
Managing Director Life & Pension

Citizen and Resident of Mauritius

Qualifications: BA in Accounting and Finance from the University of Leeds (UK); MBA from Warwick Business School (UK); Fellow Member of the Association of Chartered Certified Accountants (FCCA)

Skills & Experience:
- Started his career with PwC in 1993;
- Joined the Cim Group in 1997 as Head of Research and General Manager of Cim Stockbrokers; then became Head of Finance of Cim Insurance, Chief Operating Officer and Executive Director of Cim Insurance and Cim Life, and finally Managing Director of Cim Property Fund, where he launched Ascencia Ltd;
- Joined MUA in 2012 and was appointed Managing Director of the Life subsidiary in Mauritius in 2015.

Executive Committee (continued)

Jérôme Katz
Head of Group Strategy & Investment

Citizen and Resident of Mauritius

Qualifications: Master in Management ESCP Europe (Paris, France)

Skills & Experience:
- Started his career with the American bank JPMorgan in Paris in 2006;
- Joined Feber Associates (now part of MUA) in 2009 as the Manager. He now oversees group strategy, with extensive involvement in the African subsidiaries, strategic marketing and digitalisation and also supervises all the group's investment and asset management activities.

Clarel Marie
General Manager – Life Insurance Operations

Citizen and Resident of Mauritius

Qualifications: MBA; Chartered Insurer and an Associate of the Chartered Insurance Institute (London, UK)

Skills & Experience:
- Started his career with Swan Life and was there from 1979 to 1993;
- Joined Cim Insurance in 1993 to develop the long-term individual assurance products and was appointed Technical Manager for Life and Pension in 2001;
- Joined La Prudence (Mauricienne) Assurances (now part of MUA) in 2006 as Technical Manager of the Life and Pension department and is currently in charge of the Operations of the life insurance subsidiary in Mauritius.

Latimer Kagimu Mukasa
Managing Director, Uganda

Citizen and Resident of Uganda

Qualifications: Banking degree; Postgraduate qualification in Management

Skills & Experience:
- Founder of Rock Insurance Services in 2000, an insurance brokerage firm subsequently acquired by Marsh Uganda, of which he became Managing Director;
- Joined MUA in 2017 as Managing Director in Uganda;
- Served as a Board Member for Financial Literacy Foundation, the Private Sector Foundation of Uganda, Member of the Financial Literacy Advisory Group under the Bank of Uganda and GIZ, founding Vice Chairman of the Forum for South African Businesses in Uganda (FOSABU); and current Board Chairman of Compuscan Credit Reference Bureau Uganda.

Rishi Sewnundun
Head of Group Information Systems & Logistics

Citizen and Resident of Mauritius

Qualifications: Graduated in Computer Science and Engineering from University of Mauritius; MBA University of Mauritius

Skills & Experience:
- Joined J. Kalachand & Co. Ltd in 1998 as Systems Manager and later Sales Manager;
- Joined MUA in 2005 as Head of Information Systems and appointed Senior Manager in 2008;
- Pioneered several key strategic IT projects including mergers in Mauritius and East Africa and led the implementation of a number of innovative technologies across the group.

Kenny Wong
Head of Group Reinsurance & Special Risks

Citizen and Resident of Mauritius

Qualifications: Graduated from London School of Economics and Political Science (UK); Fellow and Graduate Statistician of the Royal Statistical Society of London (UK); Certified Insurance Professional and Associate of the Australian and New Zealand Institute of Insurance and Finance

Skills & Experience:
- Served various positions in reinsurance broking, investment banking, and marketing both in Mauritius and London;
- Joined MUA in 2009 as Reinsurance Manager and was promoted Senior Manager in 2012;
- Appointed Practice Group Manager of the Globus Financial Lines Centre of Excellence in October 2016.

Induction of Directors

An Induction program is available for all Directors on their first appointment with the aim of getting promptly acquainted with the Company and its subsidiaries, and obtaining insights of the business, environment and market in which the Group evolves.

Professional Development and Training

The CGNRC identifies specific training needs of the Directors. In 2020 all the Directors were invited to attend a training session on IFRS 17 and a working session on digitalisation in the insurance business.

Succession Planning

The Board assumes responsibility for succession planning of Board members and key management personnel so as to maintain an appropriate balance of knowledge, skills and experience required to ensure stability and sustainability of the Group. In 2020 a succession plan was presented to the CGNRC.

Principle 4: Directors Duties, Remuneration and Performance

Legal Duties

Directors are made aware of their legal duties in the induction program they follow on first appointment. The Board Charter includes a summary of legal duties under various relevant enactments.

Conflicts of Interests, Related Party Transactions and Share dealing

Group Conflicts of Interests (including Related Party) Policy provide clear guidance on procedures to follow when any occurrence that may lead to a conflict of interest arise.

In line with the Model Code for Securities Transaction by Directors of Listed Companies (Appendix 6 of Listing Rules of SEM), the Board has approved a Group Share Dealing Policy which is applicable to directors and senior management. Declarations made by directors are entered in the Register of Interests which is maintained by the Company Secretary. The Register of interests is available to shareholders upon written request of shareholders.

Moreover, at the beginning of each meeting of the Board, the Chairman invites the Directors to declare any potential source of conflicts of interests, or any share dealings to be thereafter recorded in the Register of Interests.

Apart from share dealings reported under paragraph 4.3, no additional entries had been made in the Register of Interests in 2020.

Moreover, the Board will regularly monitor and evaluate compliance with the Code of Ethics.

Directors' Interest in the shares of the Company as at 31 December 2020:

Directors	Direct Interest		Indirect Interest
	Number of shares	Percentage	Percentage
Vincent Ah Chuen	456,207	0.91	0.22
Alfred Bouckaert	-	-	-
Bertrand Casteres	22,027	0.04	-
Bruno De Froberville	52,999	0.11	1.43
Olivier De Grivel	-	-	0.05
Dominique Galea	362,631	0.72	15.03
Melanie Faugier	1,455	<0.01	4.38
Catherine Mcilraith	-	-	-
Ashraf Musbally	5,400	0.01	-
Mushtaq Oosman	10,374	0.02	-
Brian Ah-Chuen (Alternate to Mr Vincent Ah Chuen)	3,250	0.01	-
Celine Gormand (Alternate to Mr Dominique Galea)	24,097	0.05	-

During 2020, share dealing by Directors and their associates were as follows:

Directors	Acquired	Disposed of	Acquired Associates	Disposed of Associates
Bertrand Casteres	11,600	-	-	
Ashraf Musbally	4,000	-	-	
Vincent Ah Chuen	-	-	-	262,200
Dominique Galea	-	-	-	361,100
Name Of EXCO Members				
Jérôme Katz	-	1,700	-	-
Laval Foo Kune	-	56,000	-	-
Delphine Ahnee	200	-	-	-

Rights Issue Directors and members of the Executive Committee subscribed to ordinary shares as per table below:

Names	No of shares subscribed	No of shares subscribed by Associates
Directors		
Bertrand Casteres	2,202	-
Vincent Ah Chuen	99,837	429,507
Dominique Galea	39,494	1,090,054
Mushtaq Oosman	1,937	-
Melanie Faugier	145	57,885
Olivier De Grivel		121,185
Alternate Directors		
Brian Ah Chuen	1,000	-
Celine Gormand	24,097	-
Members of EXCO		
Mehtab Aly	261	-
Naresh Gokulsing	3,302	-

Board Evaluation

In accordance with the Board Charter, a Board and Committee Evaluation process had been conducted by the Company Secretary at the end of 2019 by way of questionnaires. and findings and recommendations were addressed by the CGNRC, and submitted to the Board in March 2020.

Remuneration

Remuneration Policy

The guiding principle for compensation and rewards is to be within the 50th percentile of the benchmarked remuneration of similar and acceptable insurance companies and financial institutions. The compensation practice of MUA derives from remuneration surveys and participation in peer reviews, complemented by effective staff and team performance management policies. MUA pay practice comprises fixed pay, variable pay, allowances, share incentive scheme and other benefits.

Fees for directors and members of committees

The CGNRC reviews on an annual basis the adequacy of Directors' and senior executives' remuneration.

Fees payable to Non-Executive Directors in 2020 were as follows:

Directors	Board Fees (Rs)	Audit Committee Fees (Rs)	Corporate Governance, Nomination & Remuneration Committee Fees (Rs)	Risk Committee Fees (Rs)	Assets and Liabilities Committee (Rs)	Total Fees (Rs)
Vincent Ah Chuen	801,590	-	139,200	-	-	940,790
Alfred Bouckaert	600,000	-	-	199,200	199,200	998,400
Olivier de Grivel	360,000	-	-	139,200	139,200	638,400
Melanie Faugier	360,000	-	139,200	-	-	499,200
Bruno de Froberville	360,000	139,200	-	-	139,200	638,400
Dominique Galea	957,600	-	139,200	139,200	139,200	1,375,200
Catherine McIlrath	600,000	139,200	199,200	-	-	938,400
Mushtaq Oosman	360,000	199,200	69,600	139,200	-	768,000
	4,399,190	**477,600**	**686,400**	**616,800**	**616,800**	**6,796,790**

Remuneration of Executive Directors has not been disclosed on an individual basis as the Board considers this sensitive information.

Members	2020 Rs	2019 Rs
Executive Directors	32,063,143	28,091,492
Non-Executive Directors	6,796,790	6,889,547
Total	**38,859,933**	**34,981,039**

Non-Executive Directors do not receive remuneration in the form of share options or bonuses associated with organisational performance.

Share Option Scheme

A share option scheme, to be offered to selected members of Executive Management and effective as from 1 January 2018, was approved by the shareholders of The Mauritius Union Cy. Ltd in June 2018. Further to the implementation of the Scheme of Arrangement as from 1 January 2019, the Share Option Scheme was cancelled and an equivalent scheme relating to the ordinary shares of MUA Ltd (listed on the Stock Exchange of Mauritius) will apply.

Moreover, at a special meeting held in July 2020, the shareholders approved the setting up of an Employee Share Scheme (ESS) to be offered to the employees of MUA Ltd and its subsidiaries, namely The Mauritius Union Assurance Cy. Ltd, MUA Life Ltd, MUA Pension Ltd, MUA Mutual Fund Ltd and MUA Stockbroking Ltd for an aggregate maximum number of one million five hundred thousand (1,500,000) ordinary shares starting 1 January 2020, subject to a maximum of three hundred thousand (300,000) ordinary shares being issued in any given financial year under the ESS of MUA Ltd.

Information, Information Technology and Information Security Governance

Information Technology

With the protection of the confidentiality and availability of information being critical to the smooth running of our activities, MUA continuously seeks to foster a robust IT platform that upholds the security and performance of its IT systems in adherence with regulatory and industry norms. In this respect, the Group has implemented an Information Security management system, including information security policies, based on internationally accepted standards and best practices to regulate the use, security standards, control and access rights within its IT infrastructure and systems. An Information Security Policy is in place and forms part of the Information Security framework that has been implemented. Matters relating to Information Security are overseen by the board through the Risk Committee.

The Information Security management system is being monitored and updated as needed by the Group's information Security department. The information security policies are available on the Group's intranet with staff being made aware of relevant requirements through regular awareness sessions. MUA continues to invest in information technology to enhance its operational resilience.

The Audit Committee reviews on an annual basis the budget of expenditure on information technology for recommendation to the Board. Investment in information technology and IT security is ongoing and the Group has a well-established and effective process in place for approval of all major investments.

Data Protection

In compliance with the EU General Data Protection Regulations ("GDPR") and the Data Protection Act 2017 ("DPA"), MUA has approved a Data Protection Policy ("Policy") with a view to promoting a privacy culture within the Group and ensuring that all clusters, business units and employees protect the privacy of personal information of individuals in their daily operations including procedures for personal data breach; the escalation process when discovering a breach and the procedures to notify the relevant authorities.

The Policy defines the MUA's requirements regarding the collection, storage, use, transmission, disclosure to third parties and retention of personal information. The Policy is used as a general guideline to the clusters and business units, which remain responsible for ensuring strict compliance while collecting personal information without derogating from the core principles of the DPA.

Arziana Koyroo, Compliance Specialist, who forms part of the Legal & Compliance team of MUA, has been appointed Data Protection Officer ("DPO"). The main duties of the DPO is to monitor compliance and provide advice on the Act as well as to coordinate the reply with the supervisory authority.

Principle 5: Risk Governance and Internal Control

Risk Management

The Board of Directors is responsible for the governance of risk and ultimately responsible for the setting up and monitoring of the risk management process.

All significant areas are covered by appropriate and adequate internal controls and the internal controls are reviewed as and when required to cater for changes in the level of risks.

The Risk Management report is found on pages 104 to 123 of the Annual report.

Whistleblowing Policy

MUA is committed to the highest possible standards of openness, integrity and accountability. In line with that commitment, MUA has implemented a Whistleblowing Policy, whereby an alternative reporting process is established for use by all employees in strict confidence, without the risk of subsequent retaliation, victimisation, discrimination or disadvantage.

The Whistleblowing Policy is available on the MUA's intranet and it has been designed in such a way to assist employees who have concerns about any aspect which involves malpractices or unethical issues, to come forward and voice out those concerns anonymously in writing or electronically via MUA's Whistleblowing Portal or verbally with their immediate supervisor/manager or their superior officer.

If for any reason, they feel that their immediate management is involved, employees are encouraged to approach a more senior level of management, e.g.: the designated person within the Internal Audit department, the Money Laundering Reporting Officer (depending on the nature of the complaint) or they may address their report to the Group CEO.

Principle 6: Reporting with Integrity

The Directors reaffirm their responsibility for preparing the annual report including the annual financial statements in compliance with International Financial Reporting Standards and the Companies Act 2001, and considers the annual report, taken as a whole, fairly balanced and understandable. The Board confirms its commitment in providing therein necessary information for shareholders and stakeholders to assess the Group's position, performance and outlook. More comprehensive information pertaining to the organisation's financial, environmental, social and governance position, performance and outlook are included in the following sections of the Annual Report – About MUA, Strategy & Performance, Risk Management and Financial Statements.

The annual report 2020 is published on the Group's website.

Sustainability

Sustainability of MUA Group relies on three primary pillars: Business Resilience, Shared Value and Environmental Impact.

MUA recognises that it operates across a broad cross-section of communities and it is committed to considering not only economic viability but also environmental consequences and social implications of its activities. Reviewing and reporting on the sustainability of the Group ensures that we find the right balance between economic, environmental and social factors. It also reiterates MUA's commitment and engagement to go beyond mere compliance, recognising its key role in job and value creation in Mauritius and ultimately in all the markets in which we operate. The Board has also inserted in the Board Charter a clause on Non-Discrimination committing to be an equal opportunity employer.

Environment, Health & Safety

MUA continues to focus on enhancing the positive safety culture already in place. Key safety objectives are a mandatory component of its business plan, forming an integral part of the daily routine across all business locations. The Group's health and safety framework incorporates industry best practices to effectively control risks and prevent accidents in the work place.

In 2020 MUA focused on a number of health and safety initiatives:

- Reducing the number of accidents and illnesses arising at the workplace by systematic inspections to find and eliminate unsafe working conditions and control health hazards;
- Creating a positive Health and Safety culture by providing training and talks;
- The wellbeing of our employees remains an important of our human resources strategy. To this end the Health and Safety Committee, the Employee Welfare Committee and other departments continued to organize sports and recreation events;
- Ensuring that emergency preparedness procedures are in place and are communicated to help employees to deal with emergencies when it is least expected such as fire, pandemics, cyclones and other natural disasters.

Health and safety remains an integral and daily part of the business, with each employee taking personal responsibility. The Executive Team pursues a sensible and balanced approach to health and safety of all the business units and its employees.

Charitable and Political Contributions

Charitable Contributions

Charitable donations made by the group during the year amounted to Rs 3,023,514 out of which Rs 1,067,126 was disbursed to the Mauritius Revenue Authority in support of the National Social Inclusion Foundation. The donations channelled through the MUA Foundation, created in 2010, enable us to execute our CSR projects with greater efficiency, contributing to the empowerment of vulnerable communities. The projects supported in 2020 are detailed in the Sustainability section of this report.

The year under review proved particularly challenging for vulnerable communities, as the Covid-19 pandemic had severe economic, social and educational consequences for them. Our efforts to assist these communities focused on providing emergency assistance in the form of food packs and additional assistance to support projects impacted by the lockdown and the general economic downturn.

Charitable donations channelled through MUA Foundation

Category	Number of projects	Total Spend
Peace and nation-building	1	50,000
Education, welfare and development of vulnerable children	6	363,052
Poverty alleviation, community development and capacity building	3	1,155,336
Protection, health and special integration of vulnerable groups	3	55,000
Sustainable development and environment	3	333,000
Grand Total	**16**	**1,956,388**

The group's employees continued to provide support for community initiatives throughout the year, reinforcing our team's engagement. The successful implementation of the Foundation's CSR strategy relied on their engagement and continuing to build sustainable partnerships with NGOs and communities. The Foundation's projects have consistently had a positive and tangible impact on the communities which have been assisted. The current economic and social challenges being faced by an increasing number of people has brought new impetus to the Foundation's work, now even more firmly aligned with MUA's new strategic plan and it's company values.

Political Contributions

In line with the Company's policy, no political donations were made during the year under review.

Principle 7: Audit

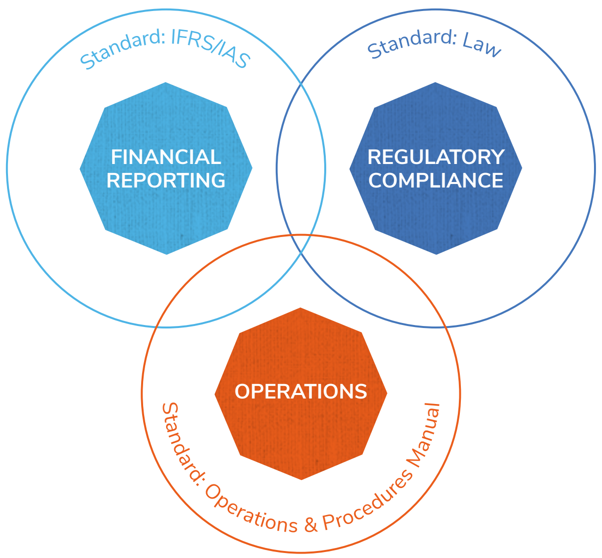
Internal Audit

The MUA Internal Audit's mission is to provide reliable independent assurance to the Board and the Audit Committee on the adequacy and effectiveness of the risk management, governance and internal controls. The members of the audit committee and the internal audit function have the necessary qualifications and experience to carry out their responsibilities. The internal audit team are composed of auditors with auditing and insurance experience, and the management team consists of fully qualified accountants.

The MUA Internal Audit methodology is risk based and sets out the mandatory standards to be followed by all our Internal Auditors which should allow our Internal Audit function to achieve its mission.

As the third line of defence of the "three lines of defence model", the MUA Internal Audit function provides an independent assurance over the first and second lines of defence, which are the business operations and risk function respectively. An overview of the company's internal control system is illustrated hereunder:

Internal Control System



The Internal Audit team carries out the internal audits at MUA Group. The scope of their work encompasses:

- Identification of risk areas and the evaluation of the level of risk for each area;
- Review of internal controls and agreed actions which are communicated to the Audit Committee and to the Management;
- Monitoring of the implementation of the agreed actions and reporting these to the Audit Committee.

The team carried out several internal audit reviews during 2020, as follows:

- Agents Cluster;
- Loans;
- General Insurance Debtors;
- MUA Stockbroking;
- General Insurance Pricing;
- Compliance Functions;
- Claims Reserving at East Africa Subsidiaries;
- Claims Handling at MUA Rwanda and MUA Uganda.

Reporting Lines

Our Internal Audit function derives its authority from the Board through the Audit Committee. The Internal Auditors have a direct reporting line to the Audit Committee and maintain an open and constructive communication with the Management. They also have direct access to the Chairman of the Audit Committee. This structure allows the Internal Auditors to remain independent. Every quarter, the Audit Committee meets with the internal and external auditors to review and discuss any findings. There are regular follow-ups to ensure that these are addressed promptly.

Coverage

The Internal Audit plan, which is approved by the Audit Committee, is based on the principles of risk management designed to ensure that their scope of work is congruent with the degree of risk attributable to the area being audited.

Restrictions

The Internal Auditors have unrestricted access to the Company's records, to management and employees.

External Audit

Pursuant to the requirements of the Financial Reporting Act 2004 with regards to mandatory rotation of audit firms, Ernst & Young retired as external auditors of the Group in 2020. Further to a tender exercise, the Audit Committee and the Board recommended the appointment of PricewaterhouseCoopers (PwC) in replacement to Ernst & Young at the Annual Meeting of the shareholders held in July 2020. The shareholders subsequently approved the appointment of PwC as new external auditors of the Company.

PwC presented to the Audit Committee their audit plan for 2020 comprising of status and procedures, relevant and significant risks identified, potential areas of focus, intelligent scoping of material and non-material components.

The Committee invites the external auditors at their quarterly meetings to discuss the accounts presented, management letters, key audit issues, critical policies and to keep apprise of new accounting standards, methods and terminology. Consultation between the latter and the internal audit team are regularly encouraged. The Audit Committee meets the external auditors without management presence on an ad hoc basis.

The effectiveness of the external auditor is reviewed by the Audit Committee through feedbacks received from its members and from the management team.

The external auditors also provided the additional services as detailed on page 100 of the Statutory Disclosures section of the Annual Report.

The provision of non-audit services is subject to a tender process with objective to ensure that the nature of the non-audit services, if provided by the external auditors, could not be perceived as impairing their independence on the external audit exercise

Principle 8: Relation with Shareholders and other Key Stakeholders

Key Stakeholders

The Company is committed towards an open communication with its key stakeholders and to take into account their expectations in the decision-making process. Our various stakeholders are involved in a dialogue on aspects of the MUA's organisational position, performance and outlook, where appropriate.

The key stakeholders of the Group and the principle ways in which we engage with them are detailed below:

Shareholders & Institutional Investors	The importance of transparency in our shareholder communication is vital and is reflected in various initiatives: the company website (company information, statutory disclosures & updated news); Annual Report; media communiqués (Statement of Accounts, Notice of Dividends & Press Releases); investor meeting (presentation available online); Annual General Meeting.
Employees	Employee engagement is a pillar of the organisation and this is articulated in weekly communication via various channels (email, staff portal & social media); training & development sessions; monthly management and quarterly staff meetings; internal publications.
Customers	Co-ordinated media campaigns across various channels; dynamic social media presence; informative company website; marketing & communication supports available through our offices and representatives; direct communications (email, post & text messages);
Regulators	Regular meetings and interactions with various departments of the Financial Services Commission and ongoing interaction on new products, marketing materials, compliance issues and the financial services sector.
Suppliers & Partners	We prioritise communications with our business partners and service providers, including brokers, agents and our reinsurers. The aim is to build solid and enduring partnerships by exchanging insights, best-practices and experience to empower the respective teams.

Rights Issue

The Company successfully conducted a Rights issue Exercise in 2020 to refinance the acquisition of Saham Assurance Company Kenya Limited, whereby 5,010,000 new ordinary shares were issued at a price of Rs 83 per share, thus raising Rs 415,830,000.

The new ordinary shares are listed on the Stock Exchange of Mauritius Ltd.

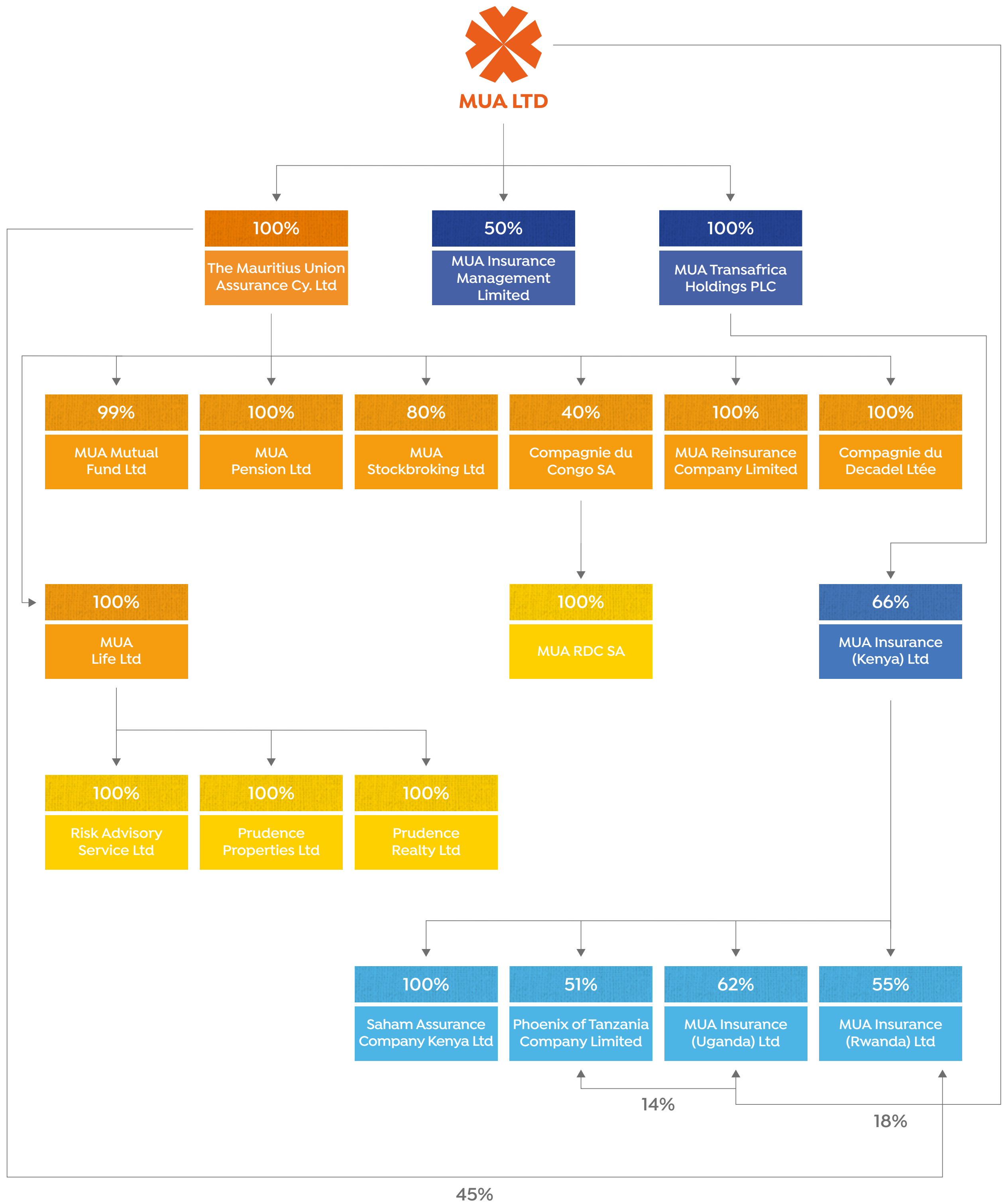
Further to the foregoing Rights Issue, the total number of ordinary shares in issue is 50,100,000 and the stated capital of the company increased to Rs 1,139.8m.

Group Shareholding Structure

Shareholders holding more than 5% of the Ordinary Shares:

Name of shareholder	% Holding
Ducray Lenoir (Investments) Ltd	13.88
Succession Mr Pierre Joseph Emile Latour-Adrien	10.89
Devlin Investments Ltd	7.05
Societe Robert De Froberville	5.73
Societe De Financement Et De Promotion	4.65

Group Shareholding structure as at 31 December 2020 was as follows:



Shareholding Profile

Shareholders' Spread				
Number of shares	Number of shareholders	% of shareholders	Number of shares	% of shares
1-500	610	31.4920	101,355	0.20231
501-1,000	191	9.8606	150,880	0.30116
1,001-5,000	566	29.2204	1,420,178	2.83469
5,001-10,000	187	9.6541	1,353,185	2.70097
10,001-50,000	262	13.5261	5,690,602	11.35849
50,001-100,000	53	2.7362	3,857,718	7.70004
100,001-250,000	45	2.3232	7,526,165	15.02229
250,001-500,000	11	0.5679	3,665,730	7.31683
500,000	12	0.6195	26,334,187	52.56325
Grand Total	1,937	100.0000	50,100,000	100.00000

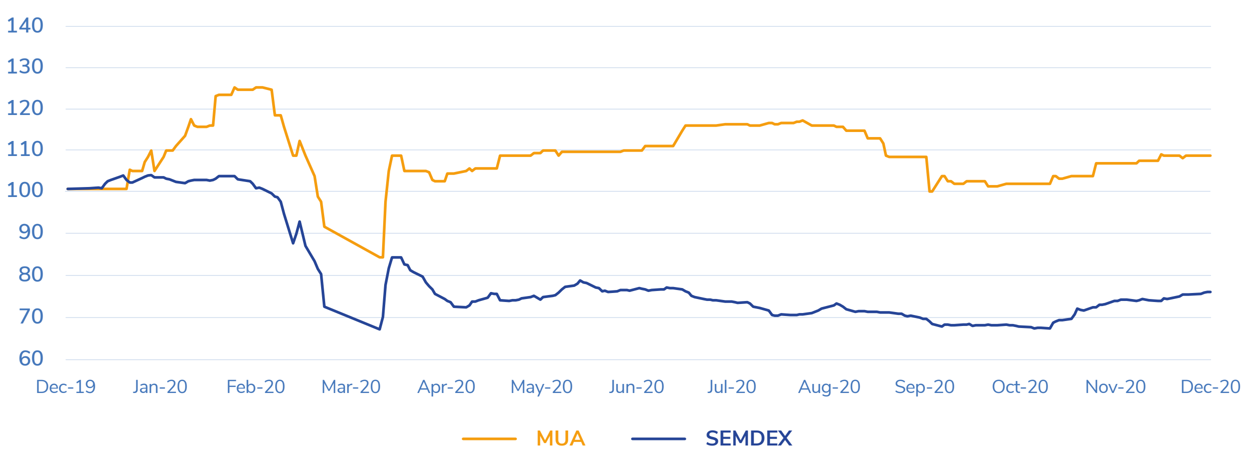
Shares in Public Hands

In accordance with the Listing Rules of the Stock Exchange of Mauritius, at least 25% of the shareholding of the Company is in public hands.

Dividend Policy

The Company has no formal dividend policy. Dividends are paid twice a year, in June and December and are subject to the profitability, cash flow, minimum capital requirements, capital expenditure and foreseeable investments opportunities.

Shareholder Price Information



Shareholders' Agreement

The Company is not aware of any shareholders' agreement.

Shareholders Information

The annual meeting of shareholders is the main forum where shareholders may exercise their rights to vote on the company's affairs and on its governing body. Notices of meetings and annual reports are sent to the shareholders within prescribed delays A number of Board and Committees' members are present at the Annual meeting to give insights on the company's performance, outlook and strategies and to respond to queries from the floor. The external auditor is also invited to the annual meeting.

Shareholders are encouraged to attend the meeting and to avail of the opportunity of raising and discussing any matter relevant to the Company's performance.

The Company publishes on a quarterly basis abridged financial statements and, as and when necessary, any share price sensitive information including dividend declaration.

The Annual Report of the Company and its subsidiaries is published on the website: **mua.mu.**

Shareholders' Calendar of events

Timetable of important upcoming events

DECEMBER

Financial year end
(31 December 2020)

MARCH

Publication of yearly group abridged financial statements
(End of March)

MAY

Publication of unaudited accounts first quarter to 31 March (Mid-May)

Declaration of interim dividend
(Mid-May)

JUNE

Payment of interim dividend
(Mid-June)

Annual General Meeting of shareholders
(End of June)

AUGUST

Publication of unaudited accounts second quarter to 30 June (Mid-August)

NOVEMBER

Publication of unaudited accounts second quarter to 30 September (Mid-November)

Declaration of final dividend
(Mid-November)

DECEMBER

Payment of final dividend
(Mid-November)

Other Statutory Disclosures
(Pursuant to Section 221 of the Companies Act 2001)

Activities

The principal activity of the Company during the year comprised the transacting of all classes of insurance business, principally protecting assets – motor and non-motor and medical insurance. The Company also granted secured loans and invested in shares. There has been no change in the nature of its business.

Board of Directors

The Directors of the Company and of its subsidiaries as at 31 December 2020 were:

Cie du Decadel Ltée
Risk Advisory Services Ltd
Prudence Properties Ltd
Prudence Realty Ltd

Bertrand Casteres
Sin Cham (Laval) Foo-Kune

Compagnie du Congo SA
Joseph M. Lebon (Chairman)
Bertrand Casteres
Jérôme Katz
Joseph J. Lebon

MUA Foundation (formally known as Foundation Mauritius Union Ltd)
Bertrand Casteres (Chairman)
Delphine Ahnee
Jérôme Katz
Clarel Marie
Nathalie André
Vincent Noël

MUA Insurance (Kenya) Ltd
Bertrand Casteres (Chairman)
Vincent Ah Chuen (Resigned)
Moyez Alibhai
Maheboob Alibhai
Mehtab Aly
Charles W Gatonye
Japhet Mucheke
Ashraf Musbally
Azim Virjee (Resigned)
Jérôme Katz (Alternate)

MUA Insurance Management Ltd
Bertrand Casteres (Chairman)
Valerie Bishop Cusano
Sin Cham (Laval) Foo-Kune
Simon Pringle
Kenny Wong

MUA Insurance (Rwanda) Limited
Erneste Gerard Lemaire (Chairman)
Maheboob Alibhai
Mehtab Aly
Felix Bizumuremyi
Bertrand Casteres
Théophile Munyaruganda
Hebert Gatsinzi
Ashraf Musbally (Alternate)

MUA Insurance (Uganda) Limited
Bertrand Casteres (Chairman)
Vincent Ah Chuen (Resigned)
Kenny Wong
Maheboob Alibhai
Mehtab Aly
Nasimbanu Bhalwani (Resigned)
Latimer Kagimu Mukasa
James Mukasa Sebugenyi
Joseph Tinkamanyire
Rajkumar Verma (Resigned)
Emmanuel Katongole
Jérôme Katz (Alternate)
Ashraf Musbally (Alternate)

MUA Life Ltd
Dominique Galea (Chairman)
Vincent Ah Chuen
Alfred Bouckaert
Bertrand Casteres
Bruno de Froberville
Naresh Gokulsing
Catherine McIlraith
Mushtaq Oosman
Olivier De Grivel
Mélanie Faugier (as from March 2020)

MUA Mutual Fund Ltd
Bruno de Froberville (Chairman)
Bertrand Casteres
Sin Cham (Laval) Foo-Kune
Naresh Gokulsing
Jérôme Katz

MUA Pension Ltd
Bruno de Froberville (Chairman)
Bertrand Casteres
Naresh Gokulsing

MUA Reinsurance Company Limited
Bertrand Casteres (Chairman)
Mehtab Aly
Kamal Hassan Iyaroo
Jérôme Katz
Kenny Wong
Marie Catherine Yow Mook Yuen
Hemlata Kulpoo

MUA RDC SA
Joseph M. Lebon (Chairman)
Bertrand Casteres
Adnan Elabed
Jérôme Katz
Joseph J. Lebon
Piet Provoost

MUA Stockbroking Ltd
Vincent Ah Chuen (Chairman)
Bertrand Casteres
François Cayeux
Pierre de Chasteigner du Mée
Naresh Gokulsing

Phoenix of Tanzania Assurance Company Limited
Bertrand Casteres (Chairman)
Vincent Ah Chuen (Resigned)
Delphine Ahnee
Maheboob Alibhai
Mehtab Aly
Wilbert Kapinga
Isaac Kiwango
Yusuf Mushi
Tanil Somaiya
Jérôme Katz (Alternate)
Ashraf Musbally (Alternate)
Ashraf Mushi (Alternate)

MUA Transafrica Holdings Public Limited Company
Dominique Galea (Chairman)
Vincent Ah Chuen
Bertrand Casteres
Mélanie Faugier

The Mauritius Union Assurance Cy. Ltd
Dominique Galea (Chairman)
Vincent Ah Chuen
Alfred Bouckaert
Bertrand Casteres
Olivier De Grivel
Mélanie Faugier
Bruno de Froberville
Catherine McIlraith
Ashraf Musbally
Mushtaq Oosman

Saham Assurance Company Kenya Limited
Samson R Ndegwa (Chairman)
Bertrand Casteres
Jérôme Katz
Driss Benchaffai
Dorothy Angote – Muya
Charles Nyachae
Lydia Kibaara - Nzioki

Executive Director's Service Contract

Bertrand Casteres, Group Chief Executive Officer, has no fixed term contract. Ashraf Musbally, Group Managing Director of MUA Insurance (Kenya) Limited has no fixed term contract.

Auditors' Remuneration

	The Group		The Company	
	2020 Rs'000	2019 Rs'000	2020 Rs'000	2019 Rs'000
Audit Fees Paid to				
PwC	10,143	-	334	-
Other Audit Firms	1,185	7,655	-	345
Fees Paid for Other Services provided by				
PwC	5,402	-	2,514	-
Details:				
Tax Services	1,484	-	40	-
Advisory and Other Services	3,918	-	2,473	-
Other Audit Firms:	543	6,621	-	20
Details:				
Tax Services	543	1,065	-	20
Advisory and Other Services	-	5,556	-	-
Total	17,274	14,276	2,847	365

Contracts of Significance

There was no contract of significance subsisting during the year to which the Company, or one of its subsidiaries, was a party and in which a director was materially interested, either directly or indirectly.

Directors' Statement of Responsibilities

Financial Statements

The Directors of MUA Ltd are required by the Companies Act 2001 to prepare, for every financial year, financial statements which present a true and fair view of the financial position of the Company and the Group at the end of the financial year as well as the results of their operations for the year then ended. They are responsible for the adequacy and accuracy of these financial statements and for the objectivity of any other information presented therein.

The Directors confirm that in preparing these financial statements they have:

1. Selected suitable accounting policies that are compliant with International Financial Reporting Standards and applied them consistently;
2. Made judgments and estimates that are reasonable and prudent;
3. Prepared the financial statements on a going-concern basis;
4. Kept proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company;
5. Taken appropriate measures to safeguard the assets of the Company through the application of appropriate internal control, risk management systems and procedures;
6. Taken reasonable steps for the prevention and detection of fraud and other irregularities;
7. Adhered to the Code of Corporate Governance and provided reasons for any area of non-compliance.

Internal Control

The Directors are responsible for the Company's systems of internal control. The systems have been designed to provide the Directors with reasonable assurance that assets are safeguarded, that transactions are authorised and properly recorded and that material errors and irregularities are either prevented or detected within a reasonable time. An internal audit and a risk and compliance function have been established to assist management in the effective discharge of its responsibilities. Internal audit review business controls on an on-going basis are carried out independently of management. Reports are presented directly to the Audit Committee.

Risk Management

Through the Risk Committee, Directors are made aware of the risk areas that affect the Company and ensure that Management has taken appropriate measures to mitigate these risks.

The Board ensures that the principles of good governance are also applied in the Company's subsidiaries.

Approved by the Board of Directors on 2 April 2021 and signed on its behalf by:

Dominique Galea
Chairman

Bertrand Casteres
Group CEO

Statement Of Compliance
(Section 75(3) of the Financial Reporting Act)

Name of Public Interest Entity: MUA Ltd

Reporting Period: Year ended 31 December 2020

Throughout the year ended 31 December 2020 to the best of the Board's knowledge MUA Ltd has not complied with certain principles of the Code of Corporate Governance for Mauritius (2016).

The areas of non-compliance are:

Principle	Area of non-compliance	Explanation
Website Disclosures	The website does not contain all required disclosures	Website is being updated to include a Corporate Governance Section, with all the require documents.
Duties, Remuneration and Performance	Details of the remuneration paid to each individual executive director have not been disclosed.	Remuneration of Executive Directors has not been disclosed on an individual basis as the Board considers this sensitive information.

Dominique Galea
Chairman

Bertrand Casteres
Group CEO

2 April 2021

We are fully committed to maintain our existing strategy of embedding risk management in what we do, as it is a source of value creation as well as an essential form of control. It is an integral part of maintaining financial stability for ourcustomers, shareholders and other stakeholders.

RISK MANAGEMENT

Risk Management

Business Continuity Management during the Covid-19 Crisis

Business Continuity Management is a holistic management process that identifies potential threats that may disrupt critical business operations, provides the framework for building resilience and establishes the capability for effective response to safeguard the interests of relevant stakeholders. The Risk team has worked on and finalized the Business Continuity Plan (BCP) project in early 2020 with a final real testing done with selected staff to test the main system at the Rose Hill Branch. During the Covid-19 crisis, the BCP plans including the Disaster Recovery Plan helped us to deal with this unprecedented situation and the fact that all the employees attended BCP training sessions which facilitated the process for business continuity. MUA was able to continue its main operations with staff working at home and continue helping clients by phone and digital communication channels. The process of easing out of the lockdown has also been dealt with as smoothly as possible using the Pandemic Response Plan and the amended resource allocation where the managers have identified which employees should start to return to the office at specific times.

Risk Management Philosophy and Objectives

As a financial services company active in short and long-term insurance, investments, life insurance and retirement services, MUA is naturally exposed in its daily business activities and strategic planning to numerous types of risk. Examples of such risks are changes in mortality rates, undergoing losses due to man-made or natural catastrophes, losing income ability through operational disruptions, outliving of assets and so on.

Risk management in practice is where companies steadily identify, quantify and manage the various types of risk inherent to the operations. The most vital goals of a sound risk management program are:

- Ensuring risks inherent to our business activities in Mauritius and in the East African market are identified, monitored, quantified and adequately managed;
- Managing the business' exposure to prospective earnings and capital capriciousness;
- To capitalize value for the organization's different stakeholders.

We are fully committed to maintaining our existing strategy of embedding risk management in what we do, as it is a source of value creation as well as an essential form of control. It is an integral part of maintaining financial stability for our customers, shareholders and other stakeholders.

Our sustainability and financial strength are supported by an effective risk management process which helps us identify major risks to which we may be exposed, while instituting appropriate controls and taking mitigating actions for the benefit of our customers and shareholders.

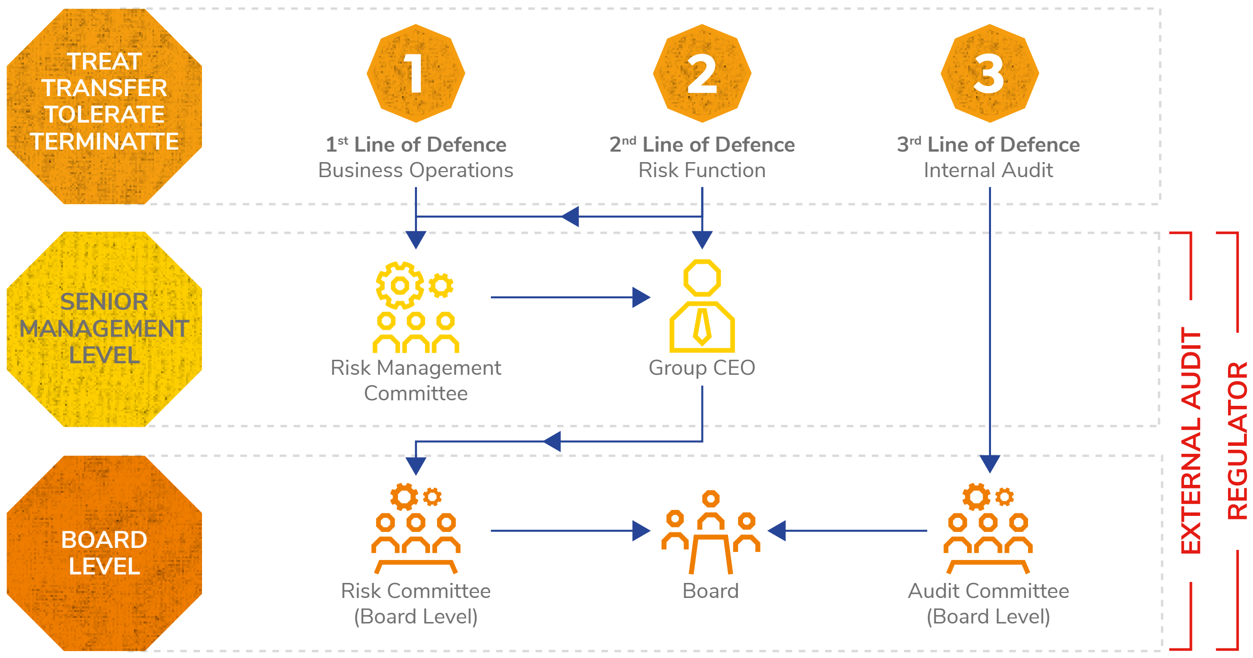
Consequently, our risk management objectives are based on the following:

Open risk culture: Promote a strong risk management culture amongst our staff, driven by a robust risk governance structure and clear risk appetites.

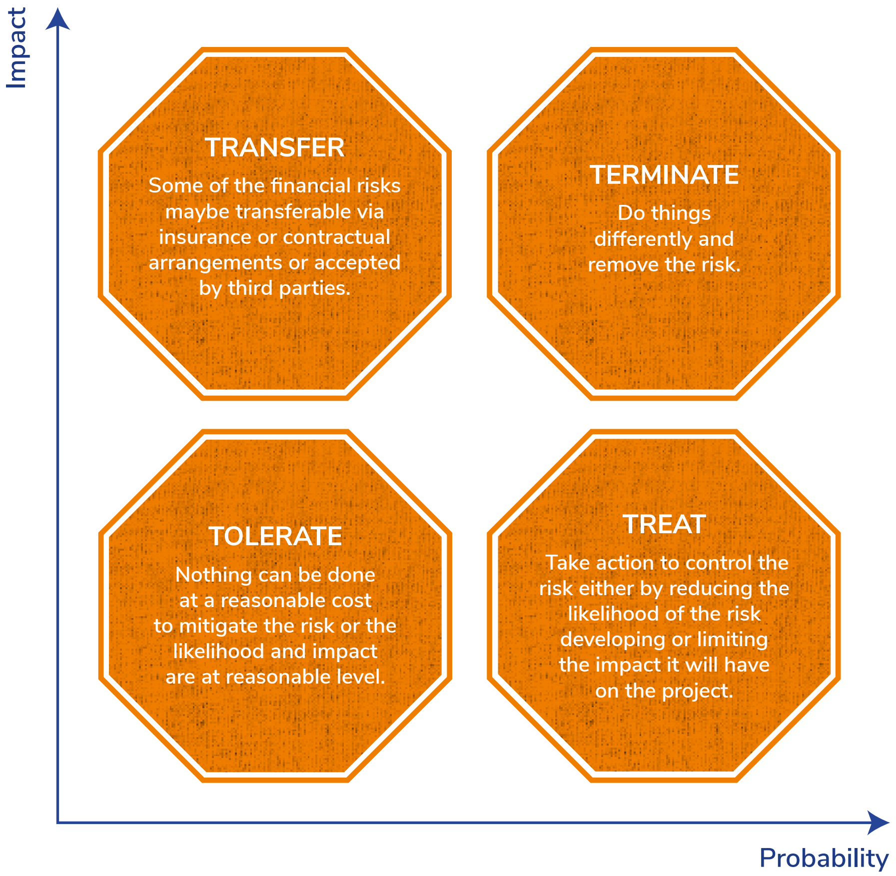
Ensure that sufficient capital surpluses are available to meet the expectations of customers, shareholders and be compliant with regulatory obligations, and to meet our liabilities even if a number of extreme risks were to materialize.

Clear accountability: Our operations are based on the principle of delegated and clearly defined authority. Individuals are accountable for the risks they take on and their incentives are aligned with MUA's overall business objectives.

Risk Management Overview



The Group has a defined step by step approach with respect to risk management. The below diagram illustrates the high level process, whereby risks can be managed through the 4 T's, at each step.



Types of Risks - Inherent v/s Residual

The inherent risk is the one that exists before a company addresses it, that is the risk to the Group in the absence of any action taken to alter either its likelihood or its impact. Every company faces it, not all manage it effectively. These risks are reflected mainly on how a company does business; its complexity, growth, changes; the staffing; technology and the organizational structure.

The residual risk is also known as "vulnerability" or "exposure". It is the risk that remains after the company has attempted to mitigate the inherent risk.

Adopting the approach of Enterprise Risk Management within the group, where management provides assurance and internal audit provides reassurance, management is responsible for:

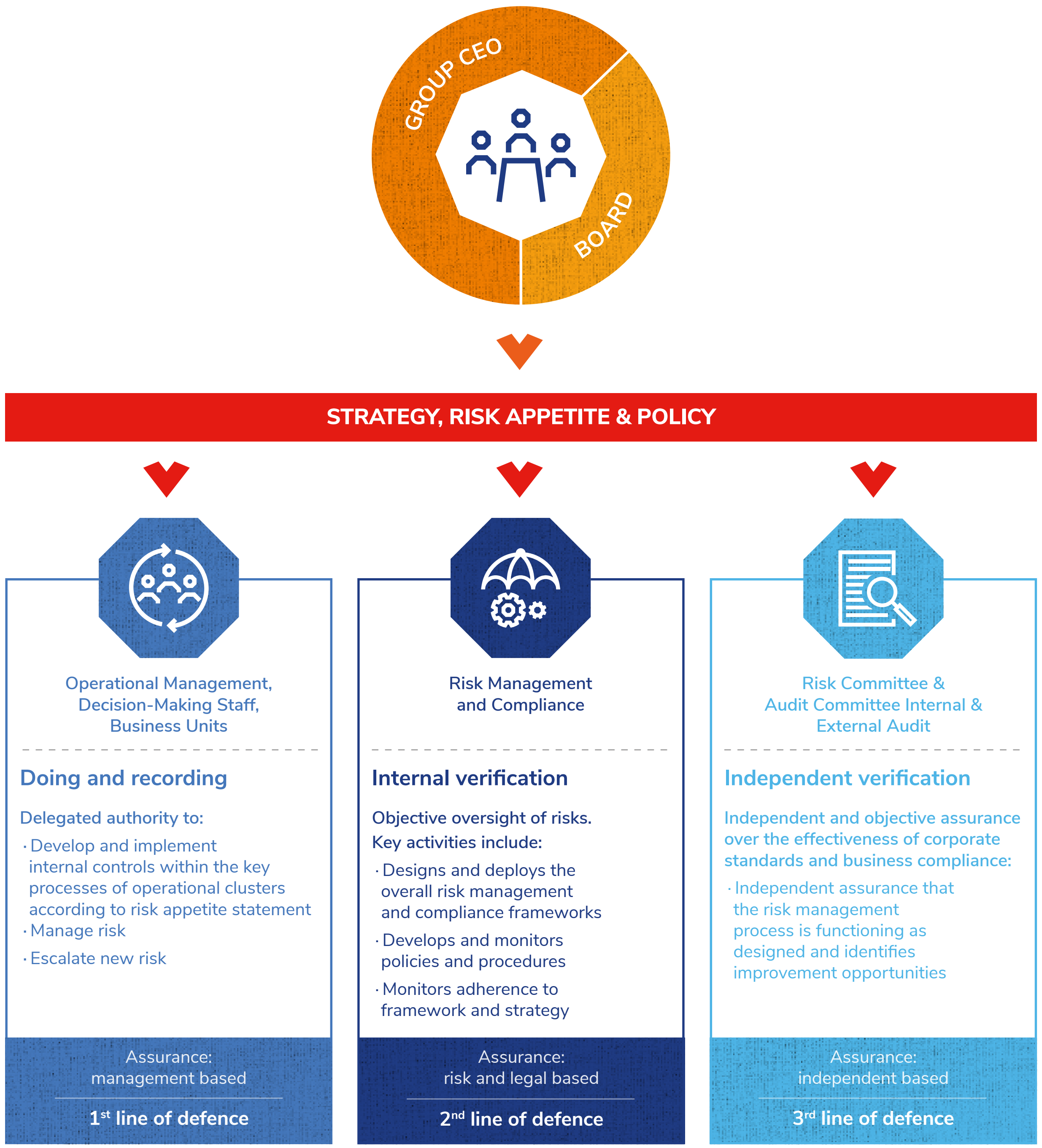
- Assessing the inherent risk (i.e., before mitigation and controls);
- Assessing the effectiveness of existing risk mitigation and controls;
- Determining the residual risk (i.e., the risk that remains after mitigation and controls are implemented);
- Determining whether such exposure is within the company's risk appetite for that type of risk, and if not, taking additional steps to mitigate the risk;
- Providing reasonable assurance to the Board that the controls are both effective and efficient in managing the exposure so that it remains within the Board - approved appetite for that type of risk.

Risk Control Framework

The diagram below illustrates how the Group's risk control framework minimizes the number of inherent risks to residual ones. The duty of the risk management is to continuously review the internal controls of the inherent risks and to closely monitor the residuals risks while taking actions where and when appropriate.

Risk Management Responsibilities

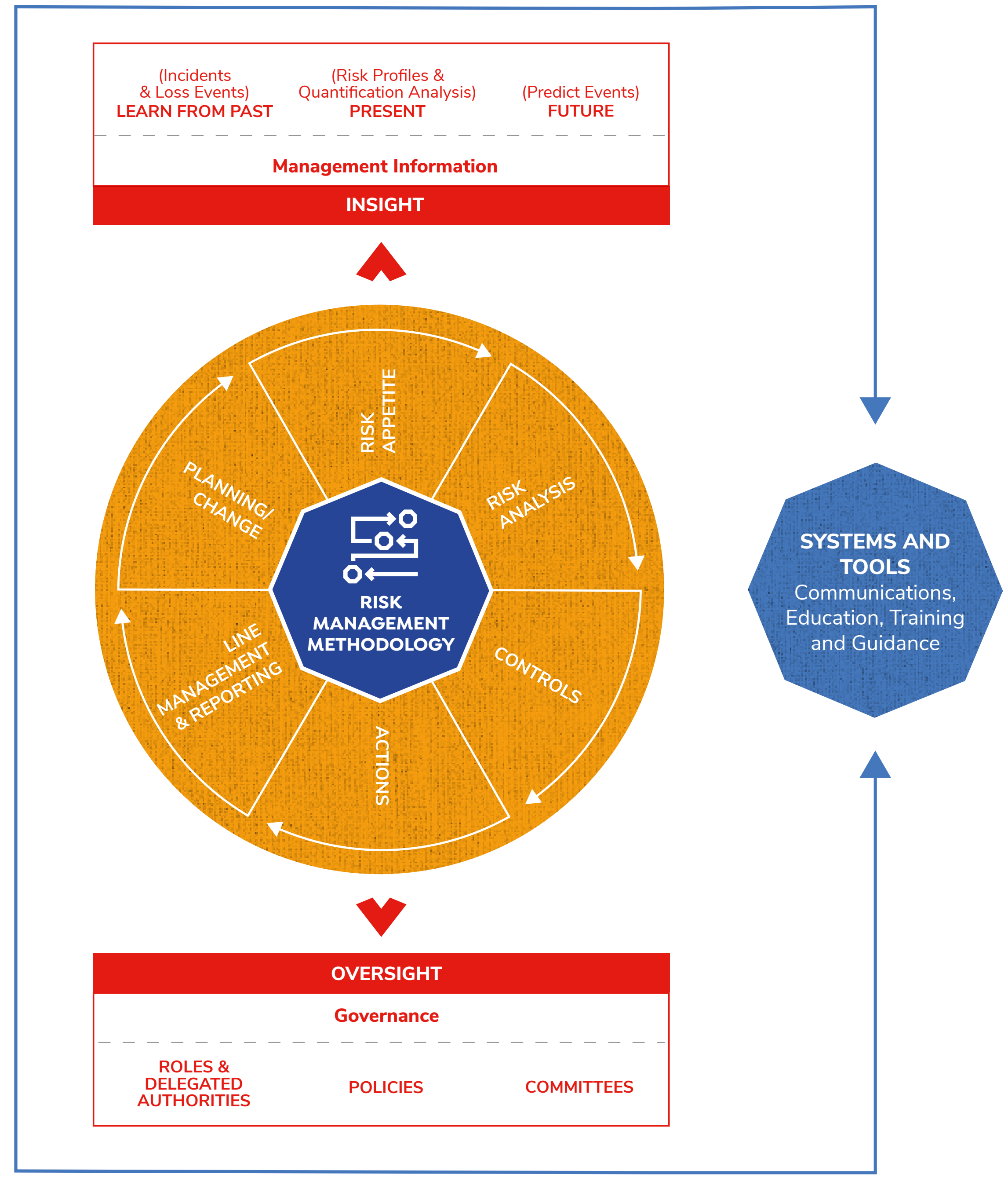
MUA has adopted the 'three-lines-of-defence' model where ownership for risk is taken at all levels in the Group. This model is widely adopted by financial services companies globally. It clearly sets out the risk management responsibilities across the business and is consistent with the current regulatory risk-based approach, encompassing corporate governance, processes and controls.



Risk Management Framework

The Group Audit and Risk Methodology is fully risk-based and aligned on COSO (Committee of Sponsoring Organizations of the Treadway Commission) Enterprise Risk Management (ERM) Framework. The COSOERM Framework is the broadly accepted standard against which organizations can benchmark their internal control activities.

MUA's risk management framework forms an integral part of the management and Board processes as well as the decision-making framework across the organisation. The key elements of the risk management framework are illustrated below:



The Risk Management Process

The Risk Management Process involves 5 steps:

1. Identify risks: consists of defining potential risks that may have a negative impact on MUA.

2. Analyse risks: involves scrutinising the different risks which have been identified to determine:
The impact of the risks; and the likelihood of the risks arising.

3. Evaluate risks: the company determines whether the identified risks are acceptable or unacceptable.

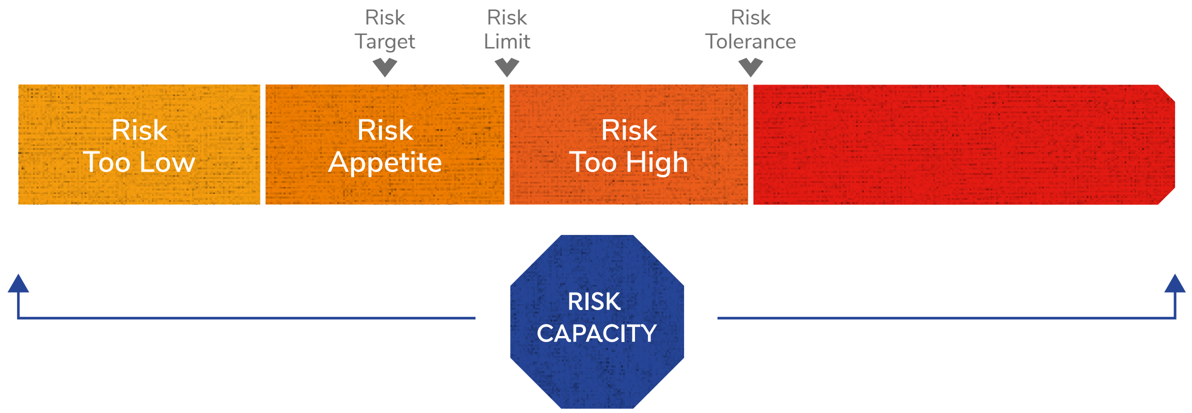
4. Treat risks: the four main risk treatment strategies are:

- Risk acceptance
- Risk avoidance
- Risk transfer
- Risk mitigation

5. Monitor and review risks: is the ongoing process of managing risk.

It is the process of tracking risk management execution and continuing to identify and manage existing and new risks.

Risk Appetite



The risk appetite is the level of risk the Group acknowledges and is willing to accept in the pursuit of its strategic objectives.

The strategic and operational planning process supports the Group in optimally exploiting its opportunities. This involves the consideration of the portfolio of opportunities identified by businesses, leading to decisions by the Board in relation to the opportunities the Group wishes to pursue.

Capital is allocated to businesses to support delivery of these plans. The Group's required returns will be reflected in the targets set for businesses, including targets for return on capital employed, growth in business and profitability and dividend payment expectations.

The Group's business plan, capital allocation and business targets are therefore a key component of the Group's risk appetite. Risk appetite will accordingly continually evolve and be reviewed.

Policies and Procedures

To instill a consistent and rigorous approach to risk management across all the business segments in which we operate, we observe a set of formal risk policies. These delineate risk management and control requirements for the Group's operations. As our business responds to changing market conditions and customer needs, we regularly monitor the appropriateness of our risk policies to ensure that they remain up-to-date.

We regularly identify and review risk exposures. Where risks are outside of tolerance levels, action plans are required. Similarly, controls are regularly reviewed for effectiveness and corrective actions implemented where necessary. This helps to provide assurance to the various risk oversight committees that there are appropriate controls in place for all our core business activities, and that the processes for managing risk are understood and followed consistently.

The Risk Profile

RISK APPETITE → RISK STRATEGY ← ACCOUNTABILITY/ RESPONSIBILITY

RISK POLICIES

- Customer, Products & Markets
- Business Processes
- Prudential

RISK MANAGEMENT

STRATEGIC	CUSTOMER, PRODUCTS & MARKETS	OPERATIONAL	FINANCIAL	INSURANCE
Strategy & Planning	Customer	Legal & Regulatory	Capital Management	Life Insurance
Business Continuity Planning	Distribution Management	Information Technology & Business Protection	Credits	Life Insurance Product Development & Pricing
		Financial Crime	Financial Reporting	Unit Pricing
		People	Reserving	General Insurance Underwriting
		Purchasing & Supply Management	Liquidity	General Insurance Reinsurance
		Health & Safety	ORSA	General Insurance Claims
		Product Approval Process		

EXTERNAL DEVELOPMENTS

Monitored through Policies and Risk Control Matrices

Continuous monitoring and feedback loop process between 1st and 3rd lines of defence

Critical Risks

STRATEGIC RISK

Definition: The risk of a negative impact on the company's value, arising from the adverse effect of management decisions regarding business strategies and their implementation. This risk reflects on the compatibility between strategic goals, business continuity management and the resources deployed to achieve those goals. Strategic risk also includes the lack of management's ability to effectively analyse and react to external factors (e.g. market conditions/ natural catastrophes) which could affect critical operations of the Group and prevent critical services to be resilient.

Owner:
Group CEO

MANAGEMENT AND MITIGATION EXAMPLES

Strategy & Planning

We agree, monitor and manage Strategic Targets. Emerging risks are identified and managed using established Risk Management Framework.

Business Continuity Management

We have a Business Continuity Management plan in place which includes a Disaster Recovery plan.

Critical Risks (continued)

CUSTOMER, PRODUCTS & MARKETS RISKS

Definition: During insurance operations, there may be a risk related to customer management, brand management, products and distribution management which can cause significant damage to the group's reputation, profitability, future business and market share.

Owner:
Group CEO

MANAGEMENT AND MITIGATION EXAMPLES

Customer
We have a strong culture of considering customers' perpectives and it is imperative that we deliver the right outcome for them.

Distribution Management
An adequate selection of our sales force is done with satisfactory sales capabilities, customer centricity in compliance with the regulatory framework, in order to distribute MUA's products effectively.

Brand & Marketing Communication
We make use of outside skilled consultants in the fields of marketing, communication and advertising.

Corporate Responsibility
We have put in place a Corporate Social Responsibility (CSR) committee to look after all CSR related activities.

Environment
We have launched e-documents for insurance policies to be in line with our aim of reducing carbon footprint.

OPERATIONAL RISK

Definition: Operational risks are risks of loss and/or the opportunity gain foregone resulting from inadequate or untried internal processes, human error and system malfunctions, fraud or from external events. Most organizations such as MUA accept that their people and processes will inherently incur errors and contribute to ineffective operations. In evaluating operational risk, practical remedial steps should be emphasized in order to eliminate exposures and ensure successful responses.

Owner:
Heads of Support Functions

MANAGEMENT AND MITIGATION EXAMPLES

Information Technology
Improved performance of our IT systems across the board, while focusing on the development of future system capability is key for us. With significant changes underway, we are monitoring risks associated with our IT systems' stability, cyber security and internal control environment.

Legal & Regulatory
- We work towards efficient and customer friendly processes while having a strong risk based approach to minimise exposure and ensure robustness of processes.
- Compliance Risk: We have a well-defined and well documented compliance manual in place which provides a clear link between internal and external compliance requirements with the various business and operational processes. We maintain regular communications and awareness sessions with employees with regards to any new changes and development in laws, regulations, supervisory provisions and industrial rules and guidelines.

Financial Crime
We have established procedures in place for money-laundering and fraud management.
We provide continuous training to our employees with regards to the inherent risks faced by our business.
These include: Proper reporting processes to the Money Laundering Reporting Officer; processes in case of Suspicious transactions; Politically Exposed Persons; and a Whistleblowing Policy.

People
We make sure that the objectives of our employees are aligned with the company's business objectives and are reviewed annually.

Outsourcing
We monitor performance of our outsourced activities.

Health & Safety
We have a Health & Safety committee in place to promote cooperation between the employer and employees in instigating, developing and carrying out measures to ensure the health and safety of employees.

Purchasing & Supply Management
We have a Procurement Policy and committee in place.

Communications
Information shared to internal and external stakeholders is well-structured and managed.

Critical Risks (continued)

FINANCIAL RISK

Definition: Financial Risks as the term suggests is the risk that involves financial loss to firms. It generally arises due to instability and losses in the financial market caused by movements in stock prices, currencies, reserves, interest rates and more. Our focus is on capital management which is an accounting strategy that strives to maintain sufficient and equal levels of working capital, current assets, and current liabilities at all times.

Owner:
Chief Financial Officer / Head of Investment / Actuarial

MANAGEMENT AND MITIGATION EXAMPLES

Capital Management

Capital is held with comfort margins over minimum statutory and other capital requirements, including a minimum level of capital requirements per the Insurance Act 2005 and the Insurance Rules and Regulations 2007.

Credit

We continuously monitor the ratings for our Reinsurers through credit rating agencies and make sure we purchase reinsurance from the ones with the best ratings.

Financial Reporting

We ensure that there is a maker and checker for each financial reporting process while having in-built controls in our systems.

Reserving

We estimate technical reserves using various actuarial and statistical techniques. Management's best estimate of total reserves is set at not less than the actuarial best estimate.

Liquidity

We measure our liquidity risks on an on-going basis through cash flow forecasts, asset allocation and maturity profile and run scenario testing.

ORSA

We have an established ORSA risk policy in place to ensure the annual regulatory Own Risk and Solvency Assessment is properly conducted.

INSURANCE RISK

Definition: The main activity of the group is the acceptance of risk under an insurance contract (Life/Non-life) where in return for a consideration (the premium), a policyholder is compensated for pecuniary loss suffered as a result of a specified uncertain future event. The core of our business is to underwrite those policies whereby underwriters evaluate the risk and exposures of potential clients to determine whether coverage can be provided or not and under which terms.

Owner:
Heads of Business Lines / Actuarial

MANAGEMENT AND MITIGATION EXAMPLES

Life Insurance Risk

We make sure that the recommendations of the actuarial reports are firmly implemented.

Life Insurance Product Development and Pricing

Products are developed, approved and managed in line with relevant risk appetite, risk preferences, capital and profitability targets and are vetted by our statutory actuary.

Unit Pricing

We have a unit pricing guideline and governance framework in place.

General Insurance Underwriting

Underwriting guidelines are set for all transacted business and pricing refined by analysing comprehensive data.

General Insurance Reinsurance

Excess of loss (XOL) are determined by the business head and are approved by the Board annually at renewal.

General Insurance Claims

We have appropriate controls in place for the detection of fraudulent claims.

Critical Risks (continued)

MARKET RISK

Definition: The risk of losses in positions arising from movements in market prices. Market risk is the possibility of an investor experiencing losses due to factors that affect the overall performance of the financial markets in which he or she is involved. Examples of market risk are: changes in equity prices or commodity prices, interest rate moves or foreign exchange fluctuations. The RAG status for Market risk for the General Insurance for the quarter ending 30 September 2020 was Green.

Owner:
Head of Investment

CYBER RISK

Definition: Cyber risk is commonly defined as exposure to harm or loss resulting from breaches of or attacks on information systems. Poorly managed cyber risks can leave you open to a variety of cybercrimes, with consequences ranging from data disruption to economic. The IT team works on IT Security Dashboard to report at the end of each quarter to be included in the Risk Report

Owner:
Head of Group Information Systems

Role of the Risk Committee

The Risk Committee is established by the Board of Directors to assist in its oversight of risk and risk management across the Group, including its East African subsidiaries.

The committee provides an independent and objective review of all aspects of risk as presented in our risk profile (Strategic, Financial, Insurance etc.). It also has an oversight of all management committees such as the Risk Management Committee, the Audit Committee and the Assets and Liabilities Committee, to ensure that significant existing or emerging risks are efficiently identified, measured, managed, monitored and reported on a continuous basis.

Regulatory Developments

In 2014 the Financial Services Commission (the 'FSC Mauritius') with the collaboration of the World Bank embarked on a project aimed at strengthening prudential regulations, risk-based supervisory and resolution frameworks for the insurance sector.

The main features of these rules are:

- Risk Appetite Statements
- Risk Management Strategies
- Forecasted Business Plans
- Own Risk Solvency Assessment (ORSA) Framework
- Liquidity Policy
- Designated risk management function; and
- Defined responsibilities and roles and reporting lines within the insurer for the management of material risks

Under the Insurance (Risk Management) Rules 2016, we are in the process of submitting our Own Risk and Solvency Assessment Report and Risk Management Framework for the third consecutive year. We have ensured over the past three years that our business practices are compliant with this new piece of legislation. In alignment with these rules, we now have a Business Continuity Plan in place. Awareness and training sessions have been held with all employees. The disaster recovery aspect of the Business Continuity Plan has also been successfully tested.

In compliance with Section 5(4), our external auditors have reviewed and reported to the Board that our Risk Management Framework is compliant with the rules. Moreover, as per Section 5(5) of the rules, our statutory actuaries have reviewed and reported to the Board on the effectiveness of our Risk Management Framework.

Risk Team: 2021 Projects

- Continue with the risk reviews in Mauritius and the four East African entities.
- The implementation of a people risk policy in the four East African entities.
- The implementation of a monthly and quarterly risk dashboard in Mauritius and the four East African entities.
- Continue with the risk awareness to all employees to increase the risk culture within the company.
- Assist in MUA projects as per the group's strategy 2021-2023 by monitoring the risk aspects to ensure that there are sufficient controls in place.

The Liquidity Policy in MUA

Liquidity risk is defined as the risk that a firm, though solvent, does not have sufficient financial resources available to enable it to meet its obligations as they fall due.

The objective of this policy is to provide the minimum standards for managing liquidity risk for MUA. It recognises the group has significant cash flow obligations that need to be managed and needs sufficient liquidity to operate efficiently and maintain MUA's reputation in the markets.

For the ORSA reporting, the Risk team has enforced the liquidity policy by requesting that the liquidity policies of both MUA GI and MUA Life to be approved by ALCO.

Section 6.1.7 has been added regarding segregation of liquidity of entities.

"MUA Ltd demonstrated resilience during the year with gross premiums earned growing by 17% to Rs 5,238m as a result of strong operational performance in both Mauritius and East Africa."

- *Bertrand Casteres*

FINANCIAL STATEMENTS

SECRETARY'S CERTIFICATE FOR THE YEAR ENDED 31 DECEMBER 2020

We certify, to the best of our knowledge and belief, that the Company has filed with the Registrar of Companies all such returns as are required of the Company under the Companies Act 2001.

ECS SECRETARIES LTD
Secretary

02 April 2021

Independent Auditor's Report

TO THE SHAREHOLDERS OF MUA LTD

Report on the Audit of the Consolidated and Separate Financial Statements

Our Opinion

In our opinion, the accompanying consolidated and separate financial statements give a true and fair view of the financial position of MUA Ltd (the "Company") and its subsidiaries (together the "Group") and of the Company standing alone as at 31 December 2020, and of their financial performance and their cash flows for the year then ended in accordance with International Financial Reporting Standards and in compliance with the Mauritian Companies Act 2001.

What we have audited

MUA Ltd's accompanying consolidated and separate financial statements comprise:

- The statements of financial position as at 31 December 2020;
- The statements of profit or loss for the year then ended;
- The statements of comprehensive income for the year then ended;
- The statements of changes in equity for the year then ended;
- The statements of cash flows for the year then ended; and
- The notes to the financial statements, which include significant accounting policies and other explanatory information.

Certain required disclosures have been presented elsewhere in the risk management report, rather than in the notes to the consolidated and separate financial statements. These disclosures are cross-referenced from the consolidated and separate financial statements and are identified as audited.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements" section of our report.

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

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (the "IESBA Code"). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

TO THE SHAREHOLDERS OF MUA LTD (CONTINUED)

Report on the Audit of the Consolidated and Separate Financial Statements (continued)

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

<table>
<tr><th>Key audit matter relating to the consolidated financial statements</th><th>How our audit addressed the key audit matter relating to the consolidated financial statements</th></tr>
<tr><td>Valuation of insurance contract liabilities - long term insurance

The insurance contract liabilities as disclosed in note 15 requires a valuation of insurance contract liabilities and estimation of the adequacy of the life fund in terms of an actuarial surplus and/or deficit.

The valuation of insurance contract liabilities involves significant judgement in estimating the expected future outflows. Specifically, the actuarial assumptions and methodologies involve judgement about future events. The valuation results are also dependent on the quality, integrity and accuracy of the data used.

The assumptions in the valuation include both economic and non-economic inputs. Economic assumptions such as discount rates, investment returns, and inflation rates are benchmarked to available market information. Non-economic assumptions such as mortality rates, future expenses, investment returns, discount rates and lapse rates, are projected based on past experience.

Additional qualitative judgement is applied in assessing the extent to which past trends may or may not recur in the future. A margin for adverse deviation is included in the liability valuation. However, changes in the assumptions and methodology can have a material impact.</td><td>Our procedures included the following:

• We worked with our internal actuaries to assess the results of management actuarial valuations as at 31 December 2020;

• We compared the data used in the valuation to the existing policyholder data for consistency;

• We assessed the appropriateness of the methodology and assumptions, including the risk margins, used by the statutory actuary and management in the estimation of the life assurance fund as at 31 December 2020 using our own independent actuarial specialist;

• We assessed the reasonableness of the economic assumptions used in comparison to market observable data or Group's past experience where applicable; and

• We evaluated whether the actuary appointed by management has the relevant expertise and experience in this field.</td></tr>
<tr><td>Valuation of insurance contract liabilities - short term insurance

The valuation of general insurance loss reserves involves a high degree of subjectivity and complexity. Reserves for losses and loss adjustment expenses represent estimates of future payments of reported and unreported claims for losses and related expenses at a given date. The Group uses a range of actuarial methodologies to estimate these provisions.

General insurance loss reserves require significant judgment relating to factors and assumptions such as inflation, claims development patterns and regulatory changes.

Specifically, long-tail lines of business, which often have low frequency, high severity claims settlements, are generally more difficult to project and subject to greater uncertainties than short tail, high frequency claims. Further, some catastrophic events can be more complex to model using actuarial methodologies, which increases the degree of judgment needed in estimating general insurance loss reserves.

Given its complexity and significance the valuation of insurance contract liabilities-short term insurance has been considered as a Key Audit Matter.</td><td>Our procedures included the following:

• We reviewed the documentation around outstanding claims which are high in value;

• We agreed the consistency of the underlying claims data that are sent to the actuary in estimating general insurance loss reserves to the accounting records. This includes the testing of information sent to the actuary for the determination of IBNR;

• We have involved our own independent actuarial specialist to evaluate the actuarial assumptions used by management based on the analysis of the experience to date, industry practice and the financial and regulatory requirements;

• We evaluated management's methodology and assumptions against actuarial practices and industry standards; and

• We evaluated whether the actuary has the relevant expertise and experience in this field.</td></tr>
</table>

TO THE SHAREHOLDERS OF MUA LTD (CONTINUED)

Report on the Audit of the Consolidated and Separate Financial Statements (continued)

Key Audit Matters (continued)

Key audit matter relating to the consolidated financial statements	How our audit addressed the key audit matter relating to the consolidated financial statements
Allowance for expected credit losses on financial assets held at amortised cost and fair value through other comprehensive income The ECL models are reliant on internal and external data and this requires significant judgements and estimates in relation to the determination of forward-looking information, defining a Significant Increase in Credit Risk (“SICR”) and hereby, staging. Further, the Covid-19 pandemic across the world has meant that assumptions regarding the economic outlook and the consequent impact on the exposures is uncertain, increasing the degree of judgement required in calculating the ECL. We considered this a key audit matter owing to the subjective and complex judgements made by the Group in recognising allowances for expected credit losses including: • Review of Probability of Default “PD”, Loss Given Default “LGD” and Exposure at Default “EAD”) used to estimate the timing and amount of the forecasted cash flows based on historical default data and days past due. PD, LGD and EAD are portfolio assumptions. • Determination and weightage of assumptions used in the forward-looking economic model. Three forward-looking scenarios (bull, bear and base) were probability weighted by management to determine the ECL. These scenarios were then linked to PDs to derive a forward-looking ECL. • Evidence of SICR and hence relevant staging. The Group also applied judgement and estimates in determining the impairment provision on its stage 3 financial assets to estimate the loss event, the amount and timing of its expected future cashflows as well as the determination of the value of collaterals.	Given the complexity and significant judgements applied in the models used for the ECL calculation, we have performed among others, the following audit procedures, together with the expertise of our internal actuarial team: • We assessed the appropriateness of the ECL models methodology and assumptions against accepted theory and general market practice; and • We reviewed the key data inputs used in the ECL models components against relevant source documentation. Furthermore, we examined the reasonableness of the assumptions used in the forward-looking economic models. • We obtained an understanding of and evaluated management’s process in determining whether there was an evidence of a SICR for a sample of exposures; and • For ECL calculated on stage 3 financial assets, we considered on a sample basis whether there is any ongoing litigation in respect of exposures and number of days in arrears for repayment. We also considered the assumptions applied by management in its assessment of the recoverability of the exposure. We independently recalculated the ECL, on a sample basis, based on our assessment of the expected cash flows and recoverability of collateral at an individual counterparty level.
Recoverability of goodwill At December 31, 2020, goodwill amounted to Rs 434m as detailed in note 40 of the consolidated financial statements. The Group’s goodwill is allocated to cash generating units (CGUs) that are identified generally at a segment level. The valuation and recoverability of goodwill involves complex judgments and estimates, including projections of future income, terminal growth rate assumptions, and discount rates.	Our procedures included the following: • We tested the principles and integrity of the Group’s discounted cash flow model that supports the value-in-use calculations in order to assess the recoverable amount which was compared to the carrying amount of the CGU; and • We evaluated management’s methodology and assumptions used including projections on future income, terminal growth rate assumptions, discount rates and sensitivity analysis to determine the impact of those assumptions;

TO THE SHAREHOLDERS OF MUA LTD (CONTINUED)

Report on the Audit of the Consolidated and Separate Financial Statements (continued)

Key Audit Matters (continued)

Key audit matter relating to the separate financial statements	How our audit addressed the key audit matter relating to the separate financial statements
Investment in subsidiaries In the Company's financial statements, investment in subsidiaries is carried at cost less impairment. As detailed in note 8 of the financial statements, the Company has an investment in subsidiaries of Rs 1,873m. Management makes an impairment assessment at the end of each reporting date which involves management judgments and estimates. The impairment of investment in subsidiaries is assessed by comparing the value in use to the carrying amount of the investments.	Our procedures included the following: • We have tested the principles and integrity of the Company's recoverable amount which was compared to the carrying amount of the investment in subsidiaries. We have assessed the appropriateness of the methodology applied in the Company's impairment assessment of investment in subsidiaries; and • Where applicable, we evaluated management's methodology and assumptions used including projections on future income, terminal growth rate assumptions, discount rates and sensitivity analysis to determine the impact of those assumptions.

Other Information

The Directors are responsible for the other information. The other information comprises the statutory disclosures, the corporate governance report, the risk management report and the secretary's certificate but does not include the consolidated and separate financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report and other reports, which are expected to be made available to us after that date.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other reports not yet received, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

In addition to the responsibilities described above and our work undertaken in the course of the audit, the Financial Reporting Act 2004 requires us to report certain matters as described below.

Corporate Governance Report

Our responsibility under the Financial Reporting Act 2004 is to report on the compliance with the Code of Corporate Governance (the "Code") disclosed in the annual report and assess the explanations given for non-compliance with any requirement of the Code. From our assessment of the disclosures made on corporate governance in the annual report, the Company has, pursuant to section 75 of the Financial Reporting Act 2004, complied with the requirements of the Code.

TO THE SHAREHOLDERS OF MUA LTD (CONTINUED)

Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The Directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and in compliance with the Mauritian Companies Act 2001, and for such internal control as the Directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group and/or the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the Group's and Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and/or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

TO THE SHAREHOLDERS OF MUA LTD (CONTINUED)

Report on the Audit of the Consolidated and Separate Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements (continued)

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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

Report on Other Legal and Regulatory Requirements

Mauritian Companies Act 2001

The Mauritian Companies Act 2001 requires that in carrying out our audit we consider and report to you on the following matters. We confirm that:

(a) We have no relationship with or interests in the Company or any of its subsidiaries other than in our capacity as auditor of the Company and some of its subsidiaries, tax and business advisors of some of its subsidiaries and dealings in the ordinary course of business with some of its subsidiaries;

(b) We have obtained all the information and explanations we have required; and

(c) In our opinion, proper accounting records have been kept by the Company as far as appears from our examination of those records.

Independent Auditor's Report

TO THE SHAREHOLDERS OF MUA LTD (CONTINUED)

Other Matter

This report, including the opinion, has been prepared for and only for the Company's shareholders, as a body, in accordance with Section 205 of the Mauritian Companies Act 2001 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

PricewaterhouseCoopers

John Li How Cheong
Licensed by FRC

02 April 2021

Statements of Financial Position as at 31 december 2020

	Notes	The Group 2020 Rs'000	The Group 2019 Rs'000	The Company 2020 Rs'000	The Company 2019 Rs'000
ASSETS					
Non-current assets					
Property and equipment	5	**357,889**	367,177	**-**	-
Right of use assets	44	**115,067**	113,756	**-**	-
Investment properties	6	**520,035**	486,362	**-**	-
Intangible assets	7	**733,096**	571,971	**-**	-
Investment in subsidiary companies	8	**-**	-	**1,872,582**	1,850,022
Investment in associated company	9(a)	**1,080**	1,080	**-**	-
Investment in joint ventures	9(b)	**18,875**	20,922	**495**	495
Financial assets at fair value through other comprehensive income	10(a)	**1,313,022**	518,065	**-**	-
Financial assets at fair value through profit or loss	10(b)	**3,356,883**	3,324,628	**-**	-
Debt instruments at amortised cost	10(c)	**6,227,469**	6,927,462	**652,545**	202,215
Loans and receivables at amortised cost	11	**604,184**	682,546	**-**	-
Deferred tax assets	16(b)	**52,622**	43,053	**-**	-
		13,300,222	13,057,022	**2,525,622**	2,052,732
Current assets					
Financial assets at fair value through other comprehensive income	10(a)	**54,400**	-	**-**	-
Debt instruments at amortised cost	10(c)	**1,099,159**	827,532	**95,909**	171,512
Loans and receivables at amortised cost	11	**155,774**	165,852	**-**	-
Insurance and other receivables	12	**1,288,193**	964,766	**-**	10,007
Prepayments		**8,631**	7,018	**-**	-
Deferred acquisition costs receivable	13(b)	**212,130**	136,447	**-**	-
Current tax assets	20(b)	**19,849**	17,987	**-**	-
Amount receivable from subsidiary	43	**-**	-	**6,850**	25,481
Reinsurance assets	13(a)	**1,715,058**	982,004	**-**	-
Cash and cash equivalents	39(b)	**1,247,364**	611,685	**149,790**	97,715
		5,800,558	3,713,291	**252,549**	304,715
Assets held for sale	42	**101,876**	-	**-**	-
Total assets		**19,202,656**	16,770,313	**2,778,171**	2,357,447

The notes on pages 142 to 256 form an integral part of these financial statements.
Auditor's report is on pages 127 to 133.

Financial Statements for the Year Ended 31 December 2020

Statements of Financial Position as at 31 december 2020

	Notes	The Group 2020 Rs'000	The Group 2019 Rs'000	The Company 2020 Rs'000	The Company 2019 Rs'000
EQUITY AND LIABILITIES					
Equity attributable to equity holders of the parent					
Stated capital	14	**774,068**	723,968	**774,068**	723,968
Share premium	14	**364,036**	-	**364,036**	-
Total reserves		**2,400,547**	2,111,190	**1,129,761**	1,126,653
Non-distributable share of Life surplus		**1,661**	4,335	**-**	-
Total ordinary shareholders' equity		**3,540,312**	2,839,493	**2,267,865**	1,850,621
Non-controlling interests		**698,519**	638,039	**-**	-
Total equity		**4,238,831**	3,477,532	**2,267,865**	1,850,621
Technical provisions					
Life assurance fund	15	**7,778,400**	7,794,209	**-**	-
Investment contract liabilities	15(a)	**1,107,302**	1,002,454	**-**	-
Insurance contract liabilities	13(a)	**3,995,471**	2,824,968	**-**	-
		12,881,173	11,621,631	**-**	-
Non-current liabilities*					
Borrowings	18	**504,204**	604,737	**504,204**	505,737
Deferred tax liabilities	16(b)	**97,989**	90,577	**-**	-
Lease liabilities	44	**81,677**	91,940	**-**	-
Employee benefit obligations	17	**16,930**	12,579	**-**	-
		700,800	799,833	**504,204**	505,737
Current liabilities*					
Borrowings	18	**100,000**	-	**-**	-
Trade and other payables	19	**956,149**	773,926	**3,206**	1,089
Deferred acquisition costs payable	13(c)	**150,246**	71,792	**-**	-
Lease liabilities	44	**45,214**	25,599	**-**	-
Amount due to subsidiaries		**-**	-	**2,795**	-
Current tax liabilities	20(b)	**28,367**	-	**101**	-
		1,279,976	871,317	**6,102**	1,089
Liabilities held for sale	42	**101,876**	-	**-**	-
Total liabilities		**14,963,825**	13,292,781	**510,306**	506,826
Total equity and liabilities		**19,202,656**	16,770,313	**2,778,171**	2,357,447

* exclude technical provisions

These financial statements have been approved for issue by the Board of Directors on: 2 April 2021

Dominique Galea
Chairman

Bertrand Casteres
Group CEO

The notes on pages 142 to 256 form an integral part of these financial statements.
Auditor's report is on pages 127 to 133.

Financial Statements for the Year Ended 31 December 2020

Statements of Profit or Loss for Year Ended 31 december 2020

	Notes	The Group 2020 Rs'000	The Group 2019 Rs'000	The Company 2020 Rs'000	The Company 2019 Rs'000
Gross premium earned	21(a)	5,237,703	4,480,243	-	-
Premium ceded to reinsurers	21(b)	(1,411,609)	(1,146,311)	-	-
Net earned premiums	21(b)	3,826,094	3,333,932	-	-
Fees and commission income	22	309,916	275,968	-	-
Revenue from contract with customers	22	20,671	25,206	-	-
Investment income	23	38,743	175,572	144,288	135,721
Interest calculated using EIR	23(b)	641,308	572,919	21,965	4,402
Credit loss expenses		(3,568)	(5,238)	(974)	-
Net realised gains	24	(1,452)	260	-	-
Net unrealised (losses)/gains	25	(238,201)	80,825	-	-
Other operating income	26	133,513	93,689	11,904	-
Total income		4,727,024	4,553,133	177,183	140,123
Gross claims paid	13(a)	(2,821,781)	(2,275,731)	-	-
Claims ceded to reinsurers	13(a)	415,554	335,616	-	-
Gross change in contract liabilities	13(a)	(247,254)	(485,272)	-	-
Change in contract liabilities ceded to reinsurers	13(a)	284,966	(17,189)	-	-
Net claims and benefits		(2,368,515)	(2,442,576)	-	-
Change in investment contract liabilities	15(a)	(66,063)	(66,639)	-	-
Commission and brokerage fees paid	27	(640,589)	(567,588)	-	-
Other operating and administrative expenses	28	(1,156,262)	(955,267)	(13,299)	(6,697)
Total claims, benefits and other expenses		(4,231,429)	(4,032,070)	(13,299)	(6,697)
Profit from operations		495,595	521,063	163,884	133,426
Finance costs	29	(36,760)	(28,550)	(21,881)	(6,169)
Share of profit from joint ventures	9(a)	(2,201)	2,391	-	-
Share of loss from associate	9	-	(500)	-	-
Profit before tax		456,634	494,404	142,003	127,257
Income tax expense	20(a)	(91,611)	(50,534)	(1,621)	-
Profit for the year		365,023	443,870	140,382	127,257
Attributable to:					
Equity holders of the parent		333,972	381,850		
Non-controlling interests		31,051	62,020		
		365,023	443,870		
Earnings per share-basic					
Attributed to equity holders of the parent (Rs/cs)	38	7.24	8.45		
Earnings per share-diluted					
Attributed to equity holders of the parent (Rs/cs)	38	7.19	8.42		

The notes on pages 142 to 256 form an integral part of these financial statements.
Auditor's report is on pages 127 to 133.

Financial Statements for the Year Ended 31 December 2020

Statements of Comprehensive Income for the year ended 31 december 2020

	Notes	The Group 2020 Rs'000	The Group 2019 Rs'000	The Company 2020 Rs'000	The Company 2019 Rs'000
Profit for the year		365,023	443,870	140,382	127,257
Other comprehensive income					
Items to be reclassified to profit or loss in subsequent periods:					
Exchange difference on translating foreign operations		65,681	66,610	-	-
Increase/(decrease) arising on revaluation of financial assets at fair value through other comprehensive income	10(a)	(72,706)	13,112	-	-
Net other comprehensive income to be reclassified to profit or loss in subsequent periods		(7,025)	79,722	-	-
Items that will not be reclassified to profit or loss in subsequent periods:					
Increase/(decrease) arising on revaluation of financial assets at fair value through other comprehensive income	10(a)	144,109	(33,824)	-	-
Tax effect		424	-	-	-
Gain on revaluation of buildings	5	3,420	-	-	-
Re-measurement of defined benefit obligations	17	(3,016)	635	-	-
Tax effect		512	108	-	-
Net other comprehensive income not to be reclassified to profit or loss in subsequent periods		145,449	(33,081)	-	-
Other comprehensive income for the year - net of tax		138,424	46,641	-	-
Comprehensive income for the year		503,447	490,511	140,382	127,257
Attributable to:					
Equity holders of the parent		423,090	388,962	140,382	127,257
Non-controlling interests		80,357	101,549	-	-
		503,447	490,511	140,382	127,257

The notes on pages 142 to 256 form an integral part of these financial statements.
Auditor's report is on pages 127 to 133.

THE GROUP	Notes	Attributable to owners of the Parent					Attributable to owners of the Parent								
		Share Capital	Share Premium	IFRS 2 Reserves	Share Option Reserves	Revaluation Reserves	Currency Translation Reserves	Investment Revaluation Reserve	Retained Earnings	Contingency Reserve	Non Distributable Reserves	Total Reserves	Non Distributable share of Life Surplus *	Non-Controlling Interests	Total
		Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Balance at January 1, 2019		450,900	273,068	(8,051)	11,629	53,551	(57,409)	(49,478)	1,840,652	46,301	243	1,837,438	12,701	536,833	3,110,940
Restructuring adjustment		273,068	(273,068)	-	-	-	-	-	-	-	-	-	-	-	-
		723,968	-	(8,051)	11,629	53,551	(57,409)	(49,478)	1,840,652	46,301	243	1,837,438	12,701	536,833	3,110,940
Share based payment		-	-	3,578	-	-	-	-	-	-	-	-	-	-	3,578
Transfer of gains on disposal of financial assets at fair value through other comprehensive income		-	-	-	-	-	-	848	(848)	-	-	-	-	-	-
Profit for the year		-	-	-	-	-	-	-	381,850	-	-	381,850	-	62,020	443,870
Other comprehensive income		-	-	-	-	-	30,009	(23,640)	743	-	-	7,112	-	39,529	46,641
Comprehensive income		-	-	-	-	-	30,009	(23,640)	382,593	-	-	388,962	-	101,549	490,511
Movement in reserves*		-	-	-	-	-	-	-	(5,054)	5,054	-	-	-	-	-
Acquisition of non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfer of distributable share of Life Surplus	36	-	-	-	-	-	-	-	8,366	-	-	8,366	(8,366)	-	-
Dividends	32	-	-	-	-	-	-	-	(127,154)	-	-	(127,154)	-	(343)	(127,497)
Balance at December 31, 2019		723,968	-	(4,473)	11,629	53,551	(27,400)	(72,270)	2,098,555	51,355	243	2,111,190	4,335	638,039	3,477,532
Balance at January 1, 2020		723,968	-	(4,473)	11,629	53,551	(27,400)	(72,270)	2,098,555	51,355	243	2,111,190	4,335	638,039	3,477,532
Share based payment		-	-	3,578	-	-	-	-	-	-	-	3,578	-	-	3,578
Profit for the year		-	-	-	-	-	-	-	333,972	-	-	333,972	-	31,051	365,023
Other comprehensive income		-	-	-	-	3,420	16,645	71,557	(2,504)	-	-	89,118	-	49,306	138,424
Comprehensive income		-	-	-	-	3,420	16,645	71,557	331,468	-	-	423,090	-	80,357	503,447
Movement in reserves*		-	-	-	-	-	-	-	(4,850)	4,850	-	-	-	-	-
Transfer of distributable share of Life Surplus	36	-	-	-	-	-	-	-	2,674	-	-	2,674	(2,674)	-	-
Acquisition of non-controlling interest		-	-	-	-	-	-	-	(2,711)	-	-	(2,711)	-	(19,848)	(22,559)
Right issue	14	50,100	365,730	-	-	-	-	-	-	-	-	-	-	-	415,830
Issue costs		-	(1,694)	-	-	-	-	-	-	-	-	-	-	-	(1,694)
Dividends	32	-	-	-	-	-	-	-	(137,274)	-	-	(137,274)	-	(29)	(137,303)
Balance at December 31, 2020		774,068	364,036	(895)	11,629	56,971	(10,755)	(713)	2,287,862	56,205	243	2,400,547	1,661	698,519	4,238,831

* As per the Insurance Act of the respective foreign countries, a transfer of 2% of the gross premium is made from retained earnings to the contingency reserve.

The notes on pages 142 to 256 form an integral part of these financial statements.
Auditor's report is on pages 127 to 133.

Statements of Changes in Equity for the year ended 31 december 2020

THE COMPANY	Notes	Stated Capital	Share Premium	IFRS 2 Reserves	Restructuring Reserves	Retained Earnings	Total Reserves	Total
		Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Balance at 1 January 2019		723,968	-	-	1,119,394	-	1,119,394	1,843,362
Share based payment		-	-	7,156	-	-	7,156	7,156
Profit for the year		-	-	-	-	127,257	127,257	127,257
Other comprehensive income		-	-	-	-	-	-	-
Comprehensive income		-	-	-	-	127,257	127,257	127,257
Dividends		-	-	-	-	(127,154)	(127,154)	(127,154)
Balance at 31 December 2019		723,968	-	7,156	1,119,394	103	1,126,653	1,850,621
Balance at 1 January 2020		723,968	-	7,156	1,119,394	103	1,126,653	1,850,621
Share based payment		-	-	-	-	-	-	-
Profit for the year		-	-	-	-	140,382	140,382	140,382
Other comprehensive income		-	-	-	-	-	-	-
Comprehensive income		-		-	-	140,382	140,382	140,382
Right issue of shares	14	50,100	365,730	-	-	-	-	415,830
Issue costs		-	(1,694)	-	-	-	-	(1,694)
Dividends		-	-	-	-	(137,274)	(137,274)	(137,274)
Balance at 31 December 2020	32	774,068	364,036	7,156	1,119,394	3,211	1,129,761	2,267,865

The notes on pages 142 to 256 form an integral part of these financial statements.
Auditor's report is on pages 127 to 133.

Financial Statements for the Year Ended 31 December 2020

Statements of Cash Flows for the year ended 31 december 2020

	Notes	The Group 2020	The Group 2019	The Company 2020	The Company 2019
		Rs'000	Rs'000	Rs'000	Rs'000
Operating activities					
Net cash generated from/(used in) operations	39(a)	300,580	298,920	28,098	(40,096)
Dividend received		23,832	152,487	144,288	135,721
Interest received		606,458	572,919	10,315	4,403
Interest paid		(16,802)	(25,524)	(21,881)	(6,169)
Income tax paid	20(b)	(62,075)	(61,924)	-	-
Net cash from operating activities		851,993	936,878	160,820	93,859
Investing activities					
Proceeds on disposal of property and equipment		165	1,365	-	-
Proceeds on disposal/maturity of financial assets		2,026,524	1,257,786	-	-
Purchase of property and equipment	5	(20,130)	(68,455)	-	-
Purchase of intangible assets	7	(30,579)	(21,454)	(885,528)	-
Purchase of financial assets	10	(2,147,715)	(2,527,658)	518,425	(373,727)
Investment in subsidiary	8(a)	(22,560)	-	-	-
Acquisition of subsidiaries	41	(353,130)	-	(22,559)	-
Amount receivable from subsidiary	43	-	-	4,055	-
Change in investment in contract liabilities		89,038	338,288	-	-
Net cash used in investing activities		(458,387)	(1,020,128)	(385,607)	(373,727)
Financing activities					
Repayment of borrowings		-	(200,000)	-	-
Rights issue		414,136	-	414,136	-
Issue of bonds		-	504,737	-	504,737
Repayment of principal portion - lease liabilities		(19,684)	(24,692)	-	-
Dividends - Owners of the Parent	32	(137,274)	(127,154)	(137,274)	(127,154)
- Non-controlling interest		(29)	(343)	-	-
Net cash from/(used in) financing activities		257,149	152,548	276,862	377,583
Net increase/(decrease) in cash and cash equivalents		650,755	69,298	52,075	97,715
Movement in cash and cash equivalents					
At 1 January		611,685	531,712	97,715	-
Net increase/(decrease) in cash and cash equivalents		650,755	69,298	52,075	97,715
Exchange (loss)/gains on cash and cash equivalents		(15,076)	10,675	-	-
At 31 December	39(b)	1,247,364	611,685	149,790	97,715

The notes on pages 142 to 256 form an integral part of these financial statements.
Auditor's report is on pages 127 to 133.

1. CORPORATE INFORMATION AND ACTIVITIES

MUA Ltd (the "Company") is a public company incorporated and registered as a limited liability company in Mauritius on 3 July 2018 under the Companies Act 2001. These financial statements will be submitted for adoption at the forthcoming Annual Meeting of the Company. The Company is domiciles in Mauritius and the address of its registered office is 4 Léoville l'Homme Street, Port Louis.

On 7 January 2019, the Mauritius Union Assurance Cy Ltd ("MUACL") proceeded with the Scheme of Arrangement (Group Restructuring) whereby each shareholder of the latter received the equivalent number of shares in the Company. Following the restructuring, MUA Ltd is the ultimate holding company of the MUA Group and is listed on the Official Market of Stock Exchange of Mauritius. As part of the restructuring the insurance entities within the MUA Group have been re-organised under two distinct geographical segments, namely Mauritius and overseas operations. The subsidiary MUA Transafrica Holdings Limited and the joint venture MUA Insurance Management Limited have been unbundled from MUACL into MUA Ltd.

2. SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

MUA Ltd is incorporated and inserted at the top of the existing MUA Group, which is a business as defined in IFRS 3 Business Combinations. MUA Ltd has issued shares to the existing shareholders of MUACL in exchange for the shares already held in MUACL. There were no changes to the shareholder group. This transaction does not meet the definition of a business combination under IFRS 3, since neither MUA Ltd nor MUACL can be identified as the acquirer. MUA Ltd is not the acquirer as it has issued shares to effect the combination. Applying the IAS 8 hierarchy, MUA Ltd cannot elect to apply the acquisition method as set out in IFRS 3 since the transaction did not result in any change of economic substance. Accordingly, the consolidated financial statements of MUA Ltd reflect that the arrangement is in substance a continuation of the existing group and the comparative group figures disclosed in the consolidated financial statements represent that of the existing group.

The consolidated financial statements have been prepared under the historical cost basis except for the revaluation of land and buildings, financial assets at fair value through other comprehensive income, financial assets at fair value through profit or loss and investment properties which are stated at their fair value.

The consolidated financial statements are presented in Mauritian rupees (Rs) rounded to the nearest thousand (Rs'000), unless otherwise indicated.

Statement of compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and comply with the Companies Act 2001.

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below.

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries referred to as the "Group" as at 31 December 2020. The Group controls an investee if and only if the Group has:

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

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (continued)

Basis of consolidation (continued)

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

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

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary.

Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary;
- Derecognises the carrying amount of any non-controlling interests;
- Derecognises the cumulative translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss;
- Reclassifies the parent's share of components previously recognised in OCI to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (continued)

Going concern

The consolidated financial statements have been prepared on a going concern basis which assumes that the Group will continue in operational existence for the foreseeable future.

Impact of Covid-19

The world has changed significantly over the past few weeks. Starting in Asia and now spreading across most of the world, the Corona Virus (Covid-19) has most countries currently in a state of near complete lockdown. While there is no way to tell exactly what the economic damage from the Covid-19 pandemic will be, there is widespread agreement that it will have a severe negative impact on the global economy. International stock markets have suffered dramatic falls due to the outbreak, and the MSCI World Equity index is down -26% and the Stock Exchange of Mauritius index (SEMDEX) is down -28% since 31 December 2020.

On the current trajectory, we must expect (and the market has priced in) the spread of Covid-19 to get worse before it starts to improve. No amount of fiscal or monetary stimulus can fully offset the financial impact on the economy while the situation worsens every day However, the scale of fiscal and monetary intervention now unveiled by most major economies makes it hard for markets to keep on falling at the same pace. While global markets react daily to the economic stimulus packages being announced, the world needs to begin to feel there is a real likelihood of beating this virus. Certainly if we see tangible positive results from medical tests either of anti-viral treatments or vaccine trials, the picture will change considerably. Numerous trials are in progress all over the world, so a surprise in this regard could come at any time. One extraordinary fact is that the best performing market in the world this year has been China. As soon as it was clear from the data that China was winning the battle against Covid-19, its markets began to recover. The same thing is likely to happen in other markets including in Mauritius.

The probability of default in the Expected Credit Loss calculation with respect to the loan portfolio is expected to increase with the prevailing situation if there are delays in repayments of instalment. However, management has assessed that the impact will not be material. The loans are well collateralised and even if the whole loan portfolio is moved to Stage 3, the impact is not expected to be significant.

The Group has a strong balance sheet and is well capitalised. The Group's book of business is well-diversified with lot of retail clients with no particular concentration. The Group expects a reduction in motor claims during the Covid-19 pandemic period which will help to dampen any adverse impact. On the liquidity side, the Group's financial assets are highly liquid and it also has cash call arrangements with its highly-rated reinsurers in case of major claims.

The Group has a business continuity plan that will allow the business to operate without major disruptions. Further, the Group is, and will, continue to be operational on a work-from-home basis having sufficient remote work capabilities in terms of access, capacity and bandwidth for employees for extended period of time.

Besides the distribution channels for new businesses have not been significantly affected up to now but should the lockdown be extended for longer periods, downside risks exist.

The other assets on the balance sheet are not expected to be impacted.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Changes in accounting policies and disclosures

Standards and amendments effective for 1 January 2020

A number of new standards and amendments to standards and interpretations are effective for the first time for the financial year beginning on 1 January 2020. None of these had a significant effect on the financial statements of the Group and the Company, except for the following:

i) *Amendment to IFRS 3, 'Business combinations' Definition of a business.*

This amendment revises the definition of a business. According to feedback received by the IASB, application of the current guidance is commonly thought to be too complex, and it results in too many transactions qualifying as business combinations. More acquisitions are likely to be accounted for as asset acquisitions.

To be considered a business, an acquisition would have to include an input and a substantive process that together significantly contribute to the ability to create outputs. The new guidance provides a framework to evaluate when an input and a substantive process are present (including for early stage companies that have not generated outputs). To be a business without outputs, there will now need to be an organised workforce.

ii) *Amendment to IAS 1, 'Presentation of financial statements' and IAS 8, 'Accounting policies, changes in accounting estimates and errors' on the definition of material.*

These amendments to IAS 1 and IAS 8 and consequential amendments to other IFRSs:

- Use a consistent definition of materiality through IFRSs and the Conceptual Framework for Financial Reporting;
- Clarify the explanation of the definition of material; and
- Incorporate some of the guidance in IAS 1 about immaterial information.

The amended definition is:

"Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."

iii) *Amendments to IFRS 9, 'Financial Instruments', IAS 39, 'Financial Instruments: Recognition and Measurement' and IFRS 7, 'Financial Instruments: Disclosure' – Interest rate benchmark reform (Phase 1).*

These amendments provide certain reliefs in connection with interest rate benchmark reform (IBOR). The reliefs relate to hedge accounting and have the effect that IBOR should not generally cause hedge accounting to terminate. However, any hedge ineffectiveness should continue to be recorded in the income statement.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Changes in accounting policies and disclosures (continued)

New standards, interpretations and amendments that are not yet effective and have not been early adopted

i) *IFRS 16, 'Leases' Covid-19-Related Rent Concessions Amendment - (effective for Annual periods beginning on or after 1 June 2020 (early adoption is permitted)).*

The IASB has provided lessees (but not lessors) with relief in the form of an optional exemption from assessing whether a rent concession related to Covid-19 is a lease modification, provided that the concession meets certain conditions. Lessees can elect to account for qualifying rent concessions in the same way as they would if they were not lease modifications. In many cases, this will result in accounting for the concession as a variable lease payment.

ii) *Amendments to IFRS 9 'Financial Instruments', IAS 39 'Financial Instruments: Recognition and Measurement', IFRS 7 'Financial Instruments: Disclosures', IFRS 4 'Insurance Contracts' and IFRS 16 'Leases' – interest rate benchmark (IBOR) reform (Phase 2) - (effective for Annual periods beginning on or after 1 January 2021).*

The Phase 2 amendments address issues that arise from the implementation of the reform of an interest rate benchmark, including the replacement of one benchmark with an alternative one.

iii) *Amendment to IAS 1 'Presentation of Financial Statements' on Classification of Liabilities as Current or Non-current - (effective for Annual periods beginning on or after 1 January 2022).*

The amendment clarifies that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by expectations of the entity or events after the reporting date (for example, the receipt of a waiver or a breach of covenant).

iv) *Amendments to IAS 16 'Property, Plant and Equipment' on Proceeds before Intended Use - (effective for Annual periods beginning on or after 1 January 2022).*

The amendment to IAS 16 prohibits an entity from deducting from the cost of an item of PPE any proceeds received from selling items produced while the entity is preparing the asset for its intended use (for example, the proceeds from selling samples produced when testing a machine to see if it is functioning properly). The proceeds from selling such items, together with the costs of producing them, are recognised in profit or loss.

v) *Amendments to IAS 37 'Provisions, Contingent Liabilities and Contingent Assets' on Onerous Contracts–Cost of Fulfilling a Contract - (effective for Annual periods beginning on or after 1 January 2022).*

The amendment clarifies which costs an entity includes in assessing whether a contract will be loss-making. This assessment is made by considering unavoidable costs, which are the lower of the net cost of exiting the contract and the costs to fulfil the contract. The amendment clarifies the meaning of 'costs to fulfil a contract'. Under the amendment, costs to fulfil a contract include incremental costs and the allocation of other costs that relate directly to fulfilling the contract.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Changes in accounting policies and disclosures (continued)

New standards, interpretations and amendments that are not yet effective and have not been early adopted (continued)

vi) *IFRS 17, 'Insurance contracts' - (effective for annual periods beginning on or after 1 January 2023).*

The IASB issued IFRS 17, 'Insurance contracts', and thereby started a new epoch of accounting for insurers. Whereas the current standard, IFRS 4, allows insurers to use their local GAAP, IFRS 17 defines clear and consistent rules that will significantly increase the comparability of financial statements. For insurers, the transition to IFRS 17 will have an impact on financial statements and on key performance indicators.

Under IFRS 17, the general model requires entities to measure an insurance contract at initial recognition at the total of the fulfilment cash flows (comprising the estimated future cash flows, an adjustment to reflect the time value of money and an explicit risk adjustment for non-financial risk) and the contractual service margin. The fulfilment cash flows are remeasured on a current basis each reporting period. The unearned profit (contractual service margin) is recognised over the coverage period.

Aside from this general model, the standard provides, as a simplification, the premium allocation approach. This simplified approach is applicable for certain types of contract, including those with a coverage period of one year or less.

For insurance contracts with direct participation features, the variable fee approach applies. The variable fee approach is a variation on the general model. When applying the variable fee approach, the entity's share of the fair value changes of the underlying items is included in the contractual service margin. Consequently, the fair value changes are not recognised in profit or loss in the period in which they occur but over the remaining life of the contract.

vii) *IFRS 17, 'Insurance contracts' Amendments - (effective for annual periods beginning on or after 1 January 2023).*

In response to some of the concerns and challenges raised, the Board developed targeted amendments and several proposed clarifications intended to ease implementation of IFRS 17, simplify some requirements of the standard and ease transition. The amendments are not intended to change the fundamental principles of the standard or unduly disrupt implementation already underway.

The Group plans to adopt the new standards on the required effective date.

The Group expects that the new standards will result in an important change to the accounting policies of the Group and is likely to have a significant impact on profit and total equity together with presentation and disclosure.

The Directors have appointed an external consultant to accompany all the insurance companies of the Group in the implementation journey of IFRS 17. A detailed gap analysis has been completed and the necessary tools acquired. The external consultant is currently working closely with the internal team in order to bring the operational and technical changes for a smooth transition to IFRS 17, as well as to upskill the resources.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies

(a) Foreign currency translation

The Group's consolidated financial statements are presented in Mauritian rupees which is also the parent company's functional currency. Each company in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of profit or loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit or loss on a net basis within other gains/(losses).

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss, and translation differences on non-monetary assets such as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income.

Group companies

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- Income and expenses for each statement of profit or loss and statement of comprehensive income are translated at average exchange rates; and
- All resulting exchange differences are recognised in other comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(b) Insurance contracts

(i) Classification of insurance contracts

The Group issues contracts which transfer insurance risk. Insurance contracts are those contracts which transfer significant insurance risk at the inception of the contract. Such contracts remain insurance contracts until all rights and obligations are extinguished or expired. Investment contracts are those contracts that transfer financial risk with no significant insurance risk.

Insurance contracts issued by the Group are classified within the following main categories:

Short-term insurance contracts

Short-term insurance contracts are mainly in respect of motor business but the Group also sells fire and allied perils, health, marine, engineering and other miscellaneous insurance contracts. These contracts protect the Group's customers from damage suffered to property or goods, value of property and equipment lost, losses and expenses incurred, sickness and loss of earnings resulting from the occurrence of the insured events.

Long-term insurance contracts

These contracts insure human life events (for example death or survival) over a long duration. A unit-linked insurance contract is an insurance contract with an embedded derivative linking payments on the contract to units of an internal investment fund set up by the Group with the consideration received from the contract holders after deducting life charges, administration charges and any unpaid charges. The Group does not separately measure any embedded derivatives as they qualify for recognition as an insurance contract. As such they are measured as insurance contracts.

Life insurance liabilities are recognised when contracts are entered into and premiums are charged. These liabilities are measured by using the Gross Premium method. The liability is determined as the sum of the discounted value of the expected future benefits, claims handling and policy administration expenses, policyholder options and guarantees and investment income from assets backing such liabilities, which are directly related to the contract, less the discounted value of the expected premiums that would be required to meet the future cash outflows based on the valuation assumptions used. The liability is either based on current assumptions or calculated using the assumptions established at the time the contract was issued, in which case, a margin for risk and adverse deviation is generally included. A separate reserve for longevity may be established and included in the measurement of the liability. Furthermore, the liability for life insurance contracts comprises the provision for unearned premiums and premium deficiency, as well as for claims outstanding. Adjustments to the liabilities at each reporting date are recorded in profit or loss. Profits originated from margins of adverse deviations on run-off contracts are recognised in profit or loss over the life of the contract, whereas losses are fully recognised in profit or loss during the first year of run-off. The liability is derecognised when the contract expires, is discharged or is cancelled.

At each reporting date, an assessment is made of whether the recognised life insurance liabilities are adequate by using an existing liability adequacy test. The liability value is adjusted to the extent that it is insufficient to meet expected future benefits and expenses. In performing the adequacy test, current best estimates of future contractual cash flows, including related cash flows such as claims handling and policy administration expenses, policyholder options and guarantees, as well as investment income from assets backing such liabilities, are used. To the extent that the test involves discounting of cash flows, the interest rate applied may be based on management's prudent expectation of current market interest rates. Any inadequacy is recorded in profit or loss and subsequently, an additional insurance liability for the remaining loss is established. In subsequent periods the liability for a block of business that has failed the adequacy test is based on the assumptions that are established at the time of the loss recognition. The assumptions do not include a margin for adverse deviation. Impairment losses resulting from liability adequacy testing can be reversed in future years if the impairment no longer exists.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(b) Insurance contracts (continued)

Long-term insurance contracts without fixed terms and with DPF

Some insurance contracts contain a Discretionary Participation Feature (DPF). These types of insurance contracts entitle the contract holder, in supplement of a guaranteed amount, to a contractual right to receive additional profits or bonuses. The magnitude of the profits or bonuses as well as the timing of the payments is however at the discretion of the Group. The Group has an obligation to eventually pay to contract holders 93.5% (2019: 93.5%) of the DPF eligible surplus (i.e all interest and realised gains and losses arising from the assets backing these contracts). The remaining 6.5% (2019: 6.5%) accrues to the shareholders. Any portion of the DPF eligible surplus accruing to contract holders that is not declared as a profit or bonus is retained as a liability in the Life Assurance Fund, until declared and credited to contract holders in future periods. The portion of the DPF eligible surplus accruing to shareholders is transferred annually to a Non Distributable reserve under shareholder's equity. All DPF liabilities including unallocated surpluses, both guaranteed and discretionary, at the end of the reporting period are held within insurance contract liabilities, as appropriate.

100% of all profits arising out of the non-profit annuity and unit-linked books of business are now allocated to shareholders.

Unit linked contracts

These are insurance contracts which include an embedded derivative linking payments on the contracts to units of an internal investment fund set up by the Group with the consideration received from contract holders. This embedded derivative meets the definition of an insurance contract and has therefore not been accounted for separately from the host insurance contract. The liability of such contracts is adjusted for all changes in the fair value of underlying assets.

(ii) Reinsurance contracts

Contracts entered into by the Group with reinsurers under which the Group is compensated for losses on one or more contracts issued by the Group are classified as reinsurance contracts held. Insurance contracts entered into by the Group under which the contract holder is another insurer (inwards reinsurance) are included with insurance contracts.

Reinsurance contracts used by the Group are proportional and non-proportional treaties and facultative arrangements. Proportional reinsurance can be either 'quota share' where the proportion of each risk reinsured is stated or "surplus" which is a more flexible form of reinsurance and where the Group can fix its retention limit. Non-proportional reinsurance is mainly 'excess-of-loss' type of reinsurance where, in consideration for a premium, the reinsurer agrees to pay all claims in excess of a specified amount, i.e. the retention, and up to a maximum amount. Facultative insurance contracts generally relate to specific insured risks which are underwritten separately. Under treaty arrangements, risks underwritten by the Group falling under the terms and limits of the treaties are reinsured automatically.

Reinsurance assets or liabilities are derecognized when the contractual rights are extinguished or expired or when the contract is transferred to another party.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(b) Insurance contracts (continued)

(iii) Receivables and payables related to insurance contracts

Receivables and payables are recognised when due. These include amounts due to and from agents, brokers and insurance contract holders. Receivables are tested for impairment when there are indications that the balances might be recoverable. Indication of impairment includes amount others: payments terms not satisfied, agents/brokers facing financial difficulties, balance from individuals are long overdue. Balances that are more than 180 days but less than 365 days a provision of 2% is provided by the group and balances over 365 days are fully provided for.

(iv) Impairment of reinsurance assets

Reinsurance assets are reviewed for impairment at each reporting date or more frequently when an indication of impairment arises during the reporting year. If a reinsurance asset is impaired, the Group reduces the carrying amount accordingly and recognizes that impairment in profit or loss. A reinsurance asset is impaired if there is objective evidence, as a result of an event that occurred after initial recognition of that asset, that the Group may not recover all amounts due under the terms of the contract and that the event has a measurable impact on the amounts that the Group will receive from the reinsurer.

(v) Claims expenses and outstanding claims provisions

Outstanding claims provisions are based on the ultimate costs of all claims incurred but not settled at the end of financial reporting period, whether reported or incurred but not reported (IBNR). Notified claims are only recognised when the Group considers that it has a contractual liability to settle the claims. IBNR has been provided for on an actuarial method which consists in the projection of incurred but not reported claims based on the claims reporting delay pattern for the Group over the last ten years. Claims expenses are charged to profit or loss as incurred based on the estimated liability for compensation owed to contract holders or third parties.

There are often delays between the occurrence of the insured event and the time it is actually reported to the Group, particularly in respect of liability business, the ultimate cost of which cannot be known with certainty at the end of the financial reporting period. Following the identification and notification of the insured loss, there may still be uncertainty as to the magnitude and timing of the settlement of the claim. Outstanding claims provisions are not discounted and exclude any allowances for expected future recoveries. Recoveries represent claims recoverable from third party insurers. Recoveries are accounted for as and when received. However, non-insurance assets that have been acquired by exercising rights to sell, salvage or subrogate under the terms of the insurance contracts are included when providing for outstanding claims. The liability is not discounted due to the fact that the exact timing and actual amount to be paid cannot be determined.

(vi) Incurred but not reported claims (IBNR)

IBNR calculation is calculated on an actuarial method which consists of the projection of incurred but not reported claims based on the claims reporting delay pattern for the Group over the last ten years.

(vii) Salvage and subrogation reimbursements

Estimates of salvage recoveries are included as an allowance in the measurement of the insurance liabilities for claims, and salvage property is recognised in other assets when the liability is settled. The allowance is the amount that can reasonably be recovered from the disposal of the property.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(b) Insurance contracts (continued)

(viii) Deferred Acquisition Costs

The liability for commissions payable is recognised at the inception date of the insurance contract/endorsement.

Commissions payable and reinsurance commissions receivable relating to unexpired premiums are recognised and released to profit or loss as and when the premiums are earned.

(ix) Provision for unearned premiums

The provision for unearned premiums represents the portion of premiums written on short-term insurance contracts relating to periods of insurance risks subsequent to the reporting date. It is calculated on the inception basis (daily method). The movement on the provision is taken to profit or loss in order for revenue to be recognised over the period of the risk. The provision is derecognized when the contract expires, is discharged or cancelled.

(x) Liability adequacy test

Short-term insurance

At end of financial reporting period, the Group's Independent actuaries review the adequacy of the contract liabilities. In performing the test, current best estimates of future contractual cash flows (including claims handling and administration expenses) and expected investment returns on assets backing such liabilities are used. Any deficiency is immediately charged to profit or loss and a provision is established for losses arising from the liability adequacy test (the unexpired risk provision).

Long-term insurance

The Group's Independent Actuaries review the adequacy of insurance liabilities for long term contracts on an annual basis and ensure that provisions made by the Group are adequate.

(xi) Investment contract liabilities

Investment contracts are contracts without DPF. Investment contract liabilities without DPF are recognised when contracts are entered into. These liabilities are initially recognised at fair value, this being the transaction price excluding any transaction costs directly attributable to the issue of the contract. Subsequent to initial recognition, investment contract liabilities are measured at fair value through profit or loss.

(c) Financial instruments

Financial assets

Financial assets with the exception of loans and advances to customers, are initially recognised on the trade date, i.e., the date that the Group becomes a party to the contractual provisions of the instrument. This includes regular way trades: purchases or sales of financial assets that require delivery of assets within the time frame generally established by regulation or convention in the market place. Loans and advances to customers are recognised when funds are transferred to the customers' accounts.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(c) Financial instruments (continued)

Financial assets (continued)

Initial measurement of financial instruments

The classification of financial instruments at initial recognition depends on their contractual terms and the business model for managing the instruments.

Regular purchases and sales of financial assets are recognised on the trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognized when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value though profit or loss is expensed in profit or loss.

Measurement categories of financial assets and liabilities

The Group classifies all of its financial assets based on the business model for managing the assets and the asset's contractual terms, measured at either:

- Amortised cost;
- Fair value through other comprehensive income;
- Fair value through profit or loss.

Classification and measurement

This classification depends on whether the financial asset is a debt or equity investment. The following table shows the classification of the different types of financial assets:

Classification	Type of financial assets included
Fair value through profit or loss	Government bonds, quoted securities, unquoted securities and investment in open ended mutual funds
Fair value through other comprehensive income	Quoted securities, unquoted securities
Amortised cost	Deposits, corporate bonds, government bonds, treasury bills, treasury notes and loan receivables

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(c) Financial instruments (continued)

Financial assets (continued)

Classification and measurement (continued)

Financial investments at amortised cost

The Group only measures debts investments at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows;
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

If either of the two criteria above is not met, the debt instrument is classified as 'fair value through other comprehensive income or fair value through profit or loss. The Group has not designated any debt investment measured at fair value through profit or loss to eliminate or significantly reduce an accounting mismatch.

A gain or loss on a debt investment that is subsequently measured at amortized cost is recognised in profit or loss when the financial asset is derecognized or impaired and through the amortization process using the effective interest rate method. Interest revenue shall be calculated by using the effective interest method.

An entity shall directly reduce the gross carrying amount of a financial asset when the entity has not reasonable expectation of recovering a financial asset in its entirety or a portion thereof.

Fair value through other comprehensive income (FVOCI)

FVOCI debt instruments are subsequently measured at fair value with gains and losses arising due to changes in fair value recognised in OCI. Impairment gains and losses and foreign exchange gains and losses are recognised in profit or loss in the same manner as for financial assets measured at amortised cost. On derecognition, cumulative gains or losses previously recognised in OCI are reclassified from OCI to profit or loss. Refer to 2.5 (iii) for classification of debt instrument at FVOCI.

For all other equity investments not classify as fair value through profit or loss, the Group can make an irrevocable election at initial recognition to recognize changes in fair value through other comprehensive income rather than profit or loss. Where the Group's management has elected to present unrealized and realised fair value gains and losses on equity investments in other comprehensive income, there is no subsequent recycling of fair value gains and losses to profit or loss. Dividends from such investments continue to be recognised in profit or loss as long as they represent a return on investment.

Fair value through profit or loss

The portfolio of the Group assets in this category are mandatorily classified as fair value through profit or loss. These would included held for trading equity and listed debt securities, and investments in units issued by mutual funds.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(c) Financial instruments (continued)

Financial assets (continued)

Fair value through profit or loss (continued)

The Group classifies financial assets as held for trading when they have been purchased or issued primarily for short-term profit making through trading activities or form part of a portfolio of financial instruments that are managed together, for which there evidence of a recent pattern of short-term profit is taking. Held-for-trading assets and liabilities are recorded and measured in the statement of financial position at fair value. Changes in fair value are recognised in profit or loss and presented as part of 'realised gains/losses- net' in the period in which they arise.

Interest and dividend income or expense is recorded in profit or loss according to the terms of the contract, or when the right to payment has been established.

Included in this classification are government bonds, quoted securities, unquoted securities and investment in open ended mutual funds that have been acquired principally for the purpose of selling or repurchasing in the near term.

Derecognition

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

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

When the Group has transferred its rights to receive cash flows from an asset and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognised to the extent of the Group's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

(d) Impairment of financial assets

Overview of the ECL principles

The ECL allowance is based on the credit loss expected to arise over the life of the asset (the lifetime expected credit loss or LTECL), unless there has been no significant increase in credit risk since origination, in which case, the allowance is based on the 12 months' expected credit loss (12m ECL). The Group's policies for determining if there has been a significant increase in credit risk are set out in note 3.2.2.

The 12mECL is the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(d) Impairment of financial assets (continued)

Overview of the ECL principles (continued)

Both LTECLs and 12mECLs are calculated on either an individual basis or a collective basis depending on the nature of the underlying portfolio of financial instruments. The Group's policy for grouping financial assets measured on a collective basis is explained in note 3.2.2.

The Group has established a policy to perform an assessment at the end of each reporting period of whether a financial instrument's credit risk has increased significantly since initial recognition, by considering the change in the risk of default occurring over the remaining life of the financial instrument.

Based on the above process, financial instruments are grouped into Stage 1, Stage 2 and Stage 3 as described below:

- Stage 1: When loans are first recognised, the Group recognises an allowance based on 12mECLs. Stage 1 loans also include facilities where the credit risk has improved, and the loan has been reclassified from Stage 2. Management determined that credit risk has improved when the client has not default for consecutive 6 months period.

- Stage 2: When a loan has shown a significant increase in credit risk since origination, the Group records an allowance for the LTECLs. Stage 2 loans also include facilities, where the credit risk has improved and the loan has been reclassified from Stage 3. The loans are transferred from Stage 3 to Stage two where the client has consistently paid all instalments for consecutive 9 months period.

- Stage 3: Loans considered credit-impaired. The Group records an allowance for the LTECLs.

For financial assets for which the Group has no reasonable expectations of recovering either the entire outstanding amount, or a proportion thereof, the asset is credit impaired and the interest rate is calculated on the amortised cost based on a credit-adjusted effective interest rate.

The calculation of ECLs

The Group calculates ECLs based on individual account EAD at the reporting date to measure the expected cash shortfalls, discounted at an approximation to the EIR. A cash shortfall is the difference between the cash flows that are due to an entity in accordance with the contract and the cash flows that the entity expects to receive.

The mechanics of the ECL calculations are outlined below and the key elements are, as follows:

- PD The *Probability of Default* is an estimate of the likelihood of default over a given time horizon. A default may only happen at a certain time over the assessed period, if the facility has not been previously derecognised and is still in the portfolio.

- EAD The *Exposure at Default* is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date, including repayments of principal and interest, whether scheduled by contract or otherwise, expected drawdowns on committed facilities, and accrued interest from missed payments.

- LGD *The Loss Given Default* is an estimate of the loss arising in the case where a default occurs at a given time. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, including from the realisation of any collateral. It is usually expressed as a percentage of the EAD.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(d) Impairment of financial assets (continued)

The calculation of ECLs (continued)

The mechanics of the ECL method are summarised below:

- Stage 1: The 12mECL is calculated as the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. The Company calculates the 12mECL allowance based on the expectation of a default occurring in the 12 months following the reporting date.

These expected 12-month default probabilities are applied to a forecast EAD and multiplied by the expected LGD and discounted by an approximation to the original EIR.

- Stage 2: When a loan has shown a significant increase in credit risk since origination, the Company records an allowance for the LTECLs. The mechanics are similar to those explained above, including the use of multiple scenarios, but PDs and LGDs are estimated over the lifetime of the instrument. The expected cash shortfalls are discounted by an approximation to the original EIR.

- Stage 3: For loans considered credit-impaired the Group recognises the lifetime expected credit losses for these loans. The method is similar to that for Stage 2 assets, with the PD set at 100%.

Forward looking information

In its ECL models, the Company relies on a broad range of forward looking information as economic inputs, such as:

- GDP growth;

- Unemployment rates.

The inputs and models used for calculating ECLs may not always capture all characteristics of the market at the date of the financial statements. To reflect this, qualitative adjustments or overlays are occasionally made as temporary adjustments when such differences are significantly material.

Collateral valuation

To mitigate itscreditrisks on financial assets, the Group seeks to use collateral, wherepossible. The collateral comes in various forms, such as cash, securities, real estate, receivables, inventories, other non-financial assets and credit enhancements such as netting agreements. The Group's accounting policy for collateral assigned to it through its lending arrangements under IFRS 9 is the same is it was under IAS 39. Collateral, unless repossessed, is not recorded on the Group's statement of financial position. However, the fair value of collateral affects the calculation of ECLs.

To the extent possible, the Company uses active market data for valuing financial assets held as collateral. Other financial assets which do not have readily determinable market values are valued using models. Non-financial collateral, such as real estate, is valued based on data provided by third parties Valuers.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(e) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified as financial liabilities at fair value through profit or loss or other financial liabilities at amortised cost as appropriate. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus, in case of loans and borrowings, directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, bank overdrafts and loans and borrowings, including losses.

Subsequent measurement

Loans and borrowings

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortized cost using the Effective Interest Rate "EIR" method. Gains and losses are recognised in profit or loss when the liabilities are derecognized as well as through the EIR amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in profit or loss.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

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

(f) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs than an entity incurs in connection with the borrowing of funds.

(g) Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount is reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously. Income and expenses will not be offset in the profit or loss unless required or permitted by any accounting standard or interpretation, as specifically disclosed in the accounting policies of the Group.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(h) Investment in subsidiary companies

Subsidiaries are all entities (including structured entities) over which the Group has control. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Separate financial statements

Investments in subsidiaries in the separate financial statements of the Company are carried at cost, net of any impairment. Where the carrying amount of an investment is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount and the difference is recognised in profit or loss. Upon disposal of the investment, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

(i) Investment in associated company

An associate is an entity over which the Group has significant influence and which is neither a subsidiary nor a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but it is not control or joint control over those policies.

The Group's investment in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is carried in the statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the associate. Goodwill relating to an associate is included in the carrying amount of the investment and is neither amortised nor individually tested for impairment. The statement of profit or loss reflects the share of the results of operations of the associate. Any change in OCI of the investee is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognises its share of any changes and discloses this, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit of the associate is shown on the face of the statement of profit or loss. This is profit attributable to equity holders of the associate and, therefore, is profit after tax and non-controlling interests in the subsidiaries of the associates.

The financial statements of the associate are prepared for the same reporting period as the Group. Where necessary, adjustments are made to bring its accounting policies in line with the Group's.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in associates. The Group determines at each reporting date, whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in the 'Share of profit of an associate' in the statement of profit or loss.

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

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(j) Investment in joint venture

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

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

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

The aggregate of the Group's share of profit or loss of a joint venture is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the joint venture. The financial statements of the joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

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

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

(k) Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

(l) Equity movements

Dividends on ordinary shares are recognised as a liability and deducted from equity when they are approved by the Group's shareholders. Interim dividends are deducted from equity when they are approved. Final dividends are usually approved after the reporting date are dealt with as a non-adjusting event after the reporting date.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(m) Property and equipment

Equipment and Motor vehicles are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost excludes the cost of day to day servicing. Replacement or major inspection costs are capitalized when incurred and if probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Land and buildings are subsequently shown at market value, based on valuations by external independent valuers, less subsequent depreciation for property. The valuation is performed every three years. However, management assesses whether the carrying amount has not changed significantly over years. All other property and equipment is stated at historical cost less accumulated depreciation and accumulated impairment.

Revaluations are done with sufficient regularity to ensure that the carrying amount does not differ materially from that would be determined using fair value at the end of the reporting date. Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated by the revalued amount of the asset. Any revaluation surplus is recognised in other comprehensive income and accumulated in the asset revaluation reserve in equity, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss, in which case the increase is recognised in profit or loss. A revaluation deficit is recognised in profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve.

Depreciation is calculated on the straight line method to write off the cost of each asset, or the revalued amount, to its residual values over its estimated useful life as follows:

	Rate per annum
Buildings	2%
Office equipment, computers, fixtures, fittings and other electricals	10 - 33.33%
Motor vehicles	20%

Freehold land is not depreciated.

The assets' residual values and useful lives are reviewed and adjusted prospectively if appropriate, at each financial reporting period end.

Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Gains and losses on disposal of property and equipment are determined by reference to their carrying amounts and the disposal proceeds are taken into account in determining operating profit and the surplus of the Life Assurance Fund. On disposal of revalued assets, any amounts in revaluation reserve relating to those assets are transferred to retained earnings.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(n) Investment properties

Properties held to earn rentals or capital appreciation or both and not occupied by the Group are classified as investment properties. Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing part of an existing investment properties at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day to day servicing of an investment property. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in the profit or loss. Fair values are determined based on the valuation performed by an accredited external, independent valuer.

Investment properties are derecognized when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the year of retirement or disposal.

Transfers made to or from investment properties are only made when there is a change in use evidenced by the end of owner-occupation, commencement of an operating lease to another party or completion of construction or development. For a transfer from investment property to owner occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under plant and equipment up to the date of the change in use.

(o) Non-controlling interest

Non-Controlling interest are present ownership interest and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interest's proportionate share of the recognized amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. All non-controlling Interests have been measured at the proportionate share of the acquiree's identifiable net assets.

(p) Intangible assets

Intangible assets with finite lives are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognised in profit or loss in the expense category that is consistent with the function of the intangible assets.

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

Acquisition of client portfolio

The cost of acquisition of a client portfolio is capitalized and amortized using the straight-line method over five to twenty-five years.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(p) Intangible assets (continued)

Computer software

Computer software is initially recorded at cost and amortized using the straight-line method over the estimated useful life of 5 years.

Work-in-progress represents the implementation of a software system.

Goodwill

Goodwill is not amortised but tested for impairment annually as described in note 2.5(iii).

(q) Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. 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. In determining fair value less costs to sell, recent market transactions are taken into account, if available.

(r) Cash and cash equivalents

Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term deposits with maturities of three months or less. Cash and cash equivalents are measured at amortized cost.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits as defined above, net of outstanding bank overdrafts.

(s) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Group expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in profit or loss net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised in finance cost.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(t) Segment reporting

Segments are reported in a manner consistent with the internal reporting provided to management.

(u) Taxes

Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date, in the countries where the Group operates and generates taxable income. The income tax is recognised as a charge in profit or loss.

The Group can offset current tax assets and current tax liabilities if and only if, the Group:

(a) Has a legally enforceable right to set off the recognised amounts; and

(b) Intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Deferred income tax

Deferred income tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised for all deductible temporary differences, carry-forward of unused tax credits and unused tax losses, to the extent that it is probable and there is convincing evidence that taxable profit will be available against which the deductible temporary differences, and the carry-forward of unused tax credits and unused tax losses can be utilized except:

- Where the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred income tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(u) Taxes (continued)

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized. Unrecognized deferred income tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

The Group shall offset deferred tax assets and deferred tax liabilities if, and only if:

(a) The entity has a legally enforceable right to set off current tax assets against current tax liabilities; and

(b) The deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:

(i) The same taxable entity; or

(ii) Different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

The Group and the Company have disclosed deferred income tax assets and deferred income tax liabilities separately as it does not meet the above criteria.

Corporate Social Responsibility

In line with the definition within the Income Tax Act 1995, Corporate Social Responsibility (CSR) is regarded as a tax and is therefore subsumed with the income tax shown within the Statement of Comprehensive Income and the income tax liability on the Statement of Financial Position.

The CSR charge for the current period is measured at the amount expected to be paid to the Mauritian tax authorities. The CSR rate and laws used to compute the amount are those charged or substantively enacted by the reporting date.

Alternative Minimum Tax (AMT)

Alternative Minimum Tax (AMT) is provided for where the Company has a tax liability of less than 7.5% of its book profit and pays a dividend. AMT is calculated as the lower of 10% of the dividend declared and 7.5% of book profit.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(v) Revenue recognition

The Group administers the pension scheme, provides actuarial services advice and investment advice to its clients under contract. Revenue from contracts with customers is recognised when control of the services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those services. The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the services before transferring them to the customer.

Revenue from providing services is recognised in the accounting period in which the services are rendered. Revenue from sale of services is recognised over time using an input method to measure progress towards complete satisfaction of the service, because the customer simultaneously receives and consumes the benefits provided by the Group.

(i) Premiums earned

Premiums on short-term insurance contracts represent gross premiums net of premiums ceded to reinsurers and are recognised as revenue (net earned premiums) on an inception basis (daily method).

Premiums on long-term insurance contracts are recognised in the Life Assurance Fund when receivable, i.e. when payments are due.

(ii) Consideration for annuities

Consideration for annuities is recognised in the Life Assurance Fund when receivable.

(iii) Other revenues

Other revenues are recognised on the following bases:

- Fees and commission income - on the accrual basis in accordance with the substance of the relevant agreements;
- Interest income - it is recognised using the effective interest method as it accrues;
- Dividend income - when the shareholder's right to receive payment is established.

(w) Shareholders' share of the surplus generated by the Life Business

The Group recognises the shareholders' share of the DPF eligible surplus on an annual basis and transfers this amount from/to the Life Assurance Fund to/from the shareholders' share of Life surplus in equity. The non-distributable share of the surplus is transferred annually from retained earnings to a non-distributable reserve. Whenever bonuses are paid/credited to policyholders, an amount representing 6.5 % (2019: 6.5%) of these bonuses is transferred from the non-distributable reserve to retained earnings in the statement of changes in Equity.

(x) Life Assurance Fund

At the end of every year the amount of the liabilities of the Life assurance fund is established. A portion of the surplus between the value of the assets and the value of the liabilities is transferred to profit or loss. The adequacy of the fund is determined annually by actuarial valuation.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(y) Retirement benefit obligations

(i) Defined Contribution Pension Scheme

Retirement benefits to employees of the Group are provided by a Defined Contribution Pension Scheme, the Mauritius Union Group Pension Scheme, which is funded by contributions from the Group and the employees. Payments made by the Group are charged to profit or loss in the year in which they are payable.

The foreign subsidiaries operate a defined contribution pension plan scheme for all eligible employees. The scheme is administered by MUA Pension Ltd and is funded by contribution from both the Company and employees.

The foreign subsidiaries contribute to the statutory National Social Security Fund in the respective countries. Contributions to these schemes are determined by local statue. The obligations to retirement benefits are charged to the profit or loss in the year to which they relate.

Members of the Defined Contribution Scheme, who were previously members of the MUA Staff Pension Scheme, a Defined Benefit Scheme, are entitled to a No Worse Off Guarantee ("NWOG") based on the benefits of the Defined Benefit Pension Scheme.

(ii) Defined Benefit Scheme

For Defined Benefit retirement benefit plans, the cost of providing benefits using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes on the return on plan assets (excluding interest) is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Remeasurement recognised in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorized as follows:

- Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- Net interest expenses or income; and
- Remeasurement.

(iii) Termination benefits

Termination benefits are recognized as an expense when the Group is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the Group has made an offer encouraging voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably.

(iv) Short term benefits

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

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(z) Share based payment

The Company has a Group Share Option Scheme where Executive management team of its subsidiaries receive remuneration in the form of share-based payments, whereby they render services as consideration for equity instruments of the Company (equity-settled transactions).

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. In the separate financial statements, the cost is recognized as a quasi-capital contribution in the subsidiaries, together with a corresponding increase in other capital reserves in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. At Group level the cumulative expenses are recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The statement of profit or loss expense or credit for a period represents the movement in cumulative expenses recognised as at the beginning and end of that period and is recognised in employee benefits expense.

No expense is recognised for awards that do not ultimately vest, except for equity-settled transaction for which vesting is conditional upon a market or non-vesting condition. These are treated as vesting irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied. When the terms of an equity-settled award are modified, the minimum expense recognised is the expense had the terms had not been modified, if the original terms of the award are met. An additional expense is recognised for any modification that increases the total fair value of the share-based payment transaction or is otherwise beneficial to the employee as measured at the date of modification.

(aa) Fair value measurement

The Group measures financial instruments, such as, financial assets at fair value through profit or loss, financial assets at fair value through other comprehensive income, and non-financial assets such as investment properties, land and building, at fair value at each reporting date. Also, fair values of financial instruments measured at amortised cost are disclosed in note 34.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

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

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(aa) Fair value measurement (continued)

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

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

The level in the fair value hierarchy within which the fair value measurement is categorised in its entirety is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety. For this purpose, the significance of an input is assessed against the fair value measurement in its entirety. If a fair value measurement uses observable inputs that require significant adjustment based on unobservable inputs, that measurement is a level 3 measurement. Assessing the significance of a particular input to the fair value measurement in its entirety requires judgement, considering factors specific to the asset or liability.

The determination of what constitutes 'observable' requires significant judgement by the Group. Management considers observable data to be that market data that is readily available, regularly distributed or updated, reliable and verifiable, not proprietary, and provided by independent sources that are actively involved in the relevant market.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group's valuation committee determines the policies and procedures for both recurring fair value measurement, such as financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income.

External valuers are involved for valuation of significant assets, such as investment properties. Involvement of external valuers is decided upon annually by the valuation committee after discussion with and approval by the Group's audit committee. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained.

At each reporting date, the valuation committee analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed as per the Group's accounting policies. For this analysis, the valuation committee verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The valuation committee, in conjunction with the Group's external valuers, also compares each of the changes in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

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

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(ab) Contingencies reserve

A contingency reserve was created by one of the Company's overseas insurance subsidiaries in order to comply with their local Insurance Act Regulations. This reserve is created to cover fluctuations in securities and variation in statistical estimates.

(ac) Leases

Lessee

The Group has applied IFRS 16 using the modified retrospective approach and therefore comparative information has not been restated. This means comparative information is still reported under IAS 17 and IFRIC 4.

For any new contracts entered into on or after 1 January 1 2019, the Group considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

To apply this definition the Group assesses whether the contract meets three key evaluations which are whether:

- The contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Group;
- The Group has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract;
- The Group has the right to direct the use of the identified asset throughout the period of use.

The Group assesses whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

The Group's leasing activities

The Group leases space for its branches and the rental contract is for fixed periods of 5 years, but may have renewal option as described below. Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

However, for leases of space for which the Group is a lessee, it has elected to separate lease and non-lease components and accounts for these as two separate components. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Under IFRS 16, assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Amounts expected to be payable by the Company under residual value guarantees.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(ac) Leases (continued)

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the lease for the Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset. Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- The amount of the initial measurement of lease liability;
- Any lease payments made at or before the commencement date less any lease incentives received;
- Any initial direct costs, and
- Restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. While the Company revalues its land and buildings that are presented within property and equipment, it has chosen not to do so for the right-of-use buildings held by the Group.

Extension and termination options

Extension and termination options are included in a number of leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations.

The Group is not a lessor in any of its arrangements.

(ad) Non-current assets and liabilities held-for-sale

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of derecognition.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting policies (continued)

(ad) Non-current assets and liabilities held-for-sale (continued)

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

A discontinued operation is a component of the entity that has been disposed of or is classified as held for sale and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale. The results of discontinued operations are presented separately in the statement of profit or loss.

2.4 Significant accounting judgments, estimates and assumptions

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Valuation of insurance contract liabilities

The uncertainty inherent in the financial statements of the Group arises mainly in respect of insurance liabilities, which include outstanding claims provision (including IBNR) and life assurance fund. In addition to the inherent uncertainty when estimating liabilities, there is also uncertainty as regards the eventual outcome of claims. As a result, the Group applies estimation techniques to determine the appropriate provisions.

These estimates are described below.

(i) Short-term insurance

The estimation of ultimate liability arising from the claims made under insurance contracts is one of the Group's most critical accounting estimates. There are sources of uncertainty that need to be considered in the estimate of the liability that the Group will eventually pay for such claims. Estimates have to be made both for the expected ultimate cost of claims reported at the reporting date and for the expected ultimate cost of claims incurred but not reported ("IBNR") at the reporting date. The Group uses a range of actuarial methodologies to estimate these provisions.

Liabilities for unpaid reported claims are estimated using the input of assessments for individual cases reported to the Group and management estimates based on past claims settlement trends for the claims incurred but not reported. General insurance loss reserves require significant judgment relating to factors and assumptions such as inflation, claims development patterns and regulatory changes.

Specifically, long-tail lines of business, which often have low frequency, high severity claims settlements, are generally more difficult to project and subject to greater uncertainties than short-tail, high frequency claims. Further, not all catastrophic events can be modeled using actuarial methodologies, which increases the degree of judgment needed in estimating general insurance loss reserves. At each reporting date, prior year claims estimates are reassessed for adequacy and changes are made to the provision.

The Group adopts multiple techniques to estimate the required level of provisions, thereby setting a range of possible outcomes. The most appropriate estimation technique is selected taking into account the characteristics of the business class and risks involved.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Significant accounting judgments, estimates and assumptions (continued)

(ii) Long-term insurance

The liability for life insurance contracts with DPF is either based on current assumptions or on assumptions established at the inception of the contract, reflecting the best estimate at the time increased with a margin for risk and adverse deviation. All contracts are subject to a liability adequacy test, which reflect management's best current estimate of future cash flows.

The main assumptions used relate to mortality, morbidity, longevity, investment returns, expenses, lapse and surrender rates and discount rates. The Company bases mortality and morbidity on the Ultimate Table (UK) which reflect historical experiences, adjusted when appropriate to reflect the Company's unique risk exposure, product characteristics, target markets and own claims severity and frequency experiences. For those contracts that insure risk related to longevity, prudent allowance is made for expected future mortality improvements, as well as wide ranging changes to life style, could result in significant changes to the expected future mortality exposure. The operational assumptions are informed by actual experience, market experience and practice, and expectations as to future trends. Economic assumptions are typically based on latest market conditions and are set in accordance with relevant guidance and the Group approved policy.

Estimates are also made as to future investment income arising from the assets backing life insurance contracts. These estimates are based on current market returns, as well as expectations about future economic and financial developments. Assumptions on future expense are based on current expense levels, adjusted for expected expense inflation, if appropriate. Lapse and surrender rates are based on the Company's historical experience of lapses and surrenders. Discount rates are based on current industry risk rates, adjusted for the Company's own risk exposure.

For long-term insurance contracts with fixed and guaranteed terms and with DPF, estimates of future deaths, voluntary terminations, investment returns and administration expenses are made at each valuation date and form the assumptions used for calculating the liabilities. A margin for risk and uncertainty is added to these assumptions. Assumptions are reconsidered each year based on the most recent operating experience and estimate of future experience and are used to recalculate the liabilities. Refer to note 3.1.3 where the sensitivity analysis is described.

(iii) Other significant, estimates and judgements

Revaluation of land and building and investment properties

The company measures its land and buildings at revalued amounts with changes in fair value being recognised in other comprehensive Income. For investment properties, the changes in fair value is being recognised in profit or loss. The company engaged an independent professional valuer to determine the fair value. These estimates have been based on recent transaction prices for similar properties. The actual amount of the land and buildings could therefore differ significantly from the estimates in the future.

Fair value of financial instruments

Where the fair value of financial assets and financial liabilities recorded in the statement of financial position cannot be derived from active markets, their fair value is determined using valuation techniques including the discounted cash flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Significant accounting judgments, estimates and assumptions (continued)

(iii) Other significant, estimates and judgements (continued)

Recoverable amount on insurance and other receivables

In preparing those consolidated financial statements, the Directors have made estimates of the recoverable amounts of insurance and other receivables and impaired those receivables where the carrying amounts exceeded recoverable amounts. The estimation of recoverable amounts involves an assessment of the financial condition of the debtors concerned and estimate of the timing and the extent of cash flows likely to be received by the Group.

Estimated impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the value in use of the cash generating units to which goodwill has been allocated. The value in use calculation requires the Company to estimate the future cash flows expected to arise from the cash generating units and a suitable discount rate in order to calculate present value. The Group test goodwill annually for impairment, or more frequently if there are indicators that goodwill might be impaired.

The recoverable amount of a CGU is determined based on the value in use calculations. These calculations use cash flow projections based on financial budgets approved by management. Cash flows are extrapolated using the estimated growth rates and terminal growth. Management does not expect the growth rate to exceed the long term average growth rate in which the CGU operates. Management believe that any reasonably possible change in key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash generating unit. Management have reviewed the carrying amount of the goodwill at the end of the reporting period and is in the opinion, they have not been impaired.

Impairment of non-financial assets

At end of financial reporting period, management reviews and assesses the carrying amounts of non-financial assets and other assets and, where relevant, writes them down to their recoverable amounts based on best estimates.

Impairment of investment in subsidiaries

An impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset.

The recoverable amount of a CGU is determined based on the value in use calculations. These calculations use cash flow projections based on financial budgets approved by management. Cash flows are extrapolated using the estimated growth rates. Management does not expect that the growth rate to exceed the long-term average growth rate in which the CGU operates. Management believe that any reasonably possible change in key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash generating unit. Management have reviewed the carrying amount of the investment in subsidiaries at the end of the reporting period, no impairment was required for the year ended 31 December 2020. (2019: nil). Refer to note 8 (a).

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Significant accounting judgments, estimates and assumptions (continued)

(iii) Other significant, estimates and judgements (continued)

Classification and recognition of financial assets

Management has evaluated that where it held equity securities for strategic reason rather than for trading purposes, these do not qualify as financial assets at fair value through profit or loss. The impact of such a decision is that changes in fair value are recognised in other comprehensive income rather through profit or loss. Similarly, the concept of impairment will no longer apply to these investments. This decision is irrevocable.

On the other hand, the corporate bonds (i.e. debt securities) were not considered to meet the criteria to be classified at amortized cost in accordance with IFRS 9, because the objective of the Group's business model is not to hold these debt securities in order to collect their contractual cash flows but rather to sell the instrument prior to its contractual maturity to realize their fair value changes.

Impairment losses on financial assets

The measurement of impairment losses both under IFRS 9 across all categories of financial assets requires judgement, in particular, the estimation of the amount and timing of future cash flows and collateral values when determining impairment losses and the assessment of a significant increase in credit risk. These estimates are driven by a number of factors, changes in which can result in different levels of allowances.

The Group's ECL calculations are outputs of complex models with a number of underlying assumptions regarding the choice of variable inputs and their interdependencies. Elements of the ECL models that are considered accounting judgements and estimates include:

- The Group's internal credit grading model, which assigns PDs to the individual grades;
- The Group's criteria for assessing if there has been a significant increase in credit risk and so allowances for financial assets should be measured on a LTECL basis and the qualitative assessment;
- The segmentation of financial assets when their ECL is assessed on a collective basis Development of ECL models, including the various formulas and the choice of inputs;
- Determination of associations between macroeconomic scenarios and, economic inputs, such as unemployment levels and collateral values, and the effect on PDs, EADs and LGDs;
- Selection of forward-looking macroeconomic scenarios and their probability weightings, to derive the economic inputs into the ECL models.

Net employee defined benefit liabilities

The cost under the employee defined benefit plans as disclosed in note 17 to the financial statements requires the use of actuarial valuations. The actuarial valuation involves the use of significant estimate in respect of inter-alia, discount rate, future salary increases and mortality rate. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Significant accounting judgments, estimates and assumptions (continued)

(iii) Other significant, estimates and judgements (continued)

Control over subsidiaries

Note 8 describe MUA Rwanda Ltd, Phoenix of Tanzania Assurance Company Limited and MUA Uganda Ltd as subsidiaries of the Group.

The Directors of the Company assessed whether or not the Group has control over the above subsidiaries based on whether the Group has the practical ability to direct their relevant activities unilaterally. In making their judgment, the Directors considered the Group's absolute size of holding in these subsidiaries and the relative size of and dispersion of the shareholdings owned by the other shareholders. After assessment, the Directors concluded that the Group has sufficient dominant voting interest to direct the relevant activities of these subsidiaries and therefore the Group has control over them.

Leases – Estimating the incremental borrowing rate

The Company cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Company 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Company estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

Determination of lease term

In determining the lease term, management considers all facts and circumstances that can create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods with termination options) are only included in the lease term if the lease term is reasonably certain to be extended (or terminated).

Change in business model

Up to September 2020, the Group's business model for the bonds portfolio of the shareholder's funds was to hold to collect contractual cash flows and as such, this portfolio was measured at amortised cost. In September 2020, the Directors have re-assessed the objective of holding the bonds portfolio of the shareholder's funds. The Directors noted that the advent of a secondary market for government bonds provides an opportunity to better manage liquidity needs as there is now a possibility to sell these bonds as the need arises. Internally, the ALCO closely monitors the asset-liability requirements of the Group and interest rate yields of the secondary market. Given the industry in which the Group operates, shareholder's funds form a significant and integral part of the operations of the Group. The shareholder's funds are therefore considered a significant part of the operations of the Group. The above re-assessment was approved by the Directors and it resulted in the business model for the bonds portfolio of the shareholder's funds to change from 'hold to collect contractual cash flows' to 'hold to collect contractual cash flows and sell'. Consequently, the bonds were measured at fair value through comprehensive income as from the subsequent quarter beginning 1 October 2020.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS

3.1 Insurance risks

Insurance risk is transferred when the Group agrees to compensate a policyholder if a specified uncertain future event (other than a change in a financial variable) adversely affects the policyholder. By the very nature of an insurance contract, this risk is random and therefore unpredictable.

The main risk that the Group faces under its insurance contracts is that actual claims and benefit payments exceed the carrying amount of the insurance liabilities. This may occur if the frequency or severity of claims and benefits are greater than estimated.

Experience shows that the larger the portfolio of similar insurance contracts, the smaller the relative variability about the expected outcome. In addition, a more diversified portfolio is less likely to be affected across the board by a change in any subset of the portfolio. The Group has developed its insurance underwriting strategy so as to diversify the type of insurance risks accepted and within each of these categories to achieve a sufficiently large population of risks to reduce the variability of the expected outcome.

Factors that aggravate insurance risk include lack of risk diversification in terms of type and amount of risk, accumulation of risk and type of industry covered.

3.1.1 Insurance liabilities

(a) Short-term Insurance

The frequency and severity of claims can be affected by several factors. The most significant claims result from accident, liability claims awarded by the Court, fire and allied perils and their consequences. Inflation is also a significant factor due to the long period typically required to settle some claims.

The Group's underwriting strategy attempts to ensure that the underwritten risks are well diversified in type, amount of risk and industry. The Group has underwriting limits by type of risks and by industry. Performance of individual insurance policies is reviewed by management and the Group reserves the right not to renew individual policies. It can impose deductibles and has the right to reject the payment of a fraudulent claim. Where relevant, the Group may sue third parties for payment of some or all liabilities (subrogation). Claims development and provisioning levels are closely monitored.

The reinsurance arrangements of the Group include proportional, excess-of-loss and catastrophe coverage and as such, the maximum loss that the Group may suffer in any one year is pre-determined.

(b) Long-term Insurance

For long-term insurance contracts, where the insured event is death, the most significant factors that could impact on insurance claims are diseases like heart problems, diabetes, high blood pressure or changes in lifestyle, such as eating habits, smoking and lack of exercise, resulting in higher and earlier claims being submitted to the Group. For contracts where survival is the insured risk, the most significant factor is continued improvement in medical science and social conditions that would increase longevity. The liabilities in terms of insurance contracts are based on recommendations of the Group's Independent Actuaries.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.1 Insurance risks (continued)

3.1.2 Concentration of insurance risk

(a) Short-term Insurance

The following table discloses the concentration of outstanding claims by class of business, gross and net of reinsurance.

THE GROUP
Outstanding claims
2020

Class of business	No. of claims	Gross Liabilities	Reinsurance of Liabilities	Net
		Rs'000	Rs'000	Rs'000
Motor	16,773	562,319	(80,382)	481,937
Fire	1,144	225,145	(171,911)	53,234
Personal Accident	763	249,046	(220,642)	28,404
Transport	196	183,575	(164,897)	18,678
Miscellaneous	1,681	301,868	(156,399)	145,469
IBNR	-	321,931	(107,163)	214,768
Total	20,557	1,843,884	(901,394)	942,490

THE GROUP
Outstanding claims
2019

Class of business	No. of claims	Gross Liabilities	Reinsurance of Liabilities	Net
		Rs'000	Rs'000	Rs'000
Motor	16,623	452,518	(25,656)	426,862
Fire	494	128,442	(101,907)	26,535
Personal Accident	850	40,379	(25,706)	14,673
Transport	184	163,494	(148,127)	15,367
Miscellaneous	2,572	404,514	(209,991)	194,523
IBNR	-	146,635	(27,370)	119,265
Total	20,723	1,335,982	(538,757)	797,225

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.1 Insurance risks (continued)

3.1.2 Concentration of insurance risk (continued)

(b) Long-term Insurance

The table below presents the concentration of insured benefits across bands of insured benefits per individual life assured.

Benefits assured per life assured at the end of 2020

THE GROUP
Total benefits insured

	Before Reinsurance		After Reinsurance	
Rs'000	Rs'000	%	Rs'000	%
0 - 50	1,752,473	2	1,764,214	5
50 - 100	4,478,470	5	4,505,587	12
100 - 150	2,095,153	2	2,141,627	6
150 - 200	1,685,334	2	1,761,170	5
200 - 250	1,704,701	2	1,655,531	5
250 - 300	2,677,370	3	18,923,292	52
More than 300	72,836,904	84	5,681,814	15
Total	87,230,405	100	36,433,235	100

Benefits assured per life assured at the end of 2019

THE GROUP
Total benefits insured

	Before Reinsurance		After Reinsurance	
Rs'000	Rs'000	%	Rs'000	%
0 - 50	1,605,685	2	1,617,909	5
50 - 100	3,075,930	4	3,105,389	10
100 - 150	1,714,357	2	1,794,713	6
150 - 200	1,608,799	2	1,671,339	5
200 - 250	2,038,825	3	2,000,713	6
250 - 300	2,606,492	4	15,277,241	50
More than 300	56,875,905	83	5,316,779	18
Total	69,525,993	100	30,784,083	100

The following table for annuity insurance contracts illustrates the concentration of risk in bands that group these contracts in relation to the amount payable per annum as if the annuities were in payment at the year end. The Group does not hold any reinsurance contracts against the liabilities carried for these contracts.

Annuities payable per annum per life insured at end of 2019

THE GROUP

	2020		2019	
Rs'000	Rs'000	%	Rs'000	%
0 - 10	2,667	3	2,586	3
10 - 20	5,659	6	5,449	6
20 - 50	20,119	20	18,829	20
50 - 100	21,786	22	21,029	22
100 - 150	12,133	12	11,374	12
More than 150	37,472	37	36,600	37
Total	99,836	100	95,867	100

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.1 Insurance risks (continued)

3.1.3 Sources of uncertainty

(a) Short term insurance

Claims on short-term insurance contracts are payable on a claims occurrence basis for motor and liability business and on a claims made basis for non-motor. Under the claims occurrence basis, the Group is liable for all insured events that occurred during the term of the contract, even if the loss is discovered after the end of the contract. As a result, liability claims may be settled over a long period of time and a larger element of the claims provision relates to incurred but not reported claims (IBNR). For the claims made basis, the Group is liable only if the claims are reported within the specific underwriting year, based on the terms of the contract.

The estimated costs of claims include direct expenses to be incurred in settling claims, net of subrogation and salvage recoveries. The Group ensures that claims provisions are determined using the best information available of claims settlement patterns, forecast inflation and settlement of claims. Estimation techniques also involve obtaining corroborative evidence from as wide a range of sources as possible and combining these to form the best overall estimates. However, given the uncertainty in claims provisions, it is very probable that estimated costs and subsequent settlement amounts would differ.

THE GROUP

2020	Change in Assumptions	Impact on Gross Liabilities	Impact on Reinsurance Share of Liabilities	Impact on Profit Before Tax	Impact on Equity
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Average claim cost	**10%**	**149,519**	**77,306**	**(72,213)**	**(59,937)**

THE GROUP

2019	Change in assumptions	Impact on gross liabilities	Impact on reinsurance share of liabilities	Impact on profit before tax	Impact on equity
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Average claim cost	10%	116,521	49,666	(66,855)	(58,164)

(b) Long-term Insurance

The Group manages long-term insurance risks through its underwriting strategy and reinsurance arrangements. Management ensures that risks underwritten are well diversified in terms of type of risk and the level of insured benefits. Medical selection is included in the Group's underwriting procedures, with premiums varied to reflect the health condition and family medical history of the applicant. Insurance risk may also be affected by the contract holder's behaviour who may decide to amend terms or terminate the contract or exercise a guaranteed annuity option.

The Group has a predetermined retention limit on any single life insured and the Group reinsures the excess of the insured benefit above the retention limit.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.1 Insurance risks (continued)

3.1.3 Sources of uncertainty (continued)

(b) Long-term Insurance (continued)

Sensitivity analysis

The following table presents the sensitivity of the value of insurance liabilities disclosed to movements in assumptions used in the estimation of insurance liabilities.

The table below indicated the level of the respective variables that will trigger an adjustment and then indicates the liability adjustment required as a result of a further deterioration of the variable.

THE GROUP

2020	Basic Liability	Future Bonus Reserve	Total Life Fund	Change in Basic Liability	Impact on Profit or Loss
Variable	**Rs'000**	**Rs'000**	**Rs'000**		
Base run	**7,754,488**	**23,912**	**7,778,400**	**-**	**-**
Future mortality 10% worse	**7,822,181**	**20,351**	**7,842,532**	**0.9%**	**-5.3%**
Future lapses 10% higher	**7,764,057**	**30,910**	**7,794,967**	**0.1%**	**-1.4%**
Future investment returns 1% lower	**8,297,457**	**(197,313)**	**8,100,144**	**7.0%**	**-17.5%**
Future inflation 1% higher	**7,786,986**	**18,936**	**7,805,922**	**0.4%**	**-2.3%**
Future maintenance expense 10% higher	**7,813,766**	**9,631**	**7,823,396**	**0.8%**	**-3.7%**

THE GROUP

2019	Basic Liability	Future Bonus Reserve	Total Life Fund	Change in Basic Liability	Impact on Profit or Loss
Variable	Rs'000	Rs'000	Rs'000		
Base run	7,730,054	62,379	7,792,433	-	-
Future mortality 10% worse	7,786,781	56,434	7,843,215	0.7%	-5.0%
Future lapses 10% higher	7,740,864	64,744	7,805,608	0.1%	-1.3%
Future investment returns 1% lower	8,357,360	(20,314)	8,337,046	8.1%	-7.8%
Future inflation 1% higher	7,770,843	53,781	7,824,624	0.5%	-3.2%
Future maintenance expense 10% higher	7,799,368	41,670	7,841,038	0.9%	-4.8%

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.1 Insurance risks (continued)

3.1.4 Claims development tables

THE GROUP (2020)

Net estimate of ultimate claim costs	Underwriting Year 2016	2017	2018	2019	2020
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
- At end of claim year	322,461	324,568	261,165	257,474	334,219
- One year later	202,000	201,278	126,369	129,999	-
- Two years later	126,680	120,633	84,455	-	-
- Three years later	115,280	113,788	-	-	-
- Four years later	26,382	-	-	-	-

THE GROUP (2019)

Net estimate of ultimate claim costs	Underwriting Year 2015	2016	2017	2018	2019
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
- At end of claim year	256,551	322,461	324,568	261,165	257,474
- One year later	207,596	202,000	201,278	126,369	-
- Two years later	132,657	126,680	120,633	-	-
- Three years later	155,189	115,280	-	-	-
- Four years later	107,878	-	-	-	-

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.1 Insurance risks (continued)

3.1.4 Claims development tables (continued)

The development of insurance liabilities provides a measure of the Group's ability to estimate the ultimate value of claims. The table below illustrates how the estimates of total claims outstanding for each year from its general business (short term insurance) have changed at successive year ends and reconciles the cumulative claims to the amount appearing in the statement of financial position.

THE GROUP (2020)

	2016	2017	2018	2019	2020	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Current estimates of cumulative claims	1,114,629	642,303	756,719	1,389,520	865,171	4,768,342
Cumulative payments	(1,088,559)	(599,455)	(719,020)	(1,343,211)	(548,752)	(4,298,997)
Liability	26,070	42,848	37,699	46,309	316,419	469,345
Liability in respect of prior years						258,699
Incurred but not reported (IBNR)						214,773
Total liability (net)						942,817

THE GROUP (2019)

	2015	2016	2017	2018	2019	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Current estimates of cumulative claims	1,096,512	1,123,583	649,697	751,159	1,092,341	4,713,292
Cumulative payments	(1,058,283)	(1,083,024)	(591,845)	(696,679)	(909,228)	(4,339,059)
Liability	38,229	40,559	57,852	54,480	183,113	374,233
Liability in respect of prior years						303,727
Incurred but not reported (IBNR)						119,265
Total liability (net)						797,225

Long-term insurance (The Group)

Financial Liabilities	2020	2019
Long-term insurance contracts	Rs'000	Rs'000
No stated Maturity	4,158,164	3,790,728
0 - 1 yr	250,114	239,350
1 - 2 yrs	244,594	226,958
2 - 3 yrs	249,436	227,387
> 3 yrs	2,876,091	3,309,786
	7,778,399	7,794,209

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks

The Group is exposed to financial risks through its financial assets, financial liabilities, insurance and reinsurance assets and liabilities. In particular, the key financial risk is that proceeds from financial assets are not sufficient to fund the obligations arising from insurance contracts.

Risk management is carried out by the investment department under policies approved by the investment committee. The investment department identifies and evaluates financial risks in close co-operation with the Group's operating units. The committee provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risks, interest rate risks and investment of excess liquidity.

The main risks to which the Group is exposed include:

- Market risk (which includes foreign exchange risk, interest rate risk and equity price risk);
- Credit and liquidity risks.

Concentration risk

The Group has no significant concentration of currency risk.

The analysis that follows is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on profit before tax and equity due to changes in the fair value of currency sensitive monetary assets and liabilities including contract claim liabilities. The correlation of variables will have a significant effect in determining the ultimate impact on the market risk, but to demonstrate the impact due to changes in variables, these variables had to be changed on an individual basis.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

Financial statements caption

THE GROUP

			31-Dec-20		31-Dec-19	
		Changes in Variables	Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
			Rs'000	Rs'000	Rs'000	Rs'000
Cash and short-term deposits	USD	+2.5%	1,027	-	286	-
Cash and short-term deposits	EUR	+2.5%	14	-	216	-
Cash and short-term deposits	GBP	+2.5%	63	-	7	-
Cash and short-term deposits	SGD	+2.5%	-	-	216	-
Cash and short-term deposits	ZAR	+2.5%	-	-	2	-
Cash and short-term deposits	USD	-2.5%	(1,027)	-	(286)	-
Cash and short-term deposits	EUR	-2.5%	(14)	-	(216)	-
Cash and short-term deposits	GBP	-2.5%	(63)	-	(7)	-
Cash and short-term deposits	SGD	-2.5%	-	-	(216)	-
Cash and short-term deposits	ZAR	-2.5%	-	-	(2)	-

THE COMPANY

		31-Dec-20		31-Dec-19	
	Changes in Variables	Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
		Rs'000	Rs'000	Rs'000	Rs'000
USD	+2.5%	870	930	128	814
EUR	+2.5%	-	231	202	340
GBP	+2.5%	59	-	3	-
ZAR	+2.5%	-	-	2	-
SCR	+2.5%	917	-	1,247	-

The method used for deriving sensitivity information and significant variables did not change from the previous method.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

Financial statements caption (continued)

(ii) Interest rate risk

Interest rate risk is the risk that the fair value of financial instruments or the future cash flows related to financial instruments will change due to a change in interest rates. The risk is also that there will be insufficient funds to fund the guaranteed benefits payable especially under long term life assurance contracts. Under short-term insurance contracts, liabilities are not directly sensitive to the level of market interest rates, as they are contractually non-interest bearing; except in case of bodily injury claims which are settled over long periods. Fluctuations in interest rates however impact on returns on financial instruments. This is closely monitored by Management through a well diversified portfolio of fixed income securities and equity investments.

The interest rate risk arises on loan and receivables at amortised cost, cash and cash equivalents, bank overdrafts and subordinated bonds.

The analysis that follows is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on profit before tax and equity.

THE GROUP

	31-Dec-20		31-Dec-19	
Changes in interest rate	**Impact on Profit Before Tax**	**Impact on Equity**	Impact on Profit Before tax	Impact on Equity
	Rs'000	**Rs'000**	Rs'000	Rs'000
+250 basis points	**14,863**	**14,863**	11,294	11,294
–250 basis points	**(14,863)**	**(14,863)**	(11,294)	(11,294)

THE COMPANY

	31-Dec-20		31-Dec-19	
Changes in interest rate	**Impact on Profit Before Tax**	**Impact on Equity**	Impact on Profit Before tax	Impact on Equity
	Rs'000	**Rs'000**	Rs'000	Rs'000
+250 basis points	**10,519**	**-**	2,483	-
–250 basis points	**(10,519)**	**-**	(2,483)	-

(iii) Equity price risk

Equity price risk is the risk that the value of the financial instruments will fluctuate as a result of changes in market prices whether these changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. The Group's price policy requires it to manage such risks by setting and monitoring objectives and constraints on investments, diversification plans, limits on investments in each industry sector and markets.

The equity price risk arises on the financial instruments held at fair value through other comprehensive income and at fair value through profit or loss.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

Financial statements caption (continued)

(iii) Equity price risk (continued)

The analysis below is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on profit before tax and equity.

THE GROUP

	31-Dec-20		31-Dec-19	
Changes in share price	**Impact on Profit Before Tax**	**Impact on equity**	Impact on Profit Before Tax	Impact on Equity
	Rs'000	**Rs'000**	Rs'000	Rs'000
+2.5%	**83,922**	**34,186**	83,116	12,952
-2.5%	**(83,922)**	**(34,186)**	(83,116)	(12,952)

3.2.2 Credit risk

Credit risks is a risk that a counterparty will be unable to pay an amount in full when due. The Group's credit risk is primarily attributable to its reinsurance assets, loans, insurance and other receivables and investment in debt securities. The amounts presented in the statement of financial position are net of allowances for doubtful receivables, estimated by management based on prior experience and the current economic environment. The Credit Control department assesses the creditworthiness of brokers, agents and of contract holders based on details of recent payment history, past experience and by taking into account their financial position. The Group is exposed to the possibility of default by its reinsurers for their share of insurance liabilities and refunds in respect of claims already paid. Management monitors the financial strength of its reinsurers and the Group has policies in place to ensure that risks are ceded to top-rated and credit-worthy reinsurers only. The creditworthiness of reinsurers is considered on an annual basis by reviewing their financial strength prior to finalisation of any contract. The Group also has exposure to credit risk on its debt securities, more specifically on the corporate bonds. The Investment Committee assesses the credit quality of the issuers based on past experience the Group had with those issuers. The Investment Committee recommends investment in entities with which the Group had good experience with in the past years and with good standing. The financial performance and position of the issuers are assessed in detail prior to approval is obtained for investment by the Group. The table shows the maximum exposure to credit risk for the components of the financial position.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

3.2.2 Credit risk (continued)

Financial instruments	THE GROUP 2020 Rs'000	THE GROUP 2019 Rs'000	THE COMPANY 2020 Rs'000	THE COMPANY 2019 Rs'000
Financial assets at fair value through profit or loss*	3,356,883	3,324,628	-	-
Debt instruments at fair value through other comprehensive income	1,048,960	136,029	-	-
Debt instruments at amortised cost	7,326,628	7,754,994	748,454	373,727
Loans and receivables at amortised cost	759,958	848,398	-	-
Insurance and other receivables	1,288,193	964,766	-	10,007
Amount receivable from subsidiary	-	-	6,850	25,481
Reinsurance assets	1,715,058	982,004	-	-
Bank balances and cash	1,247,364	611,685	149,790	97,715
	16,743,044	14,622,504	905,094	506,930
Loan approved by the board of Directors but not yet disbursed	29,124	65,251	-	-

* Excludes equity instruments.

The collaterals held are as follows:

	Carrying Value	Value of Collaterals Held	Net Credit Exposure
The Group			
2020			
Loans and receivable	759,958	1,785,478	-
2019			
Loans and receivable	848,398	2,273,289	-

The Group's credit scorecard and probability of default (PD) estimation process

The Group's independent Credit Risk Department operates its credit scorecard models. The Group runs separate models for its key portfolios in which the customers are rated from 0-3 using internal grades. The models incorporate both qualitative and quantitative information and, in addition to information specific to the borrower, utilise supplemental external information that could affect the borrower's behaviour. The PDs are estimated using the number of defaulted number accounts on total number of accounts in the portfolio then projected on twelve months or the lifetime depending on the stage in which the client has been classified in.

Government bonds, treasury bills, short and long-term deposits

The Group's government bonds, treasury bills and short & long-term deposits comprise of the Bank of Mauritius, other banks and other non-banking financial institutions. For these relationships, the Group's credit risk department analyses publicly available information such as financial information and other external data, e.g., the rating of Moody's and S&P. The PD is derived using a transition matrix to convert the ratings into PDs.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

3.2.2 Credit risk (continued)

Mortgage and other loans

For mortgage and other loans, the borrowers are assessed by specialised credit risk employees of the Group. The credit risk assessment is based on a credit scoring model that takes into account various historical current and forward looking information such as:

- Historical financial information together with forecasts and budgets prepared by the client. This financial information includes realised and expected results, solvency ratios, liquidity ratios and any other relevant ratios to measure the client's financial performance. Some of these indicators are captured in covenants with the clients and are, therefore, measured with greater attention.
- Any publicly available information on the clients from external parties. This includes external rating grades issued by rating agencies, independent analyst reports, publicly traded bond or CDS prices or press releases and articles.
- Quality of the collaterals given as guarantee;
- Loan to value;
- Any other objectively supportable information on the quality and abilities of the client's management relevant for the Group's performance.

The complexity and granularity of the rating techniques varies based on the exposure of the Group and the complexity and size of the customer. Some of the less complex small loans are rated within the Group's models for such products.

Exposure at default (EAD)

The exposure at default (EAD) represents the gross carrying amount of the financial intruments subject to the impairment calculation, addressing both the client's ability to increase its exposure while approaching default and potential early repayments too.

To calculate the EAD for a Stage 1 loan, the Group assesses the possible default events within 12 months for the calculation of the 12 months ECL. However, if a Stage 1 loan that is expected to default in the 12 months from the balance sheet and is also expected to cure and subsequently default again, then all linked default events are taken into account. For Stage 2 and Stage 3, the exposure at default is considered for events over the lifetime of the instruments.

The Group determines EADs by modelling the range of possible exposure outcomes at various points in time corresponding the multiple scenarios. The IFRS 9 PDs are then assigned to each economic scenario based on the outcome of the Group's model.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

3.2.2 Credit risk (continued)

Loss given default (LGD)

For corporate financial instruments, LGD values are assessed at least every year by accounts managers and reviewed and approved by the Group's specialised credit risk department. The credit risk assessment is based on a standardised LGD assessment framework that results in a certain LGD rate. These LGD rates take into account the expected EAD in comparison to the amount expected to be recovered or realised from any collateral held.

Further recent data and forward looking economic scenarios are used in order to determine the IFRS 9 LGD rate for each group of financial statements. Currently, the forward looking information has not provided any correlation with the Group's situation and thus not taken into account. However, the Group intends to build a refined model for the forward looking information and will incorporate in the current models.

Significant increase in credit risk

The Group continuously monitors all assets subject to ECLs. In order to determine whether an instrument or a portfolio of instruments is subject to 12 months ECL, the Group assesses whether there has been a significant increase in credit risk since initial recognition. The Group considers an exposure to have significantly increased in credit risk when the IFRS 9 lifetime PD has doubled since initial recognition and has increased by more than 20 bps a year. When estimating ECLs on a collective basis for a group of similar assets, the Group applies the same principles for assessing whether there has been a significant increase in credit risk since initial recognition.

Grouping financial assets measured on a collective basis

Dependent on the factors below, the Group calculates ECLs either on a collective or an individual basis.

Asset classes where the Company calculates ECL on an individual basis include:

- All Stage 3 assets, regardless of the class of financial assets;
- The corporate lending portfolio;
- The large and unique exposures of the small lending portfolio;
- Debt instruments at amortised cost;
- Corporate bonds and short/long term deposits.

Asset classes where the Group calculates ECL on a collective basis include:

- The smaller and more generic balances of the Company's Small lending;
- Stage 1 and 2 mortgages and other loans.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

3.2.2 Credit risk (continued)

Collateral and other credit enhancements

The amount and type of collateral required depends on an assessment of the credit risk of the counterparty. Guidelines are in place covering the acceptability and valuation of each type of collateral. The main types of collateral obtained are for mortgage and other loans. The Group has a floating charge on the collaterals and management monitors the market value of collateral and will request additional collateral in accordance with the underlying agreement. In its normal course of business, the Group does not physically repossess properties or other assets in its portfolio, but undertakes to recover funds, generally at auction, to settle outstanding debt. Any surplus funds are returned to the customers/obligors.

Definition of default and cure

The Group considers a financial instrument defaulted and therefore Stage 3 (credit-impaired) for ECL calculations in all cases when the borrower becomes 90 days past due on its contractual payments.

As part of a qualitative assessment of whether a customer is in default, the Group also considers a variety of instances that may indicate unlikeliness to pay. When such events occur, the Group carefully considers whether the event should result in treating the customer as defaulted and therefore assessed as Stage 3 for ECL calculations or whether Stage 2 is appropriate. Such events include:

- Payout pattern of the borrower indicating default or near-default;
- The borrower requesting emergency financing from the Group;
- The borrower having past due liabilities to public creditors or employees;
- The borrower is deceased;
- A material decrease in the underlying collateral value where the recovery of the loan is expected from the sale of the collateral;
- A material decrease in the borrower's turnover or the loss of a major customer;
- The debtor (or any legal entity within the debtor's group) filing for bankruptcy application/protection.

It is the Group's policy to consider a financial instrument as 'cured' and therefore re-classified out of Stage 3 when none of the default criteria have been present for at least six consecutive months. The decision whether to classify an asset as Stage 2 or Stage 1 once cured depends on the updated credit grade, at the time of the cure, and whether this indicates there has been a significant increase in credit risk compared to initial recognition.

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

3.2.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities. Liquidity risk is considered to be low since the Group maintains an adequate level of cash resources or assets that are readily available on demand.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at 31 December 2020 based on contractual undiscounted payments. However due to the nature of the business, it is not possible to quantify payment for the outstanding claims provision including IBNR over the years since these can be made as from next year and last up to ten years.

THE GROUP

2020	On demand	Less than 3 months	3 to 12 months	1 to 5 years	Above 5 years	No stated maturity	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Life assurance fund	-	-	250,114	494,030	2,876,092	4,158,164	7,778,400
Insurance contract liabilities*	-	-	1,843,884	-	-	-	1,843,884
Investment contract liabilities	-	-	-	-	-	1,107,302	1,107,302
Interest bearing loans and borrowings	8,186	8,771	115,458	77,330	394,459	-	604,204
Lease liabilities	-	4,049	19,354	29,988	140	-	53,531
Trade and other payables	887,337	-	-	-	-	-	887,337
	895,523	12,820	2,228,810	601,348	3,270,691	5,265,466	12,274,658

THE GROUP

2019	On demand	Less than 3 months	3 to 12 months	1 to 5 years	Above 5 years	No stated maturity	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Life assurance fund	-	-	239,350	454,345	3,309,786	3,790,728	7,794,209
Insurance contract liabilities*	-	-	1,335,982	-	-	-	1,335,982
Investment contract liabilities	-	-	-	-	-	1,002,454	1,002,454
Interest bearing loans and borrowings	6,169	4,057	25,455	241,508	600,965	-	878,154
Lease liabilities	-	1,674	12,081	19,832	437	-	34,024
Trade and other payables	710,072	-	-	-	-	-	710,072
	716,241	5,731	1,612,868	715,685	3,911,188	4,793,182	11,754,895

* Insurance contract liabilities exclude unearned premium.

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3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

3.2.3 Liquidity risk (continued)

THE COMPANY

2020	On demand	Less than 3 months	3 to 12 months	1 to 5 years	Above 5 years	No stated maturity	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Interest bearing loans and borrowings	7,686	7,771	15,458	77,330	395,959	-	504,204
Trade and other payables	3,206	-	-	-	-	-	3,206
	10,892	7,771	15,458	77,330	395,959	-	507,410

THE COMPANY

2019	On demand	Less than 3 months	3 to 12 months	1 to 5 years	Above 5 years	No stated maturity	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Interest bearing loans and borrowings	6,169	4,057	25,455	141,508	600,965	-	778,154
Trade and other payables	1,089	-	-	-	-	-	1,089
	7,258	4,057	25,455	141,508	600,965	-	779,243

Loans repaid in advance, premiums prepaid, VAT payable and rent security deposit and advances have been excluded from the financial liabilities.

3.2.4 Fair values

The Group's financial assets and liabilities include financial assets at fair value through other comprehensive income, financial assets at fair value through profit or loss, financial assets at amortised cost, loan and receivables at amortised cost, insurance and other receivables, amount receivable from subsidiary, cash and short term deposits , trade and other payables, loans and borrowings. Except where otherwise stated, the carrying amounts of these financial assets and liabilities approximate their fair values. See note 34 for fair value disclosures.

3.2.5 Capital management

The Group's objectives when managing capital* are:

- To comply with the minimum capital requirements of the Insurance Act 2005 and the Insurance Rules and Regulations 2007;
- To safeguard the Group's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for its policyholders;
- To provide an adequate return to shareholders by pricing insurance contracts in line with the level of risk and therefore solvency.

** Disclosures relating to the capital risk management are available in the risk management report.*

3. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

3.2 Financial risks (continued)

3.2.5 Capital management (continued)

The group manages the minimum capital requirement as follows:

Different targets level are set above the statutory requirements, providing a buffer in order to remain solvent at all times and this is monitored on a quarterly basis. Capital planning is done to ensure we minimise the risk of being below the minimum required and these calculations are done under different stress test scenarios using parameters in different areas of risks such as equity risk, interest rate risk, credit risk, business risk and currency risk. Reinsurance is used to reduce the volatility of our results, thus reducing our capital needs. This risk is further reduced by using rated reinsurers in our panel.

The Group met the Minimum Capital Requirement at 31 December 2020 for both life and general businesses.

Capital available has been computed from the shareholders fund less any unadmitted asset.

The operations of the Group is also subject to regulatory requirements within the Mauritian as well as the overseas African jurisdictions where it operates. Such regulations not only prescribe approval and monitoring of activities, but also impose certain restrictive provisions (e.g. capital adequacy) to minimise the risk of default and insolvency on the part of the Group to meet unforeseen liabilities. In reporting financial strength, capital and solvency is measured using the rules prescribed by the applicable Insurance Acts. The Group and regulated entities within it have met all these requirements.

4. RISK MANAGEMENT FRAMEWORK

The Group has set up a Risk Management Framework as required under the Insurance (Risk Management) Rules 2016 issued by the Financial Services Commission under section 130 of the Insurance Act and section 93 of the Financial Services Act 2007.

The Risk Management Framework includes the following components:

(a) A Risk Appetite Statement;

(b) A Risk Management Strategy;

(c) A three-year rolling business plan;

(d) An Own Risk Solvency Assessment (ORSA) Framework;

(e) The liquidity policy;

(f) Description of the responsibilities, roles and reporting lines within the insurer for the management of material risks.

A detailed description of the Risk Management Framework is disclosed in the Risk Management Report.

5. PROPERTY AND EQUIPMENT

(a) THE GROUP	Land and Buildings: Freehold land	Land and Buildings: Buildings on freehold land	Office equipment computers, fixtures & fittings and other electrical	Motor vehicles	Total
2020	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
COST OR VALUATION					
At 1 January 2020	40,000	217,956	310,078	32,272	600,306
Additions during the year	-	-	19,871	259	20,130
Acquisition through business combinations	-	-	35,424	2,009	37,433
Reclassification adjustment	-	-	(118)	-	(118)
Revaluation adjustment	-	(12,030)	-	-	(12,030)
Revaluation surplus	-	3,420	-	-	3,420
Disposals during the year	-	-	(2,629)	(179)	(2,808)
Exchange differences	-	-	1,154	820	1,974
At 31 December 2020	40,000	209,346	363,780	35,181	648,307
DEPRECIATION					
At 1 January 2020	-	7,189	204,327	21,613	233,129
Charge for the year	-	4,320	32,350	3,771	40,441
Acquisition through business combinations	-	-	35,424	2,009	37,433
Reclassification adjustment	-	1,450	(1,497)	-	(47)
Revaluation adjustment	-	(12,030)	-	-	(12,030)
Disposals	-	-	(2,199)	(186)	(2,385)
Exchange differences	-	-	(6,550)	427	(6,123)
At 31 December 2020	-	929	261,855	27,634	290,418
CARRYING AMOUNT					
At 31 December 2020	40,000	208,417	101,925	7,547	357,889
2019					
COST OR VALUATION					
At 1 January 2019	40,000	217,956	250,464	31,030	539,450
Additions during the year	-	-	65,258	3,197	68,455
Disposals during the year	-	-	(8,988)	(3,068)	(12,056)
Exchange differences	-	-	3,344	1,113	4,457
At 31 December 2019	40,000	217,956	310,078	32,272	600,306
DEPRECIATION					
At 1 January 2019	-	2,869	185,284	20,259	208,412
Charge for the year	-	4,320	23,908	4,119	32,347
Disposals	-	-	(7,823)	(3,504)	(11,327)
Exchange differences	-	-	2,958	739	3,697
At 31 December 2019	-	7,189	204,327	21,613	233,129
CARRYING AMOUNT					
At 31 December 2018	40,000	210,767	105,751	10,659	367,177

5. PROPERTY AND EQUIPMENT (CONTINUED)

(b) The Group's land and building are stated at their revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and accumulated impairment losses. The land and building were revalued in December 2020 by JPW International, an independent valuer not related to the Group. They have appropriate qualification and experience in the fair value measurement of properties in the relevant location. The fair value was determined based on market comparable approach that reflects recent transactions prices for similar properties. The carrying amount was adjusted to the revalued amount at 31 December 2020 and the revaluation surplus was recorded under revaluation reserves. On the basis of the current economic environment, the Directors are satisfied that the carrying value of property and equipment reflect the fair value at the reporting date.

(c) If land and buildings had been stated on a historical cost basis, the amounts would be as follows:

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Cost	207,154	207,154
Accumulated depreciation	(32,927)	(29,079)
Net book values	174,227	178,075

(d) The Group has not given any security against its plant and equipment.

6. INVESTMENT PROPERTIES

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	486,362	471,595
Increase in fair value	13,225	-
Exchange differences	20,448	14,767
At 31 December	520,035	486,362

The fair value of the Group's investment properties as at 31 December 2020 has been arrived at on the basis of a valuation carried out by JPW International, an independent valuer not related to the Group. They have the appropriate qualifications and experience in the valuation of properties in the relevant locations. The fair value was determined using recent transaction prices for similar properties. On the basis of the current economic environment, the Directors are satisfied that the carrying value of property reflect the fair value at the reporting date. The rental income arising during the year amounted to Rs 16,423,000 (2019: Rs 13,271,000) for the Group, which is included in investment income. No direct operating expenses arose in respect of this property for the Group during the year (2019: Rs Nil).

There is no restriction on realisability of investment property or the remittance of income and proceeds of disposal. The Group has no contractual obligation to purchase, construct or develop investment property or for repairs, maintenance or enhancement.

7. INTANGIBLE ASSETS

	THE GROUP				
2020	**Goodwill**	**Client portfolio**	**Computer software**	**Work in Progress**	**Total**
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
COST					
At 1 January 2020	345,441	439,570	188,523	6,204	979,738
Acquisition through business combinations	127,315	39,738	-	-	167,053
Additions during the year	-	-	18,249	12,331	30,580
Reclassification adjustment	-	-	118	-	118
Disposal	-	-	(1,078)	-	(1,078)
Exchange differences	-	-	471	-	471
At 31 December 2020	472,756	479,308	206,283	18,535	1,176,882
AMORTISATION AND IMPAIRMENT					
At 1 January 2020	38,570	215,821	153,376	-	407,767
Charge for the year	-	24,456	12,289	-	36,745
Reclassification adjustment	-	-	47	-	47
Disposal	-	-	(1,078)	-	(1,078)
Exchange differences	-	-	305	-	305
At 31 December 2020	38,570	240,277	164,939	-	443,786
CARRYING AMOUNT					
At 31 December 2020	434,186	239,031	41,344	18,535	733,096

For Goodwill impairment assessement, refer to note 40.

Work in progress relates to the new software for the medical business that has been purchased and is being customised for internal use.

7. INTANGIBLE ASSETS (CONTINUED)

	THE GROUP				
2019	Goodwill	Client portfolio	Computer software	Work in Progress	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
COST					
At 1 January 2019	345,441	439,570	167,433	5,401	957,845
Additions during the year	-	-	20,651	803	21,454
Exchange differences	-	-	439	-	439
At 31 December 2019	345,441	439,570	188,523	6,204	979,738
AMORTISATION AND IMPAIRMENT					
At 1 January 2019	38,570	193,352	142,035	-	373,957
Charge for the year	-	22,469	11,189	-	33,658
Exchange differences	-	-	152	-	152
At 31 December 2019	38,570	215,821	153,376	-	407,767
CARRYING AMOUNT					
At 31 December 2019	306,871	223,749	35,147	6,204	571,971

For Goodwill impairment assessment, refer to note 40.

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8. INVESTMENT IN SUBSIDIARY COMPANIES

Following the MUA Group restructuring effective from 7 January 2019 (refer to note 1 for additional information), the insurance entities of the MUA Group were re-organised under two distinct geographical segments, namely Mauritius and overseas operations. The investment in Mauritius Union Assurance Cy Ltd was recorded at Rs 1,235m and investment in MUA Transafrica Holdings Limited was recorded at Rs 615m.

		THE COMPANY	
		2020	2019
		Rs'000	Rs'000
(a)	At 1 January	**1,850,022**	-
	Transfer on restructuring	**-**	1,850,022
	Additions	**22,560**	-
	At 31 December	**1,872,582**	1,850,022

The impairment of the Company's subsidiaries have been assessed using their value in use. The value in use were determined by discounting the subsidiaries' pre tax forecasted cash flow at the appropriate discounted rates. The major assumptions used in the discounted cash flow model are described in note 40.

During the year ended 31 December 2020, the Company acquired an additional 17.9% stake in MUA (Uganda) Ltd for Rs 22,560k.

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8. INVESTMENT IN SUBSIDIARY COMPANIES (CONTINUED)

(b) The financial statements of the following subsidiary companies below have been included in the consolidated financial statements. The subsidiaries have the same reporting date as the holding company and operate on the local and african market.

Subsidiary name	Main activities	Country of incorporation	Functional currency	Stated capital	Nominal value of investment		Class of shares held	% interest held by the Group		% of ownership interest by NCI	
					2020	2019		2020	2019	2020	2019
				000's	Rs'000	Rs'000					
The Mauritius Union Assurance Cy Ltd (MUACL)	General Insurance business	Mauritius	Mauritian Rupees	723,968	**1,234,877**	1,234,877	Ordinary	**100%**	100%	**-**	-
MUA Transafrica Holdings Limited	Investment holdings	Kenya	Kenya Shillings	5,000	**615,125**	615,125	Ordinary	**100%**	100%	**-**	-
MUA Life Ltd	Life Insurance	Mauritius	Mauritian Rupees	25,000	**167,327**	167,327	Ordinary	**100%**	100%	**-**	-
MUA Mutual Fund Ltd	Fund management	Mauritius	Mauritian Rupees	4,000	**28,561**	28,561	Ordinary	**98.6%**	98.6%	**1.4%**	1.0%
MUA Stockbroking Ltd	Stock broker	Mauritius	Mauritian Rupees	9,500	**10,979**	10,979	Ordinary	**80%**	80%	**20%**	20%
Compagnie du Decadel Limitée	Property holding	Mauritius	Mauritian Rupees	25	**675**	675	Ordinary	**100%**	100%	**-**	-
MUA Pension Ltd	Manager and consultants of Pension fund	Mauritius	Mauritian Rupees	2,000	**500**	500	Ordinary	**100%**	100%	**-**	-
Risk Advisory Services Limited	Property holding	Mauritius	Mauritian Rupees	25,000	**75**	75	Ordinary	**100%**	100%	**-**	-
MUA (Kenya) Ltd	General Insurance business	Kenya	Kenya Shillings	300,000	**143,807**	143,807	Ordinary	**66.38%**	66.38%	**33.62%**	33.62%
MUA (Rwanda) Ltd*	General Insurance business	Rwanda	Rwanda Francs	1,000,000	**-**	-	Ordinary	**81.51%**	81.51%	**18.49%**	18.49%
Phoenix of Tanzania Assurance Company Limited*	General Insurance business	Tanzania	Tanzania Shillings	8,000,000	**-**	-	Ordinary	**33.89%**	33.89%	**66.11%**	66.11%
MUA (Uganda) Ltd**	General Insurance business	Uganda	Uganda Shillings	4,000,000	**-**	-	Ordinary	**63.68%**	45.78%	**36.32%**	54.22%
Saham Assurance Co Kenya Ltd	General Insurance business	Kenya	Kenya Shillings	206,707	**-**	-	Ordinary	**66.38%**	-	**34.00%**	-

(c) **Summarised financial information on subsidiaries with material non-controlling interests**

Proportion of equity interest held by non-controlling interests:

Name	Country of incorporation and operation	2020	2019
MUA Stockbroking Ltd	Mauritius	**20.00%**	20.00%
MUA (Kenya) Ltd **	Kenya	**33.62%**	33.62%
MUA (Rwanda) Ltd *	Rwanda	**18.49%**	18.49%
Phoenix of Tanzania Assurance Company Limited	Tanzania	**66.11%**	66.11%
MUA (Uganda) Ltd **	Uganda	**36.32%**	54.22%
Saham Assurance Co Kenya Ltd *	Kenya	**33.62%**	-

* These three companies are the subsidiaries of Phoenix Transafrica Holdings Limited in which the Company holds 100% of ownership interest.

** 17.9% of MUA (Uganda) Ltd is held by the Company and 45.78% is held through MUA Transafrica Holdings Limited.

8. INVESTMENT IN SUBSIDIARY COMPANIES (CONTINUED)

(c) Summarised financial information on subsidiaries with material non-controlling interests (continued)

2020	MUA Stockbroking Ltd	MUA (Kenya) Ltd**	Saham Ltd	Phoenix of Tanzania Assurance Company Limited	MUA (Uganda) Ltd*	MUA (Rwanda) Ltd*
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Proportion of non-controlling interests	20%	33.62%	33.62%	66.11%	36.32%	18.49%
Current assets	15,107	283,223	969,865	1,405,757	265,630	420,958
Non-current assets	21,913	757,052	177,804	330,945	90,967	271,108
Current liabilities	11,777	87,208	194,830	217,611	22,979	146,029
Non-current liabilities	-	446,724	39,672	76,891	8,834	12,170
Technical provisions	-	250,294	581,764	663,603	147,864	346,665
Net assets	25,243	256,049	331,403	778,597	176,920	187,202
Carrying amounts of non-controlling interests	5,049	86,084	111,418	514,730	64,257	34,614
Revenue	8,045	211,445	255,591	337,965	160,300	226,049
Profit for the year	1,229	(71,174)	23,689	57,874	9,243	31,554
Other comprehensive income/(loss)	(746)	18,368	(12,372)	54,285	15,434	5,633
Comprehensive income	483	(52,806)	7,365	112,159	24,677	37,187
Profit allocated to non-controlling interest	246	(23,929)	7,964	38,261	3,357	5,834
Comprehensive income allocated to non-controlling interest	97	(17,753)	2,476	74,148	8,963	6,876
Dividend paid to non-controlling interest	-	-	-	-	-	-

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8. INVESTMENT IN SUBSIDIARY COMPANIES (CONTINUED)

(c) Summarised financial information on subsidiaries with material non-controlling interests (continued)

2019	MUA Stockbroking Ltd (formerly Associated Brokers Ltd)	MUA (Kenya) Ltd (formerly Phoenix East Africa Assurance Company Limited)**	Phoenix of Tanzania Assurance Company Limited	MUA (Uganda) Ltd (formerly Phoenix of Uganda Assurance Company Limited)*	MUA (Rwanda) Ltd (formerly Phoenix of Rwanda Assurance Company Limited)*
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Proportion of non-controlling interests	20%	33.62%	66.11%	54.22%	18.49%
Current assets	13,827	366,342	1,076,451	217,435	227,403
Non-current assets	22,759	273,545	309,146	130,754	230,710
Current liabilities	11,837	67,987	190,436	32,917	206,802
Non-current liabilities	-	9,152	71,946	8,076	5,762
Net assets	24,749	562,748	1,123,215	307,196	245,549
Carrying amounts of non-controlling interests	4,950	189,196	742,557	166,562	45,402
Revenue	9,328	200,534	298,008	140,167	228,095
Profit/(losses) for the year	1,867	2,800	67,570	19,717	24,908
Other comprehensive losses	(88)	22,337	38,136	12,494	(170)
Total comprehensive income/(losses)	1,779	25,137	105,706	32,211	24,738
Profit/(losses) allocated to non-controlling interest	373	941	44,671	10,691	4,605
Total comprehensive income allocated to non-controlling interest	356	8,451	69,882	17,465	4,574
Dividend paid to non-controlling interest	300	-	-	-	-

Summarised cash flow information:

2020	MUA Stockbroking Ltd	MUA (Kenya) Ltd**	Saham Ltd	Phoenix of Tanzania Assurance Company Limited	MUA (Uganda) Ltd*	MUA (Rwanda) Ltd*
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Operating activities	821	(61,318)	(16,621)	(105,400)	(24,483)	50,908
Investing activities	(581)	(372,036)	58,240	90,899	(6,751)	(42,994)
Financing activities	-	438,368	13,357	(1,154)	-	(1,126)
Net (decrease)/increase in cash and cash equivalents	240	5,014	54,976	(15,655)	(31,234)	6,788

8. INVESTMENT IN SUBSIDIARY COMPANIES (CONTINUED)

(c) Summarised financial information on subsidiaries with material non-controlling interests (continued)

2019	MUA Stockbroking Ltd	MUA (Kenya) Ltd**	Phoenix of Tanzania Assurance Company Limited	MUA (Uganda) Ltd*	MUA (Rwanda) Ltd*
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Operating activities	(1,195)	(21,241)	10,408	10,761	61,495
Investing activities	(1,031)	(2,115)	(15,104)	8,505	(34,054)
Financing activities	(1,500)	-	(868)	-	-
Net (decrease)/increase in cash and cash equivalents	(3,726)	(23,356)	(5,564)	19,266	27,441

(d) There are no restrictions to transfer assets to or from entities within the Group.

9(a). INVESTMENT IN ASSOCIATED COMPANY

The Group has acquired 40% interest in Compagnie du Congo (Société Anonyme) on 10 May 2017 which trades as an investment holding company. The registered office is Boulevard Bischoffsheim, 33 boite 1, 1000, Bruxelles.

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	1,080	1,544
Share of loss	-	(500)
Exchange difference	-	36
At 31 December	**1,080**	1,080

The Group's interest in Compagnie du Congo is accounted for using the equity method in the consolidated financial statements.

The following table illustrates the summarised financial information of the Group's investment in Compagnie du Congo.

	2020	2019
	Rs'000	Rs'000
Current assets	2,070	2,070
Equity	2,699	2,699
Group's carrying amount of the investment	1,080	1,080

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9(b). INVESTMENT IN JOINT VENTURES

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
At 1 January	20,922	22,382	495	-
Transfer from MUACL on restructuring	-	-	-	495
Share of (loss) / profit	(2,201)	2,391	-	-
Exchange differences*	154	(3,851)	-	-
At 31 December	18,875	20,922	495	495

* Exchange difference in 2019 was not material.

(b(i)) Details of the Group's joint venture at the end of the reporting period are as follows:

Name of joint venture	Principal activity	Country of incorporation and principal place of business	Proportion of ownership interest and voting right held by the Group 2020 Direct	2020 Indirect	2019 Direct	2019 Indirect
Kenya Motor Insurance Pool*	Sharing of pool business and risks by insurance companies in Kenya and underwriting of Non Life Insurance Business	Kenya	-	5.1%	-	5.1%
MUA Insurance Management Limited	A joint venture involved in the management of insurance business	Mauritius	50%	-	50%	-

The Kenya Motor Insurance Pool is in the process of being wound up.

9(b). INVESTMENT IN JOINT VENTURES (CONTINUED)

Summarised financial information of joint ventures

	2020	2019
	Rs'000	Rs'000
Current assets	307,927	297,160
Non current assets	-	-
Current liabilities	(20,704)	(29,527)
Non current liabilities	-	-
Equity	287,223	267,633
% holding	50% -5.1%	50% -5.1%
Group's share in equity	18,875	20,922

	2020	2019
	Rs'000	Rs'000
Revenue and other income	20,205	49,181
Expenses	(6,764)	(9,197)
Profit before tax	13,441	39,984
Income tax	(5,347)	(334)
Profit for the year	8,094	39,650
Total comprehensive income for the year	-	-
Group's share of profit	(2,201)	-

The joint ventures had no other contingent liabilities or commitments as at 31 December 2020 and 2019.

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10. FINANCIAL ASSETS

The breakdown of fair value measurements is shown in note 34.

(a) Financial assets at fair value through other comprehensive income

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	518,065	523,292
Additions during the year	498	14,527
Transfer from debt instuments at amortised costs (note 10(c))	764,890	-
Acquisition through business combinations (note 37)	9,898	-
Movement in expected credit loss	(459)	375
Disposals during the year	-	(3,888)
Decrease in fair value	71,214	(20,712)
Exchange differences	3,316	4,471
At 31 December	1,367,422	518,065
Analysed as follows:		
Non-current	1,313,022	518,065
Current	54,400	-
	1,367,422	518,065

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Analysed as follows:		
Quoted equity securities	266,396	332,489
Unquoted equity securities	52,066	49,547
Quoted Debt instruments (Refer to 10(a)(i))	901,790	23,440
Unquoted Debt instruments (Refer to 10(a)(i))	147,170	112,589
Total financial assets at fair value through other comprehensive income	1,367,422	518,065

(i) Debt instruments at fair value through other comprehensive income

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Government debt securities	1,023,664	112,661
Corporate Bonds	25,408	23,472
	1,049,072	136,133
Less: Allowances for expected credit losses	(112)	(104)
Total debt instruments at fair value through other comprehensive income	1,048,960	136,029

10. FINANCIAL ASSETS (CONTINUED)

(a) Financial assets at fair value through other comprehensive income (continued)

(i) Debt instruments at fair value through other comprehensive income (continued)

The table below shows the credit quality and the maximum exposure to credit risk based on external credit rating for the instruments and year-end stage classification. The amounts presented are gross of impairment allowances. Details of the Group's use of external grading system and policies on whether ECL allowances are calculated on an individual or collective basis are set out in note 3.2.2. The Group uses external rating agencies grading as indication for classification of the debt instruments into stages and to calculate the expected credit losses on those instruments.

	THE GROUP				
	2020				2019
External rating grade Performing	Stage 1 Collective	Stage 2 Collective	Stage 3	Total	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
High grade	1,023,664	-	-	1,023,664	112,693
Standard grade	25,408	-	-	25,408	23,440
Total	1,049,072	-	-	1,049,072	136,133

Financial assets at FVOCI

An analysis of changes in the gross carrying amount and the corresponding ECLs is, as follows:

	THE GROUP			
	2019			
	Stage 1 Collective	Stage 2 Collective	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
Gross carrying amount as at 1 January 2019	123,396	-	-	123,396
Fair value adjustments	12,737	-	-	12,737
At 31 December 2019	136,133	-	-	136,133

	THE GROUP			
	2019			
	Stage 1 Collective	Stage 2 Collective	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
ECL allowance as at 1 January 2019	(479)	-	-	(479)
Impact of net-measurement of year end ECL	375	-	-	375
At 31 December 2019	(104)	-	-	(104)

There were no transfers between stages during the year as there no observed deterioration in credit risks on any of the instruments in the portfolio.

10. FINANCIAL ASSETS (CONTINUED)

(a) Financial assets at fair value through other comprehensive income (continued)

(i) Debt instruments at fair value through other comprehensive income (continued)

	THE GROUP			
	2020			
	Stage 1 Collective	Stage 2 Collective	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
Gross carrying amount as at 1 January 2020	136,133	-	-	136,133
New asset purchased	764,890	-	-	764,890
Fair value adjustments	147,937	-	-	147,937
At 31 December 2020	1,048,960	-	-	1,048,960

	THE GROUP			
	2019			
	Stage 1 Collective	Stage 2 Collective	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
ECL allowance as at 1 January 2020	(104)	-	-	(104)
Impact of net-remeasurement of year end ECL	(8)	-	-	(8)
At 31 December 2020	(112)	-	-	(112)

There were no transfers between stages during the year as there no observed deterioration in credit risks on any of the instruments in the portfolio.

(b) Financial assets at fair value through profit or loss

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	3,324,628	3,133,947
Additions during the year	288,117	320,260
Disposals during the year	(3,240)	(210,404)
Increase/(decrease) in fair value (note 25)	(251,425)	80,825
Interfund transfer	(1,197)	-
At 31 December	3,356,883	3,324,628
Analysed as follows:		
Local - Listed	2,213,817	2,521,682
Open ended mutual funds	1,143,066	802,946
Total financial assets at fair value through profit or loss	3,356,883	3,324,628
Analysed as follows:		
Non-current	3,356,883	3,324,628
Current	-	-
	3,356,883	3,324,628

10. FINANCIAL ASSETS (CONTINUED)

(c) Debt instruments at amortised cost

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Government debt securities	6,509,050	7,105,816	95,958	-
Corporate Bonds and Fixed Deposits	824,213	659,351	653,470	373,727
	7,333,263	7,765,167	749,428	373,727
Less: Allowances for impairment losses	(6,635)	(10,173)	(974)	-
Total debt instruments at amortised costs	7,326,628	7,754,994	748,454	373,727
Non-current				
Government debt securities	5,759,587	6,207,650	-	-
Corporate Bonds and Fixed Deposits	473,177	727,930	653,470	202,215
	6,232,764	6,935,580	653,470	202,215
Less: Allowances for impairment losses	(5,295)	(8,118)	(925)	-
Total debt instruments at amortised costs	6,227,469	6,927,462	652,545	202,215
Current				
Government debt securities	756,579	658,075	95,958	-
Corporate Bonds and Fixed Deposits	343,920	171,512	-	171,512
	1,100,499	829,587	95,958	171,512
Less: Allowances for impairment losses	(1,340)	(2,055)	(49)	-
Total debt instruments at amortised costs	1,099,159	827,532	95,909	171,512

(i) The corporate bonds and fixed deposits for the Company includes a note issued by MUACL. On 25 September 2020, the Company subscribed to 200,000 notes at a nominal amount of Rs 1,000 each, equivalent to a total of Rs 200m, issued by its subsidiary, MUACL. At the issue date, the notes carried a credit rating of CARE MAU AA-stable and the rating shall be monitored each year by CARE Rating Agency (Africa) Ltd. The interest rate is calculated as the aggregate of the repo rate and the applicable spread per annum. The applicable spread is either the initial spread of 1.25% or the revised spread which takes into account any change in the credit rating of the notes, as defined in the Notes Subscription Agreement. Unless redeemed earlier, the maturity shall be on the 10th anniversary of the issue date.

An amount of Rs 8,000,000 (2019: Rs 8,000,000) included in debt instrument at amortised cost represents statutory deposit and pledged with the financial services commission in compliance with the Insurance Act 2005.

The table below shows the credit quality and the maximum exposure to credit risk based on external credit rating for the instruments and year-end stage classification. The amounts presented are gross of impairment allowances. Details of the Group's use of external grading system and policies on whether ECL allowances are calculated on an individual or collective basis are set out in note 3.2.2. The Group uses external rating agencies grading as indication for classification of the debt instruments into stages and to calculate the expected credit losses on those instruments.

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10. FINANCIAL ASSETS (CONTINUED)

(c) Debt instruments at amortised cost (continued)

	THE GROUP			
	2020			
External rating grade performing	Stage 1	Stage 2	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
High grade	6,516,167	-	-	6,516,167
Standard grade	810,461	-	-	810,461
Total	7,326,628	-	-	7,326,628

	THE COMPANY			
	2020			
	Stage 1	Stage 2	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
High grade	95,908	-	-	95,908
Standard grade	652,546	-	-	652,546
Total	748,454	-	-	748,454

	THE GROUP			
	2019			
External rating grade performing	Stage 1	Stage 2	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
High grade	7,456,166	-	-	7,456,166
Standard grade	298,828	-	-	298,828
Total	7,754,994	-	-	7,754,994

	THE COMPANY			
	2019			
External rating grade performing	Stage 1	Stage 2	Stage 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
High grade	171,230	-	-	171,230
Standard grade	202,497	-	-	202,497
Past due but not impaired	-	-	-	-
Non-performing				
Individually impaired	-	-	-	-
Total	373,727	-	-	373,727

10. FINANCIAL ASSETS (CONTINUED)

(c) Debt instruments at amortised cost (continued)

Impairment losses on financial investments subject to impairment assessment

Debt instrument measured at amortised cost

An analysis of changes in the gross carrying amount and the corresponding ECLs is, as follows:

	THE GROUP 2020			
	Stage 1 Rs'000	Stage 2 Rs'000	Stage 3 Rs'000	Total Rs'000
Gross carrying amount as at 1 January 2020	7,765,167	-	-	7,765,167
At acquisition	341,322	-	-	341,322
New asset purchased	1,885,781	-	-	1,885,781
Assets matured	(1,971,953)	-	-	(1,971,953)
Amortisation adjustments	18,540	-	-	18,540
Transfer to fair value through other comprehensive income (note 10 (a))	(764,890)	-	-	(764,890)
Exchange difference	59,296	-	-	59,296
At 31 December 2020	7,333,263	-	-	7,333,263

	THE GROUP 2020			
	Stage 1 Rs'000	Stage 2 Rs'000	Stage 3 Rs'000	Total Rs'000
ECL allowance as at 1 January 2020	(10,173)	-	-	(10,173)
New assets purchased	(2,946)	-	-	(2,946)
Impact of net- remeasurement of year end ECL	6,484	-	-	6,484
At 31 December 2020	(6,635)	-	-	(6,635)

	THE COMPANY 2019			
	Stage 1 Rs'000	Stage 2 Rs'000	Stage 3 Rs'000	Total Rs'000
Gross carrying amount as at 1 January 2019	498,000	-	-	498,000
New asset purchased	(124,273)	-	-	(124,273)
At 31 December 2019	373,727	-	-	373,727

There were no ECL for debt securities held by the Company.

There were no transfers between stages during the year as there no observed deterioration in credit risks on any of the instruments in the portfolio.

10. FINANCIAL ASSETS (CONTINUED)

(c) Debt instruments at amortised cost (continued)

	THE GROUP 2019			
	Stage 1 Rs'000	Stage 2 Rs'000	Stage 3 Rs'000	Total Rs'000
Gross carrying amount as at 1 January 2019	6,580,221	-	-	6,580,221
New asset purchased	2,000,224	-	-	2,000,224
Assets matured	(831,013)	-	-	(831,013)
Interest accrued	48,883	-	-	48,883
Exchange difference	(33,148)	-	-	(33,148)
At 31 December 2019	7,765,167	-	-	7,765,167

	THE GROUP 2019			
	Stage 1 Rs'000	Stage 2 Rs'000	Stage 3 Rs'000	Total Rs'000
ECL allowance as at 1 January 2019	(10,545)	-	-	(10,545)
New assets purchased	(800)	-	-	(800)
Impact of net-remeasurement of year end ECL	1,172	-	-	1,172
At 31 December 2019	(10,173)	-	-	(10,173)

There were no transfers between stages during the year as there no observed deterioration in credit risks on any of the instruments in the portfolio.

11. LOANS AND RECEIVABLES AT AMORTISED COST

	THE GROUP 2020 Rs'000	2019 Rs'000
Loan and advances	783,120	869,139
Less: Allowance for expected credit loss	(23,162)	(20,741)
	759,958	848,398
Analysed as follows:		
Non-current	604,184	682,546
Current	155,774	165,852
	759,958	848,398

Mortgage and other loans

The table below shows the credit quality and the maximum exposure to credit risk per based on the Group's internal credit rating system and year-end stage classification. The amounts presented are gross of impairment allowances. Details of the Group's internal grading system and policies on whether ECL allowances are calculated on an individual or collective basis are set out in note 3.2.2.

In Rs' 000	THE GROUP 2020 Stage 1	Stage 2	Stage 3	Total
High grade	508,296	-	-	508,296
Standard grade	-	64,406	21,972	86,378
Non-performing				
Individually impaired	-	-	188,446	188,446
Total	508,296	64,406	210,418	783,120

In Rs' 000	THE GROUP 2019 Stage 1	Stage 2	Stage 3	Total
High grade	775,726	-	-	775,726
Standard grade	-	49,601	-	49,601
Non-performing				
Individually impaired	-	-	43,812	43,812
Total	775,726	49,601	43,812	869,139

11. LOANS AND RECEIVABLES AT AMORTISED COST (CONTINUED)

In Rs' 000	THE GROUP 2020 Stage 1	Stage 2	Stage 3	Total
Gross carrying amount as at 1 January 2020	775,731	49,601	43,807	869,139
New asset purchased	150,991	14,255	-	165,246
Assets derecognised or matured (excluding write-offs)	(298,069)	41,804	5,253	(251,012)
Transfer to Stage 1	3,704	(2,747)	(957)	-
Transfer to Stage 2	(6,393)	7,663	(1,270)	-
Transfer to Stage 3	(4,452)	(2,743)	7,195	-
Amounts written off	1	-	(254)	(253)
At 31 December 2020	621,513	107,833	53,774	783,120

In Rs' 000	THE GROUP 2019 Stage 1	Stage 2	Stage 3	Total
Gross carrying amount as at 1 January 2019	793,582	35,115	58,202	886,899
New asset purchased	192,661	-	-	192,661
Assets derecognised or matured (excluding write-offs)	(198,768)	(7,166)	(2,980)	(208,914)
Transfer to Stage 1	35,170	(21,069)	(14,101)	-
Transfer to Stage 2	(31,656)	47,211	(15,555)	-
Transfer to Stage 3	(14,759)	(4,490)	19,249	-
Amounts written off	(499)	-	(1,008)	(1,507)
At 31 December 2019	775,731	49,601	43,807	869,139

In Rs' 000	THE GROUP 2020 Stage 1	Stage 2	Stage 3	Total
ECL allowance as at 1 January 2020	7,641	1,829	11,271	20,741
New assets purchased	1,521	-	-	1,521
Assets derecognised or matured (excluding write offs)	(2,150)	1,613	1,437	900
Transfers to Stage 1	3,958	(2,417)	(1,541)	-
Transfer to Stage 2	122	556	(678)	-
Transfer to Stage 3	448	(175)	(273)	-
Impact on year end ECL of exposure transferred between stages during the year	-	-	-	-
Amount witten off	-	-	-	-
At 31 December 2020	11,540	1,406	10,216	23,162

11. LOANS AND RECEIVABLES AT AMORTISED COST (CONTINUED)

In Rs' 000	THE GROUP 2019 Stage 1	Stage 2	Stage 3	Total
ECL allowance as at 1 January 2019	4,142	608	14,584	19,334
New assets purchased	4,709	-	-	4,709
Assets derecognised or matured (excluding write offs)	2,289	243	(4,891)	(2,359)
Transfers to Stage 1	(3,544)	808	2,736	-
Transfer to Stage 2	211	(646)	435	-
Transfer to Stage 3	547	1,013	(1,560)	-
Impact on year end ECL of exposure transferred between stages during the year	(599)	(197)	433	(363)
Amount witten off	(114)	-	(466)	(580)
At 31 December 2019	7,641	1,829	11,271	20,741

12. INSURANCE AND OTHER RECEIVABLES

	THE GROUP 2020	THE GROUP 2019	THE COMPANY 2020	THE COMPANY 2019
	Rs'000	Rs'000	Rs'000	Rs'000
Premium debtors and agents' balances	1,179,391	903,421	-	-
Provision for credit impairment	(151,490)	(101,058)	-	-
	1,027,901	802,363	-	-
Amount due by reinsurers	110,932	55,899	-	-
Investment income receivable	12,263	20,183	-	10,007
Other receivables	137,097	86,321	-	-
	1,288,193	964,766	-	10,007

(a) Premium debtors and agents' balances that are less than three months past due are not impaired. As at 31 Decembe 2020, the Group had Rs 356m (2019: Rs 294m) that were more than 3 months past due but not impaired. The ageing analysis of these premium debtors is as follows:

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
Up to 3 months	671,389	508,650
3 to 6 months	229,582	153,506
6 to 12 months	102,405	90,889
> 12 months	24,525	49,318
	1,027,901	802,363

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12. INSURANCE AND OTHER RECEIVABLES (CONTINUED)

(b) Movement in provision for credit impairment

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
At 1 January	101,058	110,602
At acquisition	31,955	-
Charge during the year	19,769	(3,874)
Transfer	(3,319)	-
Exchange difference	2,027	(5,670)
At 31 December	151,490	101,058

(c) The other classes within insurance and other receivables do not include impaired assets.

(d) The Group and the Company do not hold any collateral as security in respect of insurance and other receivables, except for two balances amounting to Rs 9m in the form of fixed and floating charges on properties.

(e) The maximum exposure to credit risk is disclosed in note 3.2.2.

(f) The credit rating for the insurance and other receivables are unrated.

13(a). REINSURANCE ASSETS AND INSURANCE CONTRACT LIABILITIES

	THE GROUP 2020	THE GROUP 2019
Gross	Rs'000	Rs'000
- Claims reported and loss adjustment expenses	1,495,187	1,165,209
- Claims incurred but not reported (IBNR)	321,931	146,635
- Unearned premiums	2,132,018	1,463,569
- Exchange differences	46,335	49,555
Total gross insurance contract liabilities	3,995,471	2,824,968
Recoverable from reinsurers		
- Claims reported and loss adjustment expenses	773,064	496,655
- Claims incurred but not reported (IBNR)	107,158	27,370
- Unearned premiums	804,092	429,454
- Exchange differences	30,744	28,525
Total reinsurers' share of insurance contract liabilities	1,715,058	982,004
Net		
- Claims reported and loss adjustment expenses	722,123	668,554
- Claims incurred but not reported (IBNR)	214,773	119,265
- Unearned premiums	1,327,926	1,034,115
- Exchange differences	15,591	21,030
Total net insurance contract liabilities	2,280,413	1,842,964

13(a). REINSURANCE ASSETS AND INSURANCE CONTRACT LIABILITIES (CONTINUED)

THE GROUP

	2020			2019		
	Gross	Reinsurance	Net	Gross	Reinsurance	Net
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Claims (note 13(a) (i))	1,843,884	(901,067)	942,817	1,335,982	(538,757)	797,225
Provision for unearned premiums (note 13(a) (ii))	2,151,587	(813,991)	1,337,596	1,488,986	(443,247)	1,045,739
	3,995,471	(1,715,058)	2,280,413	2,824,968	(982,004)	1,842,964
(i) Claims						
At 1 January	1,335,982	(538,757)	797,225	1,391,344	(541,214)	850,130
Acquisition through business combination	218,072	(56,499)	161,573	-	-	-
Claims incurred during the year	2,022,214	(654,445)	1,367,769	1,573,319	(285,955)	1,287,364
Cash paid for claims settled during the year	(1,759,150)	369,479	(1,389,671)	(1,652,819)	303,144	(1,349,675)
Exchange differences	26,766	(20,845)	5,921	24,138	(14,732)	9,406
At 31 December	1,843,884	(901,067)	942,817	1,335,982	(538,757)	797,225
Recognised notified claims	1,521,953	(793,909)	728,044	1,189,347	(511,387)	677,960
Incurred but not reported (IBNR)	321,931	(107,158)	214,773	146,635	(27,370)	119,265
	1,843,884	(901,067)	942,817	1,335,982	(538,757)	797,225
Movement in outstanding claims	263,064	(284,966)	(21,902)	(79,500)	17,189	(62,311)
Movement in insurance contract liabilities (note 15)	(15,810)	-	(15,810)	564,772	-	564,772
Movement during the year recognised in the profit and loss	247,254	(284,966)	(37,712)	485,272	17,189	502,461
Total claims and benefits paid						
Claims-Non Life	1,759,150	(369,479)	1,389,671	1,652,819	(303,144)	1,349,675
Claims and benefits-Life	1,062,631	(46,075)	1,016,556	622,912	(32,472)	590,440
	2,821,781	(415,554)	2,406,227	2,275,731	(335,616)	1,940,115
(ii) Provision for unearned premiums						
At 1 January	1,488,986	(443,247)	1,045,739	1,340,727	(368,950)	971,777
Acquisition through business combination (note 38)	321,898	(161,925)	159,973	-	-	-
Premium written during the year	4,247,833	(1,444,927)	2,802,906	3,503,006	(1,070,094)	2,432,912
Premium earned during the year	(3,926,699)	1,246,007	(2,680,692)	(3,380,164)	1,009,590	(2,370,574)
Exchange differences	19,569	(9,899)	9,670	25,417	(13,793)	11,624
At 31 December	2,151,587	(813,991)	1,337,596	1,488,986	(443,247)	1,045,739

13(b). DEFERRED ACQUISITION COSTS RECEIVABLE

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	136,447	127,083
Movement	75,683	9,364
At 31 December	212,130	136,447

13(c). DEFERRED ACQUISITION COSTS PAYABLE

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	71,792	69,726
Movement	78,454	2,066
At 31 December	150,246	71,792

14. STATED CAPITAL

	THE GROUP AND COMPANY	
	Issued and fully paid	
	2020	2019
	Rs'000	Rs'000
At 1 January	723,968	723,968
Rights issue	50,100	-
At 31 December	774,068	723,968

The stated capital of the Company amounted to Rs 723,968,000 made up of 45,090,000 ordinary shares of no par value. All issued shares are fully paid.

The rights issue of 5,010,000 new ordinary shares at an issue price of Rs 83.00 per share, for an amount of Rs 418m was fully subscribed in November 2020. Shareholders were offered 1 new ordinary share for every 9 ordinary shares held.

	THE GROUP	
	2020	2019
	No. of shares (000)	
At 1 January	45,090	45,090
Rights issue	5,010	-
At 31 December	50,100	45,090

14. STATED CAPITAL (CONTINUED)

	THE GROUP AND COMPANY			
	2020		2019	
	Stated capital Rs'000	Share premium Rs'000	Stated capital Rs'000	Share premium Rs'000
At 1 January	**723,968**	**-**	723,968	-
Right issue	**50,100**	**364,036**	-	-
At 31 December	**774,068**	**364,036**	723,968	-

15. LIFE ASSURANCE FUND

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	**7,794,209**	7,229,437
Movement during the year	**(15,809)**	564,772
At 31 December	**7,778,400**	7,794,209

The actuaries of MUA Life Ltd are Deloitte, South Africa. The latest actuarial valuation of the Life assurance fund was done at 31 December 2020. At the end of every year, the amount of the liabilities of the Life assurance fund is established. The surplus between the fair value of the assets and the fair value of the liabilities amounting to Rs 84.8m (2019: Rs 186.7m) has been transferred to profit or loss. This portion is calculated by MUA Life Ltd and approved by the actuaries on the basis that sufficient reserves are held to maintain the solvency of the life assurance fund over the long term.

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Life Fund 1 January	**7,794,209**	7,229,437
Premium (net of reinsurance)	**1,145,401**	963,358
Interest, dividends and rent	**393,796**	485,116
Realised capital loss	**(34)**	(376)
Revaluation gain on financial assets at fair value through profit and loss	**(250,200)**	-
Unrealised capital gain	**-**	78,826
Disposal of asset	**29**	(370)
Death and disability claims (net of reinsurance)	**(40,043)**	(35,037)
Maturity claims	**(299,596)**	(293,010)
Surrenders	**(365,346)**	(108,194)
Annuities and pensions	**(290,938)**	(143,320)
Other benefits	**(20,632)**	(10,879)
Commissions (net of reinsurance)	**(34,484)**	(21,619)
Management expenses	**(156,370)**	(153,285)
Depreciation and amortisation of assets	**(429)**	(533)
Transfer to investment contracts	**(12,194)**	(9,254)
Transfer to revenue account	**(84,769)**	(186,651)
Life fund 31 December	**7,778,400**	7,794,209

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15(a). INVESTMENT CONTRACT LIABILITIES

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	**1,002,454**	866,760
Contributions	**59,251**	87,281
Withdrawals	**(20,466)**	(18,226)
Investment fair value adjustment	**66,063**	66,639
At 31 December	**1,107,302**	1,002,454

Following a change in the Private Pension Scheme Act effective from 1 January 2015, the portfolio of the group pension was transferred from the books of MUA Life Ltd, a sub-subsidiary of the Company dealing in the life insurance business into a trust. The trust has invested in the underlying funds of MUA Life Ltd. The value of the Investment contract liabilities at 31 December 2020 and 2019 represent the fair value of the investments.

16. DEFERRED TAX ASSETS

Deferred income tax is calculated on all temporary differences under the liability method at 17% for the local entities and 30% for the foreign subsidiaries.

(a) The movement on the deferred tax account is as follows:

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	**(47,524)**	(55,686)
At acquisition	**1,390**	-
Over/(under) provision of deferred tax (note 20)	**900**	9,098
Deferred tax credit for the year (note 20)	**(16,315)**	2,742
Effect of exchange differences	**16,182**	(3,678)
At 31 December	**(45,367)**	(47,524)
Deferred tax (charge)/credit - Profit or loss	**(15,927)**	11,732
Deferred tax charge - OCI	**512**	108
	(15,415)	11,840

Deferred income tax assets and liabilities are offset when the deferred income taxes relate to the same fiscal authority.

16. DEFERRED TAX ASSETS (CONTINUED)

(b) The following amounts are shown in the statement of financial position:

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
Deferred tax liabilities	(97,989)	(90,577)
Deferred tax assets	52,622	43,053
	(45,367)	(47,524)

Deferred tax assets and liabilities are attributable to the following:

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
Deferred tax liabilities		
Deferred tax on client portfolio	-	(12,032)
Deferred tax on revaluation of investment property	(97,982)	(86,840)
IFRS 16 impact	-	147
Provisions	-	7,747
Difference between capital allowances and depreciation	(7)	401
	(97,989)	(90,577)

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
Deferred tax assets		
Difference between capital allowances and depreciation	(3,147)	20,258
Provision for bad debts	22,925	9,431
Provision for impairment of loan receivables	19,005	1,830
Provision for expenses/ impairment on balances with related party	(1,817)	10,114
Provision for outstanding claims	12,649	-
IFRS 16 impact	2,242	144
Provision for impairment of FVOCI	557	(1,114)
Fair value gain on equity investment	(3,341)	-
Retirement benefit obligations	3,850	2,390
Tax losses carried forward	(301)	-
	52,622	43,053
	(45,367)	(47,524)

Deferred tax assets are recognised only to the extent that realisation of the related tax benefit is probable. The Company has a tax profit of Rs 1.3m (2019: tax loss Rs 5.3m) and the Group has tax losses of Rs 1,554.5m (2019: Rs 1,408.6m). No deferred tax assets have been recognised on these tax losses (2019: Rs'000 nil) due to unpredictability of future taxable income that will be available for ultilisation of the deferred tax assets. There were no utilisation of tax losses during the year.

17. EMPLOYEE BENEFIT OBLIGATIONS

Pension schemes

The benefits of employees of the Group and the Company fall under the following different types of arrangements:

(i) A defined benefit scheme which is funded. The plan assets are held independently by MUA Life Ltd.

(ii) Unfunded defined benefit scheme which is entitled to a No Worse Off Guarantee ('NWOG').

The liabilities in respect of the defined benefit schemes above are analysed as follows:

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
Funded obligation (note a)	13,772	10,884
Unfunded obligation (note b)	3,158	1,695
	16,930	12,579

(a) **Funded obligation**

The amounts recognised in the statements of financial position in respect of funded obligation are as follows:

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
Defined benefit of funded obligation	16,792	13,729
Fair value of plan assets	(3,020)	(2,845)
Benefit liability	13,772	10,884

(i) **Movement of defined benefit of funded obligations:**

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
At 1 January	13,729	11,818
Amount recognised in profit or loss:		
Interest cost	652	638
Amount recognised in other comprehensive income:		
Actuarial changes arising from changes in financial assumptions	2,411	1,273
At 31 December	16,792	13,729

17. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

(a) Funded obligation (continued)

(ii) Movement of fair value of plan assets:

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
At 1 January	2,845	2,641
Amount recognised in profit or loss:		
Interest income	135	142
Amount recognised in other comprehensive income:		
Actuarial changes arising from changes in financial assumptions	40	62
At 31 December	3,020	2,845

The main categories of plan assets are as follows:

	THE GROUP 2020	THE GROUP 2019
	%	%
Local equities	46	46
Local -Debt Maturity >=12 months	34	34
Local-Cash and Debt Maturity	9	9
Overseas equities	11	11
	100	100

The principal actuarial assumptions used for accounting purposes were:

	THE GROUP 2020	THE GROUP 2019
	%	%
Discount rate	3.8%	4.8%
Expected rate of return on plan assets	3.8%	4.8%
Future salary increases*	0.0%	0.0%
Future pension increases	3.0%	3.0%
Deferred pension increases	0.0%	0.0%
Actuarial table for employee mortality	PMA 92-PFA	

* No increase in future salary as the pension plan is frozen.

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17. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

(a) Funded obligation (continued)

A quantitative sensitivity analysis for significant assumptions is shown as follows below:

Assumptions	Discount Rate		Future pension cost increase	
Sensitivity Level	1% Increase	1% Decrease	1% Increase	1% Decrease
	Rs'000	Rs'000	Rs'000	Rs'000
2020				
Impact on defined benefit obligation	**(2,488)**	**3,150**	**2,232**	**(1,886)**
2019				
Impact on defined benefit obligation	(1,984)	2,500	1,740	(1,478)

Assumptions	Life expectancy of male pensioners		Life expectancy of female pensioners	
Sensitivity Level	Increase by 1 year	Decrease by 1 year	Increase by 1 year	Decrease by 1 year
	Rs'000	Rs'000	Rs'000	Rs'000
2020	**(260)**	**266**	**(296)**	**302**
2019	191	(188)	220	(218)

The sensitivity analysis above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

No contributions are expected to be paid to the defined benefit plan obligation in future years.

The average duration of the defined benefit plan obligation at the end of the reporting period is 7-8 years (2019: 10 years).

The overall expected rate of return is a weighted average of the expected returns of the various categories of plan assets held. Management assessment of the expected returns is based on historical returns trends and analysts predictions of the market for the asset in the next twelve months.

No contribution was received in 2020 and no future contribution is expected in 2021.

(b) Unfunded obligation

The amounts recognised in the statements of financial position in respect of unfunded obligation are as follows:

	THE GROUP 2020	THE GROUP 2019
	Rs'000	Rs'000
Present value of unfunded obligation	3,158	1,695

17. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

(b) Unfunded obligation (continued)

(i) Movement in the liability recognised in the statements of financial position:

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
At 1 January	**1,695**	2,730
Amount recognised in profit or loss:		
Interest cost	**818**	811
Amount recognised in other comprehensive income:		
Actuarial loss/(gains)	**645**	(1,846)
At 31 December	**3,158**	1,695

The principal actuarial assumptions used for accounting purposes were:

	THE GROUP	
	2020	2019
Discount rate	**3.8%**	4.8%
Future salary increase	**2.0%**	3.5%
Future pension increase	**0.0%**	0.0%

The Group does not expect any contribution in 2020.

A quantitative sensitivity analysis for significant assumptions is shown as follows below:

* Actuarial gains/losses are made up of changes in financial assumptions only.

Assumptions	Discount Rate		Future pension cost* increase	
Sensitivity Level	1% Increase	1% Decrease	1% Increase	1% Decrease
	Rs'000	Rs'000	Rs'000	Rs'000
2020				
Impact on defined benefit obligation	**(2,140)**	**3,915**	**N/A**	**N/A**
2019				
Impact on defined benefit obligation	(898)	2,475	N/A	N/A

Assumptions	Life expectancy of male pensioners		Life expectancy of female pensioners	
Sensitivity Level	Increase by 1 year	Decrease by 1 year	Increase by 1 year	Decrease by 1 year
2020				
Impact on defined benefit obligation	**471**	**(466)**	**182**	**(182)**
2019				
Impact on defined benefit obligation	227	(189)	99	(98)

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18. BORROWINGS

	THE GROUP		THE COMPANY	
Non-current	**2020**	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Preference share capital (i)	**100,000**	100,000	**-**	-
Floating rate notes (iii)	**504,204**	504,737	**504,204**	505,737
	604,204	604,737	**504,204**	505,737
Analysed as follows:				
Non-current	**504,204**	604,737	**504,204**	505,737
Current	**100,000**	-	**-**	-
	604,204	604,737	**504,204**	505,737

(i) A preferential cummulative dividend of 3% per annum, calculated on the issue price, is payable to the preference shareholder. The preference shares have been deferred until June 2021. A premium of Rs 30m has been paid on May 2016. The preferential cummulative dividend of 6% will then be payable as from 31 May 2016. The preference share shall be redeemed on the deferred redemption date at the redemption price.

(iii) On 24 September 2019, the Company issued floating rate notes through a private placement for a total nominal amount of Rs 500m. The interest rate is calculated as the aggregate of the repo rate and the applicable spread per annum. The applicable spread is either the initial spread of 1.25% or the revised spread which takes into account any change in the credit rating of the notes, as defined in the Notes Subscription Agreement. The notes have been assigned a rating of CARE MAU AA-Stable (Double A Minus; Outlook: Stable) by CARE Ratings (Africa) Private Limited and will mature on 24 September 2029.

19. TRADE AND OTHER PAYABLES

	THE GROUP		THE COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Loans repaid in advance	**6,826**	6,560	**-**	-
Premiums prepaid	**52,176**	41,591	**-**	-
Amounts due to reinsurers	**296,635**	248,272	**-**	-
Commission payables	**115,406**	110,230	**-**	-
Accruals	**161,610**	100,476	**3,008**	-
Stale cheques	**57,591**	41,635	**198**	-
Financial Services Commission charges	**6,499**	5,792	**-**	-
Value Added Tax payable	**4,322**	3,464	**-**	-
Interest payable	**5,190**	5,995	**-**	-
Cash held guarantee	**46,935**	38,130	**-**	-
Salaries & wages payable	**21,196**	12,946	**-**	-
Payables to suppliers	**36,064**	18,282	**-**	1,089
Payables to garages and clients	**18,025**	50,147	**-**	-
Rent security deposit and advances	**5,488**	12,239	**-**	-
Client monies	**13,485**	10,960	**-**	-
Other payables	**108,701**	67,207	**-**	-
	956,149	773,926	**3,206**	1,089

The carrying amounts of trade and other payables approximate their fair values and are repayable within one year.

Trade and other payables are non-interest bearing and are repayable within one year.

20. TAX CHARGE

(a) Income tax expenses

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Income tax provision at applicable rate	78,737	59,794	(1,621)	-
CSR tax	5,537	2,115	-	-
Tax withheld on dividend received	(2,787)	-	-	-
Under provision of income tax	(8,091)	573	-	-
(Under)/over provision of deferred tax assets	(900)	(9,098)	-	-
Deferred tax credit (note 16)	16,315	(2,850)	-	-
Wage assistance scheme	1,083	-	-	-
Covid levy	70	-	-	-
Foreign tax credit	1,647	-	-	-
Tax charge for the year	91,611	50,534	(1,621)	-

(b) In the statements of financial position

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
At 1 January	(17,987)	(7,950)	-	-
Payment	(62,075)	(61,924)	-	-
Acquisition through business combination	(7,006)	-	-	-
Tax withheld	-	(10,481)	-	-
Under provision of income tax	(8,091)	569	-	-
Income tax expenses	97,551	59,794	101	-
CSR tax	5,537	2,115	-	-
Wage assistance scheme	1,083	-	-	-
Covid levy	70	-	-	-
Exchange differences	(17,600)	(110)	-	-
At 31 December	(8,518)	(17,987)	101	-

20. TAX CHARGE (CONTINUED)

(c) Tax rate reconciliation

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Profit before taxation	456,634	494,404	142,003	127,257
Tax thereon at applicable rate *	122,723	81,613	21,300	19,089
Corporate Social Responsibility at the rate of 2%	-	4,253	-	-
	122,723	85,866	21,300	19,089
Tax effect of:				
Income not subject to tax	(33,215)	(6,837)	(21,643)	(20,886)
Expenses not deductible for tax purposes	12,100	10,900	(1,278)	1,744
Income exempt for tax	(6,558)	(30,455)	-	-
Deferred tax credit	-	-	-	53
Underprovision of deferred tax assets in prior years	(900)	(9,098)	-	-
Under/(over) provision of income tax	(8,091)	533	-	-
Under provision of CSR	5,537	37	-	-
Tax withheld on dividend received	(2,787)	(412)	-	-
Wage assistance scheme	1,083	-	-	-
Foreign tax credit	1,649	-	-	-
Covid levy	70	-	-	-
	91,611	50,534	(1,621)	-

* Rates applicable are 15% for Mauritius and 30% for African subsidiaries.

The income exempt for tax includes items like interest that are partially exempted and dividend from sudsidiaries and from local entities which are exempt for tax purposes. Increase in interest income and dividend income explain the increase in this item. Income not subject to tax includes unrealised gains on bank balances and gain on disposal of securities and lease payments. These items are higher than last year which explain the increase. Expenses not deductible for tax purposes includes among others interest on bonds issued, lease adjustments, employee benefit expense (GSOS). These item have increased or was not there last year which explain the increase as compared to last year.

21. NET EARNED PREMIUMS

(a) Gross premium earned is as follows:

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Non-life insurance	**4,247,833**	3,503,006
Life insurance	**1,311,004**	1,100,079
Change in unearned premiums provision	**(321,134)**	(122,842)
	5,237,703	4,480,243

(b) Premium ceded to reinsurers is as follows:

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Non Life insurance	**(1,444,927)**	(1,070,094)
Life insurance	**(165,602)**	(136,721)
Change in unearned premiums provision	**198,920**	60,504
	(1,411,609)	(1,146,311)
Net earned premiums	**3,826,094**	3,333,932

22. FEES AND COMMISSION INCOME

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Reinsurance commission	**310,638**	274,878
Other fees	**(722)**	1,090
	309,916	275,968
Revenue from contract with customers		
Policy fees - at point in time revenue	**20,671**	25,206
	330,587	301,174

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23(a) INVESTMENT INCOME

	THE GROUP		THE COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Rental income from investment property	**16,423**	13,271	**-**	-
Dividend income	**22,320**	162,301	**144,288**	135,721
	38,743	175,572	**144,288**	135,721

23(b). INTEREST CALCULATED USING EFFECTIVE INTEREST RATE (EIR)

	THE GROUP		THE COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Interest income on:				
Loan	**49,749**	57,963	**-**	-
Fixed deposit	**35,693**	31,386	**3,329**	1,905
Corporate bond	**44,209**	37,423	**18,636**	-
Government long term bond	**509,720**	354,873	**-**	2,497
Government treasury bills	**1,937**	91,274	**-**	-
	641,308	572,919	**21,965**	4,402

24. REALISED GAINS/(LOSSES)

		THE GROUP	
	Notes	**2020**	2019
		Rs'000	Rs'000
Property and equipment			
Loss on disposal	30	**(221)**	636
Financial assets			
Realised loss on FVTPL	30	**(1,231)**	(376)
		(1,452)	260

25. UNREALISED (LOSSES)/GAINS

		THE GROUP	
		2020	2019
		Rs'000	Rs'000
(Loss)/gain on financial assets at fair value through profit or loss (note 10(b))		**(251,426)**	80,825
Fair value gains on investment properties	6	**13,225**	-
		(238,201)	80,825

26. OTHER OPERATING INCOME

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Brokerage fees	7,609	8,633	-	-
Administration fees	56,985	47,747	-	-
Management fees	7,425	7,390	-	-
Exchange gains	36,902	10,675	11,749	-
Actuarial fee	562	3,941	-	-
Stale cheques	2,909	2,390	-	-
Loan fees	725	412	-	-
Other income	20,396	12,501	155	-
	133,513	93,689	11,904	-

27. COMMISSION AND BROKERAGE FEES PAID

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Commission paid	615,428	541,318
Other charges	25,161	26,270
	640,589	567,588

28. OTHER OPERATING AND ADMINSTRATIVE EXPENSES

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Exchange loss	-	-	-	-
Management expenses	1,046,028	861,460	13,299	6,697
Depreciation (note 5)	40,441	32,347	-	-
Depreciation on right-of-use assets (note 44)	33,048	27,802	-	-
Amortisation (note 7)	36,745	33,658	-	-
	1,156,262	955,267	13,299	6,697

29. FINANCE COSTS

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Interest expense:				
- Notional interest on interest free loan				
- Dividend on redeemable preference shares	6,000	6,000	-	-
- Interest on subordinated bonds/notes	20,516	14,334	21,881	6,169
- Interest on lease assets (note 44)	10,173	8,083	-	-
- Interest on bank overdraft	71	133	-	-
	36,760	28,550	21,881	6,169

30. PROFIT BEFORE TAX

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
The profit before tax has been arrived at				
After crediting:				
Investment income				
- dividend income (note 23)	22,320	162,301	144,288	135,721
- interest on financial assets and loans	641,308	572,919	21,965	4,402
Loss on disposal of financial assets (note 24)	1,231	376	-	-
Gain on sale of property and equipment (note 24)	(221)	636	-	-
And charging:				
Auditors' fees	11,328	7,655	334	345
Employee benefit expenses (note 31)	597,016	454,729	-	-
Depreciation on property and equipment (note 5)	40,441	32,347	-	-
Depreciation on right-of-use assets (note 44)	33,048	27,802	-	-
Amortisation of intangible assets (note 7)	36,745	33,658	-	-

31. EMPLOYEE BENEFIT EXPENSES

	THE GROUP	
	2020	2019
	Rs'000	Rs'000
Wages and salaries	515,973	386,397
Social Security costs	15,666	10,839
- Defined contributions	32,976	27,747
Other costs	32,401	29,144
	597,016	454,127

32. DIVIDENDS PAID

	THE GROUP AND COMPANY	
	2020	2019
	Rs'000	Rs'000
Paid		
Interim ordinary dividend	**36,072**	36,072
Final ordinary dividend	**101,202**	91,082
	137,274	127,154

Dividend per share: Interim Rs 0.80 (2019: Rs 0.80).
Dividend per share: Final Rs 2.02 (2019: Rs 2.02).

33. SHARE BASED PAYMENT

The Company's subsidiary, the Mauritius Union Assurance Cy Ltd (MUACL) has set up a Share Option Scheme ("SOS") to selected members of its executive management team effective from 1 January 2018. Following the Group Restructuring and approval of the Scheme of Arrangement, the current Share Option Scheme was cancelled and Group share scheme launched ("GSOS") and the executive management team that were eligible to the GSOS agreed to exchange their shares in the Company to equivalent number of shares in the ultimate holding company effective from 1 January 2019. The terms and conditions of the GSOS are similar to the old scheme as described below:

Group Share Option Scheme

Where the Company has commited to grant the award directly to the employees of MUACL and settles it in its own equity, MUACL accounts for the award as equity-settled, with a corresponding increase in investment in subsidiary. At a group level a charge to profit and loss is booked over the vesting period. The type of share-based payment that the Company has opted is an ''equity-settled" share-based payment. A shared understanding of the terms and conditions of the share based payment arrangements has been agreed between the MUACL and its executive management team. At grant date, will confer to its executive management team options to suscribe for shares in the Company from 1 January 2018 to 31 March 2021 ("vesting period") subject to certain vesting conditions.

The vesting period has been fixed by the Board at 39 months during which the executive management team members have to remain in employment with MUACL. Therefore, the equity instruments started to vest during the financial year December 2018.

Once the shares are issued, they will rank 'pari passu' as to dividend, capital, voting rights and in all other respects with the existing shares of the Company.

The GSOS is subject to an aggregare maximum number of shares which may be utilised and the GSOS would be allowed to grant shares up to a maximum dilution of 2.5% of shareholders ("Maximum GSOS allocation"). Based on the curent capital structure, this represents a maximum of 1,156,000 shares, which can be issued to the participants.

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33. SHARE BASED PAYMENT (CONTINUED)

The objectives of the GSOS are as follows:

(i) Focusing key staff on long term objectives to buils sustainable value;

(ii) Delivering value to shareholders by focusing the executive management team on growth of the share price;

(iii) Aligning the objectives of management with those of the shareholders; and

(iv) Encouraging the adotpion of a team environment and business culture.

For the year ended 31 December 2020, a total charge of Rs 3.6 million (2019: Rs 3.6 million) has been recognised as share based payment expense in the Group profit or loss for executive still in employment at year end based on the fair value of the Company shares awarded. On a separate financial statements, the investment in MUACL was debited by Rs 7.2m at the reporting date.

As the Company's equity instruments are publicly traded, the fair value of the equity instrument granted was determined using the Black Scholes option valuation model.

The weighted average estimated fair value of shares at the date of exercise of these options was Rs 10.06 (2019: Rs 10.06).

The weighted average remaining contractual life for the share options outstanding as at 31 December 2020 was 3 Months (2019: 15).

The weighted average fair value of options granted during the year was Nil (2019: nil).

The exercise price for options outstanding at the end of the year was Rs 59.01 (2019: Rs 59.01).

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34. FAIR VALUE MEASUREMENTS

This note provides information on how the Group and Company determine fair value of various assets and liabilities.

(a) Fair Value of the Group and Company assets and liabilities that are measured at fair value on a recurring basis:

Some of the Group and Company's assets and liabilities are measured at fair value at the end of each reporting period. The following table gives the information about how the fair value of these assets and liabilities are determined (in particular the valuation technique(s)and the inputs used).

THE GROUP

Assets/Liabilities	Fair value as at 31 December 2020	Fair value as at 31 December 2019	Fair Value Hierarchy 2020	Fair Value Hierarchy 2019	Valuation technique(s) and key input(s) 2020	Valuation technique(s) and key input(s) 2019	Significant unobservable input(s) 2020	Significant unobservable input(s) 2019	Relationship of unobservable inputs to fair value 2020	Relationship of unobservable inputs to fair value 2019
Investment properties:	**Rs'000**	Rs'000								
Land	**90,475**	79,000	**Level 2**	Level 2	Sales comparison approach and selling price		**N/A**	N/A	**N/A**	N/A
Building	**429,560**	407,362	**Level 2**	Level 2	Sales comparison approach and selling price		**N/A**	N/A	**N/A**	N/A
Property and equipment:										
Land	**40,000**	40,000	**Level 2**	Level 2	Sales comparison approach and selling price		**N/A**	N/A	**N/A**	N/A
Building	**209,346**	200,500	**Level 2**	Level 2	Sales comparison approach and selling price		**N/A**	N/A	**N/A**	N/A
Financial assets at fair value through other comprehensive income:										
Quoted securities:										
Banks and Insurance	**118,158**	157,141	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Commerce	**27,343**	3,062	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Industry	**8,536**									
Investments	**36,905**	43,671	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Leisure and Hotels	**24,492**	58,337	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Others	**57,071**	70,278	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Debt instrument:										
Quoted	**847,390**	23,440	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Unquoted	**147,170**	112,589	**Level 2**	Level 2	**Yield to maturity**	N/A	**N/A**	N/A	**N/A**	N/A
Unquoted securities:										
Foreign Equities	**19,521**	22,698	**Level 3**	Level 3			See disclosure for Level 3 below - refer to note (i)			
Commerce	**94**	245	**Level 3**	Level 3			See disclosure for Level 3 below - refer to note (ii)			
Others	**26,342**	26,604	**Level 3**	Level 3			See disclosure for Level 3 below - refer to note (ii)			

(i) The following table shows the valuation techniques used in the determination of fair values with in Level 3 of the hierarchy as well as the key unobservable inputs used in the valuation model.

Type	Fair value as at 31 December 2020	Fair value as at 31 December 2019	Valuation approach	Key unobservable inputs	Range of unobservable inputs (probability – weighted average)	Relationship of unobservable inputs to fair value
	Rs'000	Rs'000				
Foreign equities - Leisure and hotels	**9,233**	13,591	Price to Book value	Discount due to lack of marketability	20% - 40%	A 5% increase/decrease in discount factor will lead to a decrease/ increase of Rs 1.15m (2019: Rs 0.8m) in fair value.
Foreign equities - Reinsurance	**10,288**	9,107	Dividend discount model	Discount due to lack of marketability	10% -20%	A 5% increase/decrease in discount factor will lead to a decrease/ increase of Rs 0.86m (2019: Rs 0.35m) in fair value.

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34. FAIR VALUE MEASUREMENTS (CONTINUED)

(ii) For Commerce & Others, the Net Assets Value approach has been used and a 5% increase/decrease in NAV will lead to a increase/decrease of Rs 0.030m (2019: Rs 0.15m).

(iii) The Sales comparison approach makes reference to the price per square metre from current year sales of comparable plot of land or buildings in the vicinity. Price-to-book value (P/B) was calculated using the market value of a company's shares (share price) over its book value of equity. The dividend discount model (DDM) was calculated using predicted dividends and discounting them back to present value.

THE GROUP

Assets/Liabilities	Fair value as at 31 December 2020	Fair value as at 31 December 2019	Fair Value Hierarchy 2020	Fair Value Hierarchy 2019	Valuation technique(s) and key input(s) 2020	Valuation technique(s) and key input(s) 2019	Significant unobservable input(s) 2020	Significant unobservable input(s) 2019	Relationship of unobservable inputs to fair value 2020	Relationship of unobservable inputs to fair value 2019
Financial assets at fair value through profit or loss:	**Rs'000**	Rs'000								
Quoted securities:										
Banks and Insurance	**1,031,970**	1,150,708	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Commerce	**155,426**	106,541	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Industry	**54,842**	64,172	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Investments	**764,661**	911,908	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Leisure and Hotels	**85,265**	173,990	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Sugar	**37,180**	55,946	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Others	**84,477**	58,803	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	**N/A**	N/A
Unquoted securities:										
Investment	**75,913**	73,589	**Level 3**	Level 3						
Leisure and Hotels	**6,643**	7,359	**Level 3**	Level 3	See disclosure below for Level 3 - refer to note (i)					
Open Ended Mutual Funds:			**Level 2**	Level 2	**Net Assets Value**	Net Assets Value	**N/A**	N/A	**N/A**	N/A
Local	**101,310**	102,464	**Level 2**	Level 2	**Net Assets Value**	Net Assets Value	**N/A**	N/A	**N/A**	N/A
Foreign	**959,196**	619,148	**Level 2**	Level 2	**Net Assets Value**	Net Assets Value	**N/A**	N/A	**N/A**	N/A
Investment contract liabilities (a)	**1,107,302**	1,002,454	**Level 1**	Level 1	**N/A**	N/A	**N/A**	N/A	N/A	N/A

There have been no transfers between levels in the fair value hierarchy.

(i) The following table shows the valuation techniques used in the determination of fair values with in Level 3 of the hierarchy as well as the key unobservable inputs used in the valuation model.

Type	Fair value as at 31 December 2020	Fair value as at 31 December 2019	Valuation approach	Key unobservable inputs	Range of unobservable inputs (probability –weighted average)	Relationship of unobservable inputs to fair value
	Rs'000	Rs'000				
Foreign equities: Leisure and hotels	**6,643**	7,359	Comparable EV/EBITDA	Discount due to lack of marketability	20 - 30%	An increase/decrease in discount factor will lead to a decrease/ increase of Rs 1,564,344m (2019: Rs 1,839,788) in fair value.
Foreign equities: Investment	**75,913**	73,589	NAV	FV of underlying property	5%	An increase/decrease in FV of property will lead to an increase/ decrease of Rs 3,795,718 (2019: Rs 3,679,462) in fair value.

(a) Investment contract liabilities has been classified as level 1 as they are directly linked to listed equity prices.

34. FAIR VALUE MEASUREMENTS (CONTINUED)

THE GROUP	Carrying amount		Fair value	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Loans and receivables:				
Mortgage Loans	322,960	391,398	344,675	398,590
Loans on Life policies	9,658	13,116	10,533	25,249
Secured Loans	423,958	440,392	404,203	473,656
Unsecured Loans	2,637	2,077	1,949	2,237
CDS guarantee fund	745	1,140	785	3,046
Debt instruments at amortised cost:				
Deposits and corporate bonds	821,198	655,786	1,436,812	655,786
Government loan stocks	6,505,430	7,099,762	7,906,398	7,099,762
Financial liabilities:				
Preference share capital	100,000	100,000	133,105	125,230
Bonds issued by holdinf company	504,204	500,000	500,000	500,000

THE COMPANY	Carrying amount		Fair value	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Debt instruments at amortised cost:				
Notes Mua Kenya	451,141	-	451,141	-
Notes issued by subsidiary	201,405	202,215	201,405	202,215
Fixed deposits	-	170,991	-	170,991

34. FAIR VALUE MEASUREMENTS (CONTINUED)

Fair value hierarchy as at 31 December 2020

THE GROUP	Level 1	Level 2	Level 3	Total
Loans and receivables:				
Mortgage Loans	-	344,675	-	344,675
Loans on Life policies	-	10,533	-	10,533
Secured Loans	-	404,203	-	404,203
Unsecured Loans	-	1,949	-	1,949
CDS guarantee fund	-	785		785
Debt instruments at amortised cost:				
Deposits and corporate bonds	-	1,436,812	-	1,436,812
Government loan stocks	-	7,906,398	-	7,906,398
Financial liabilities:				
Preference share capital	-	133,105	-	133,105
Floating rate notes	-	500,000	-	500,000

Fair value hierarchy as at 31 December 2019

THE GROUP	Level 1	Level 2	Level 3	Total
Loans and receivables:				
Mortgage Loans	-	398,590	-	398,590
Loans on Life policies	-	25,249	-	25,249
Secured Loans	-	473,656	-	473,656
Unsecured Loans	-	2,237	-	2,237
CDS guarantee fund	-	3,046	-	3,046
Debt instruments at amortised cost:				
Deposits and corporate bonds	-	655,786	-	655,786
Government loan stocks	-	7,099,762	-	7,099,762
Financial liabilities:				
Preference share capital	-	125,230	-	125,230
Bonds issued by holding company	-	500,000	-	500,000

34. FAIR VALUE MEASUREMENTS (CONTINUED)

THE COMPANY	Fair value hierarchy as at 31 December 2020			
	Level 1	**Level 2**	**Level 3**	**Total**
Debt instruments at amortised cost:				
Notes Mua Kenya	-	**451,141**	-	**451,141**
Notes issued by subsidiary	-	**201,405**	-	**201,405**
Financial liabilities:				
Floating rate notes	-	**500,000**	-	**500,000**

	Fair value hierarchy as at 31 December 2019			
	Level 1	Level 2	Level 3	Total
Debt instruments at amortised cost:				
Notes issued by subsidiary	-	202,215	-	202,215
Fixed deposits	-	170,991	-	170,991
Financial liabilities:				
Floating rate notes	-	202,295	-	202,295

The valuation technique used to fair value the above instruments is discounted cash flow with observable yield for similar instruments.

(c) Reconciliation of Level 3 fair value measurements

The following table shows a reconciliation of the opening balance and closing recorded amount of Level 3 financial assets which are recorded at fair value:

	2020 THE GROUP			2019 THE GROUP		
	Financial assets at fair value through profit or loss	**Financial assets at fair value through other comprehensive income**	**Total**	Financial assets at fair value through profit or loss	Financial assets at fair value through other comprehensive income	Total
	Rs'000	**Rs'000**	**Rs'000**	Rs'000	Rs'000	Rs'000
At 1 January	**81,333**	**49,547**	**130,880**	89,993	45,542	135,535
Unrealised (losses)/gains	**1,223**	**-**	**1,223**	(8,660)	-	(8,660)
Total gains in other comprehensive income	**-**	**2,519**	**2,519**	-	4,005	4,005
At 31 December	**82,556**	**52,066**	**134,622**	81,333	49,547	130,880

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35. SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the chief operating decision maker that are used to make strategic decisions. The Chief Excecutive Officer (CEO) is the chief decision maker.

The Group's reportable segments under IFRS 8 are based on insurance classes.

(i) Casualty - includes motor, liability, cash in transit, personal accident and health.
(ii) Property - includes fire and allied perils, engineering, marine, and all risks.
(iii) Life - includes both life and pensions.
Revenue in the above segments is derived primarily from insurance premiums, investment income and realised gain on financial assets.
(iv) Other - consists of stock-broking. Revenue in this segment is derived primarily from brokerage commissions, investment income and realised gains on financial assets.

The Company customer portfolio base is widely spread and no customer accounts for more than 10% of the total revenue.

THE GROUP

2020	Casualty	Property	Total General*	Life	Other	Consolidated Adjustments	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Income							
Net earned premium	2,263,696	416,997	2,680,693	1,145,401	-		3,826,094
Fee and commission income	84,616	207,504	292,120	42,602	-	(4,135)	330,587
Brokerage fees	-	-	-	-	44	-	44
Investment and other income	237,610	70,129	307,739	205,721	111,515	(54,676)	570,299
Segment income	2,585,922	694,630	3,280,552	1,393,724	111,559	(58,811)	4,727,024
Expenses							
Gross claims and benefits	1,193,411	565,739	1,759,150	1,062,631	-	-	2,821,781
Claims recovered from Reinsurers	7,271	(376,750)	(369,479)	(46,075)	-	-	(415,554)
Movement in outstanding claims	(44,764)	22,862	(21,902)	50,253	-	-	28,351
Commission and brokerage fee paid	346,184	221,454	567,638	77,088	-	(4,137)	640,589
Management expenses	706,478	151,782	858,260	152,435	58,644	(9,090)	1,060,249
Finance costs	28,161	6,564	34,725	430	22,100	(20,495)	36,760
Depreciation	43,190	6,036	49,226	9,364	2,633	-	61,223
Amortisation	16,186	4,064	20,250	2,830	191	11,519	34,790
Share of loss of Joint venture	-	-	-	-	2,201	-	2,201
	2,296,117	601,751	2,897,868	1,308,956	85,769	(22,203)	4,270,390
Segment profit before tax	289,805	92,879	382,684	84,768	25,790	(36,608)	456,634
Profit before taxation							456,634
Taxation							(91,611)
Profit for the year							365,023

* Amount represents that of The Mauritius Union Assurance Cy Limited and the african subsidiaries.

35. SEGMENT INFORMATION (CONTINUED)

THE GROUP

2019	Casualty	Property	Total General*	Life	Other	Consolidated Adjustments	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Income							
Net earned premium	2,118,742	251,833	2,370,575	963,358	-	-	3,333,933
Fee and commission income	94,842	162,829	257,671	43,503	-	-	301,174
Brokerage fees	-	-	-	-	8,633	-	8,633
Share of profit from joint venture	-	-	-	-	675	-	675
Investment and other income	223,340	59,101	282,441	620,825	66,621	(61,169)	908,718
Segment income	2,436,924	473,763	2,910,687	1,627,686	75,929	(61,169)	4,553,133
Expenses							
Gross claims and benefits	1,311,070	341,749	1,652,819	622,912	-	-	2,275,731
Claims recovered from Reinsurers	(63,980)	(239,164)	(303,144)	(32,472)	-	-	(335,616)
Movement in outstanding claims	(57,469)	(4,841)	(62,310)	631,412	-	-	569,102
Commission and brokerage fee paid	332,714	169,752	502,466	65,122	-	-	567,588
Management expenses	552,321	120,106	672,427	144,274	54,227	(7,211)	863,717
Finance costs	17,223	4,580	21,803	533	4,049	-	26,385
Depreciation	42,003	9,066	51,069	6,899	2,612	-	60,580
Amortisation	15,867	3,836	19,703	2,356	24	9,159	31,242
	2,149,749	405,084	2,554,833	1,441,036	60,912	1,948	4,058,729
Segment profit before tax	287,175	68,679	355,854	186,650	15,017	(63,117)	494,404
Profit before taxation							494,404
Taxation							(50,534)
Profit for the year							443,870

* Amount represents that of The Mauritius Union Assurance Cy Limited and the african subsidiaries.

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35. SEGMENT INFORMATION (CONTINUED)

THE GROUP

2020	**Casualty**	**Property**	**Total General***	**Life**	**Other**	**Consolidated Adjustments**	**Total**
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**
Segment assets	**6,762,103**	**2,269,850**	**9,031,953**	**10,298,474**	**1,065,269**	**(1,193,040)**	**19,202,656**
Segment liabilities	**1,445,930**	**497,337**	**1,943,267**	**205,237**	**646,507**	**(712,359)**	**2,082,652**
Technical liabilities							
- Unearned premium reserve							**2,151,587**
- Life assurance fund							**7,778,400**
- Investment contract liabilities							**1,107,302**
- Outstanding claims							**1,843,884**
Total equity							**4,238,831**
Capital expenditure							
Property, plant and equipment	**15,557**	**4,005**	**19,562**	**422**	**146**	**-**	**20,130**
Intangible assets	**18,649**	**4,284**	**22,933**	**7,058**	**590**	**167,052**	**197,633**

* Amount represents that of The Mauritius Union Assurance Cy Limited and the african subsidiaries.

THE GROUP

2019	Casualty	Property	Total General*	Life	Other	Consolidated Adjustments	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Segment assets	5,463,295	1,144,338	6,607,633	9,927,545	1,033,049	(797,914)	16,770,313
Segment liabilities	1,027,227	216,923	1,244,150	123,514	302,017	1,469	1,671,150
Technical liabilities							
- Unearned premium reserve							1,488,986
- Life assurance fund							7,794,209
- Investment contract liabilities							1,002,454
- Outstanding claims							1,335,982
Total equity							3,477,532
Capital expenditure							
Property, plant and equipment	33,362	7,675	41,037	26,450	968	-	68,455
Intangible assets	13,896	3,189	17,085	4,083	286	-	21,454

* Amount represents that of The Mauritius Union Assurance Cy Limited and the african subsidiaries. It is made up of Casualty and Property businesses.

35. SEGMENT INFORMATION (CONTINUED)

GEOGRAPHIC INFORMATION	Income from external customers		Non-current assets	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Mauritius	**3,533,452**	3,689,173	**11,845,363**	11,743,602
Kenya	**467,035**	200,534	**934,855**	273,545
Tanzania	**337,965**	298,008	**330,945**	309,146
Uganda	**160,300**	139,126	**90,967**	130,754
Rwanda	**226,049**	228,095	**271,108**	214,285
	4,724,801	4,554,936	**13,473,238**	12,671,332

36. CONTINGENCIES

In common practice with insurance industry in general, the group is subject to litigations arising in the normal course of insurance business. The Directors are of the opinion that these litigations will not have a material effect on the financial position or results of the group as the insurance contract liabilities take into account the claims related to these litigations. The Group and the Company have bank guarantees totalling Rs 95.8m as at 31 December 2020.

37. COMMITMENTS

	THE GROUP		THE COMPANY	
Outstanding financial commitments:	**2020**	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Loans approved by the Board of Directors but not yet disbursed	**29,124**	65,251	**-**	-

38. BASIC AND DILUTED EARNINGS PER SHARE

	THE GROUP	
	2020	2019
The following reflects the income and share data used in the basic and diluted EPS computations	**Rs'000**	Rs'000
Profit attributable to equity holders of the parent	**333,972**	381,850
Weighted average number of ordinary shares ranking for dividend:		
Number of ordinary shares for basic EPS	**46,139,984**	45,170,184
Effect of dilution from share options	**278,927**	200,711
Number of ordinary shares adjusted for the effect of dilution	**46,418,911**	45,370,895
Earnings per share - Basic	**7.24**	8.45
Earnings per share - Diluted	**7.19**	8.42

As described in note 33, the Company has set up a share option scheme for a total number of shares offered of 1,156,000 shares. An incremental number of shares of 278,927 shares (2019: 200,711 shares) under the share option scheme has been used to calculate the diluted EPS.

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39. NOTES TO CASH FLOW STATEMENTS

(a) Cash generated from operations

	Notes	THE GROUP		THE COMPANY	
		2020	2019	**2020**	2019
		Rs'000	Rs'000	**Rs'000**	Rs'000
Profit before taxation		**456,634**	494,404	**142,003**	127,257
Increase in financial assets at fair value through profit or loss	10(b)	**251,425**	(80,825)	**-**	-
Increase in fair value of investment properties	6	**(13,225)**	3,578	**-**	-
Assets written off	5/7	**-**	1,507	**-**	-
Foreign exchange (gains)/losses	26/28	**(36,902)**	(10,675)	**-**	-
Provision for retirement benefit obligations		**1,335**	1,307	**-**	-
Provision for credit impairment (net)	11/12	**24,695**	(3,874)	**-**	-
ECL - IFRS 9		**(1,550)**	660	**974**	-
Loans and receivables written off	11	**253**	-	**-**	-
Dividend income	23	**(22,320)**	(162,301)	**(144,288)**	(135,721)
Interest income	23	**(641,308)**	(572,919)	**(21,965)**	(4,402)
Interest expense	29	**36,760**	28,550	**21,881**	6,169
Depreciation of property and equipment	5	**40,441**	32,347	**-**	-
Depreciation of rights of use asset	44	**33,048**	27,802	**-**	-
Amortisation of intangible assets	7	**36,745**	33,658	**-**	-
Amortisation of financial assets	10(c)	**(18,540)**	(48,883)	**-**	-
Loss on sale of property and equipment	24	**221**	(636)	**-**	-
Loss on disposal of financial assets	24	**1,231**	-	**-**	-
Share of loss/(profit) from joint venture	9	**2,201**	(1,891)	**-**	-
		151,144	(258,191)	**(1,395)**	(6,697)
Change in unearned premium		**282,187**	62,338	**-**	-
Change in insurance and other receivables		**(178,074)**	(36,345)	**27,375**	(35,488)
Net change in deferred acquisition costs		**2,771**	(7,298)	**-**	-
Change in outstanding claims		**(139,671)**	299,867	**-**	-
Change in trade and other payables		**182,223**	238,549	**2,118**	2,089
Net cash generated from operations (refer to page 18)		**300,580**	298,920	**28,098**	(40,096)

(b) Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following at 31 December:

	THE GROUP		THE COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Cash at banks and on hand	**1,247,364**	590,125	**149,790**	97,715
Short-term deposits	**-**	21,560	**-**	-
	1,247,364	531,712	**149,790**	97,715

Cash at bank earns interest at fixed rates based on a daily basis deposit rates. Short-term deposits are made for varying periods depending on the immediate cash requirements of the Group and earn interest at the respective short-term deposits rates. The interest rates on the cash at bank varies 0.5% to 1.8% and from 2.5% to 15% for short-term deposits.

39. NOTES TO CASH FLOW STATEMENTS (CONTINUED)

(c) Net Debt

	THE GROUP		THE COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
Cash and cash equivalents	1,247,364	611,685	149,790	97,715
Borrowings	(604,204)	(604,737)	(504,204)	(505,737)
Lease liabilities	(126,891)	(117,539)	-	-
Net surplus / (shortfall)	516,269	(110,591)	(354,414)	(408,022)

	THE GROUP				THE COMPANY		
	Borrowings	Lease liabilities	Cash	Total	Borrowings	Cash	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Net debt as at 1 January 2019	(300,000)	(140,390)	531,712	91,322	-	-	-
Cashflows	(304,737)	24,692	69,298	(210,747)	(504,737)	97,715	(407,022)
New leases		(306)	-	(306)	-	-	-
Foreign exchange adjustments		1,943	10,675	12,618	-	-	-
Other changes		(3,478)	-	(3,478)	(1,000)	-	(1,000)
Net debt as at 31 December 2019	**(604,737)**	**(117,539)**	**611,685**	**(110,591)**	**(505,737)**	**97,715**	**(408,022)**
Cashflows	-	19,684	650,755	670,439	-	52,075	52,075
New leases	-	(18,916)	-	(18,916)	-	-	-
Foreign exchange adjustments	-	1,943	(15,076)	(13,133)	-	-	-
Other changes	533	(12,063)	-	(11,530)	1,533	-	1,533
Net debt as at 31 December 2020	**(604,204)**	**(126,891)**	**1,247,364**	**516,269**	**(504,204)**	**149,790**	**(354,414)**

40. GOODWILL

Goodwill acquired through business combination with indefinite lives are allocated to eight individual CGUs. The recoverable amounts of goodwill allocated to each of the CGUs is show below:

Goodwill	MUA Life Ltd (Life insurance)	MUA Mutual Fund Ltd (Management services)	The Mauritius Union Assurance Cy. Ltd (non life insurance)	MUA (Kenya) Ltd** (non life insurance)	MUA (Uganda) Ltd* (non life insurance)	Phoenix of Tanzania Assurance Company Limited (non life insurance)	MUA (Rwanda) Ltd (non life insurance)	Saham Assurance Company Kenya Limited	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Goodwill	51,197	21,780	133,188	-	28,543	48,725	23,438	127,315	434,186

The recoverable amounts of the cash generating units are determined on the basis of value in use calculations. At 31 December 2020, the value in use of each cash generating units exceeds its carrying amount for the CGUS. An impairment of Rs 38.6m has been recorded for the year ended 31 December 2016 in respect of MUA (Kenya) Ltd as the value in use is lower than its carrying value.

To determine the value in use for each cash generating unit, cash flow forecast from the most recent financial approved budgets for the next five years is used adjusted for any one off claims and change in business. Discount rates used represent the current market assessment of the risks specific to a cash generating unit, taking into consideration the time value of money and the weighted average cost of capital (WACC).

No impairment assessment has been performed for the goodwill arising on Saham Assurance Company Kenya Limited since it was acquired during the course of 2020.

Life insurance CGU

The recoverable amounts for the life insurance business CGUs have been determined based on a value in use (VIU) calculation. The calculation is based on the VIU of the business, together with the present value of expected future profits from new business over a five year period.

The assumptions used for the VIU impairment calculation for the Life Insurance were:

- The shareholder interest in the life insurance business is based on projected cash flows of the business including expected investment returns of 7% (2019: 7%);
- Risk-adjusted discount rates used for calculation of embedded value are calculated using a risk margin of 4% (2019: 4%), based on the operating segment's weighted average cost of capital;
- Future regular bonuses on contracts with DPF are projected in a manner consistent with current bonus rates and expected future returns on assets deemed to back the policies;
- Economic assumptions are based on market yields on risk-free fixed interest rates for the relevant currencies
- at the end of each reporting period;
- New business contribution represents the present value of projected future distributable profit generated from business written in a period. This is initially based on the most recent five-year business plans approved by senior management.

And the key assumptions were:

- Growth rate represents the rate used to extrapolate new business contributions beyond the business plan period, and is based on management's estimate of future growth of 10% (2019: 10%), which is in line with the average growth rate of life insurance industry;
- A pre-tax Group-specific risk-adjusted discount rate of 9.25% % (2019: 8%) is used to discount expected profits from future new business.

40. GOODWILL (CONTINUED)

Investment Management services CGU

The recoverable amount of the investment management services businesses has also been determined based on a VIU calculation using cash flow projections based on the budgeted fee income margin approved by management covering a five-year period. A pre-tax Group-specific risk-adjusted discount rate of 7% (2019: 10%) is used. The applied long-term growth rate is 2% (2019: 5%).

Non-life insurance

The recoverable amount of the non-life insurance business has been determined based on a VIU calculation using cash flow projections based on financial budgets approved by management covering a five-year period. Discount rates used represent the current market assessment of the risks specific to a cash generating unit, taking into consideration the time value of money and the weighted average cost of capital (WACC). The projected cash flows beyond the five years excluding expenses have been extrapolated using a steady average growth rate of 3% (2019: 5%) which is in line with the GDP growth rate of each country. The projected cash flows are determined by claim ratio, retention ratio, growth rate and rate of return on investment based on past performances, adjusted for one off expenses and management expectations for market developments.

The assumptions used for the VIU impairment calculation are:

- Policy lapses – The Group has retained records of policy lapses since its inception and is, therefore, able to predict trends over the coming years. Management plans assume no change from recent experiences;
- Expenses – Estimates are obtained from forecasted budget. The financial budget plans assume that expenses will broadly increase in line with inflation rate.

And the key assumptions used are:

- Premiums and margins – Premium income is based on past data and adjusted for any group development. Different growth rate has been applied to the different class of business and a growth rate varies between 10% to 25% (2019: 10% to 25%) per annum was applied for non-life insurance;
- Claims ratio was determined by using the past payment made during the four preceding years adjusted for one off claims occurred.

Discount rate - The Group used the WACC for each entity by determining a local cost of equity and cost of debt.

Sensitivity to changes in assumptions

The Group also carried out a sensitivity analysis based on changes on major assumptions listed below:

Life insurance CGU	MUA Life Ltd (Life insurance)	
	2020	2019
	Rs'000	Rs'000
Discount factor +1%	**(48,814)**	(115,549)
Discount factor -1%	**53,200**	125,943
Growth rate +1%	**58,135**	142,857
Growth rate -1%	**(54,097)**	(133,017)

Investment Management services CGU	National Mutual Fund Ltd (Management services)	
	2020	2019
	Rs'000	Rs'000
Discount factor +1%	**(8,065)**	(7,216)
Discount factor -1%	**12,345**	10,826
Growth rate +1%	**10,764**	8,585
Growth rate -1%	**(7,033)**	(5,724)

40. GOODWILL (CONTINUED)

2020 Non-Life insurance	**The Mauritius Union Assurance Cy. Ltd (non life insurance)**	**MUA (Kenya) Ltd**	**MUA (Uganda) Ltd ***	**Phoenix of Tanzania Assurance Company Limited**	**MUA (Rwanda) Ltd**
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Discount factor +1%	**(1,696,625)**	**(46,030)**	**(8,974)**	**(36,232)**	**(27,377)**
Discount factor -1%	**3,282,488**	**54,454**	**10,117**	**42,558**	**31,996**
Claim ratio +1%	**(638,546)**	**(19,420)**	**(9,259)**	**(29,699)**	**(16,034)**
Claim ratio -1%	**638,546**	**19,420**	**9,259**	**29,699**	**16,034**
Growth rate +1%	**2,997,321**	**39,371**	**6,459**	**30,138**	**22,756**
Growth rate -1%	**(1,549,340)**	**(33,314)**	**(5,732)**	**(25,643)**	**(19,519)**

2019 Non-Life insurance	The Mauritius Union Assurance Cy. Ltd (non life insurance)	MUA (Kenya) Ltd	MUA (Uganda) Ltd *	Phoenix of Tanzania Assurance Company Limited	MUA (Rwanda) Ltd
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Discount factor +1%	(184,400)	(57,121)	(4,778)	(259,332)	(47,360)
Discount factor -1%	194,514	19,147	5,022	322,779	57,102
Claim ratio +1%	(346,853)	(33,883)	(12,490)	(45,421)	(23,941)
Claim ratio -1%	346,853	33,883	12,490	45,421	23,941
Growth rate +1%	738,288	43,481	8,989	214,081	35,343
Growth rate -1%	(799,812)	(36,136)	(7,471)	(172,480)	(29,373)

41. BUSINESS COMBINATION

(a) Summary of acquisition

On 3 July 2020, MUA Kenya Ltd acquired 100% of the issued share capital of Saham Assurance Company Kenya Limited ("Saham"), a composite insurance company for consideration of USD 12,325,000. The Company retained the general insurance business and the life business will be transferred to Sanlam Life Insurance (Kenya), once regulatory approval is obtained. The acquisition is expected to increase the Group's market share and reduce cost through economies of scale.

Details of the purchase consideration, the net assets acquired and goodwill are as follows:

Purchase consideration (refer to (b) below):

	Rs'000
Cash paid	492,301

	Fair value Rs'000
The assets and liabilities recognised as a result of the acquisition are as follows:	
Cash and cash equivalents	164,137
Equipment	7,446
Right of Use Assets	25,875
Deferred tax asset	1,390
Intangible assets: customer contracts	39,738
Mortgage loans	711
Financial assets at fair value	360,195
Loans and deposits	36,807
Premium outstanding	42,911
Due from reinsurers	112,963
Reinsurers' share of insurance contract liabilities	218,423
Other receivables	32,494
Gross Deferred Acquisition Cost	32,378
Reinsurance Additional Unexpired Risk Reserve	5,337
Current tax receivable	11,259
Long term loan	(39,943)
Claims outstanding	(212,005)
Unearned premium reserve	(321,898)
Payables arising out of reinsurance arrangements	(10,903)
Payables arising out of direct insurance arrangements	(8,949)
Reinsurance deferred acquisition cost	(14,931)
Gross additional unexpired risk reserve	(30,270)
Corporate tax payable	(4,043)
Other payables	(27,761)
Lease liability	(31,409)
Bank overdraft	(24,966)
Net identifiable assets acquired	364,986
Add: goodwill	127,315
Net assets acquired	492,301

41. BUSINESS COMBINATION (CONTINUED)

(a) Summary of acquisition (continued)

The goodwill is attributable to the workforce and the high profitability of the acquired business. It will not be deductible for tax purposes.

There were no acquisitions in the year ended 31 December 2019.

Acquired receivables

The fair value of acquired trade receivables is Rs'000 41,700. The gross contractual amount for trade receivables due is Rs'000 72,753, with a loss allowance of Rs'000 31,053 recognised on acquisition.

Revenue and profit contribution

The acquired business contributed gross earned premium of Rs'000 350,490 and net profit of Rs'000 19,737 to the Group for the period from 3 July to 31 December 2020.

If the acquisition had occurred on 1 January 2020, consolidated pro-forma gross earned premium and profit for the year ended 31 December 2020 would have been Rs'000 5,625,023 and Rs'000 368,594 respectively.

These amounts have been calculated using the subsidiary's results and adjusting them for:

- Differences in the accounting policies between the group and the subsidiary; and
- The additional depreciation and amortisation that would have been charged assuming the fair value adjustments to property, plant and equipment and intangible assets had applied from 1 January 2020, together with the consequential tax effects.

(b) Purchase consideration – cash outflow

	Rs'000
Outflow of cash to acquire subsidiary, net of cash acquired	
Cash consideration	492,301
Less: Balances acquired	
Cash	164,137
Bank overdraft	(24,966)
	139,171
Net outflow of cash – investing activities	353,130

Acquisition-related costs

Acquisition-related costs of Rs"000 25,998 are included in administrative expenses in the statement of profit or loss and in operating cash flows in the statement of cash flows.

42. ASSET HELD FOR SALE

The life business of the newly-acquired Saham Assurance Company Kenya Limited will be transferred to Sanlam Life Insurance (Kenya), once regulatory approval is obtained. As such the assets and liabilities of the life business are classified as held for sale as at 31 December 2020:

Assets classified as held for sale	Rs'000
Investment property	27,981
Loans - life policies	2,536
Bank deposits	67,697
Cash and cash equivalents	594
Premium outstanding	471
Reinsurance share of claims	2,132
Sundry debtors	465
Total	101,876

Liabilities directly associated with assets classified as held for sale	Rs'000
Tax payable	369
Payable under Deposit Administration Contracts	13,783
Insurance contract liabilities	85,632
Bank overdraft	2,092
Total	101,876

Financial Statements for the Year Ended 31 December 2020
Notes to the Financial Statements for year ended 31 December 2020

43. RELATED PARTY TRANSACTIONS

		THE GROUP		THE COMPANY	
	Relationship	2020	2019	2020	2019
		Rs'000	Rs'000	Rs'000	Rs'000
Loans granted to					
Directors and key management personnel		-	2,500	-	-
Amount owed by					
Directors and key management personnel		20,129	60,794	-	-
Receivables from:					
NMF Property Trust	Sister company	-	-	-	-
NMF General Fund	Sister company	-	-	-	-
MUA Life Ltd	Subsidiary	9,822	5,008	-	-
Decadel Ltee	Subsidiary	1,949	2,264	-	-
MUA Pension Ltd	Subsidiary	504	275	-	-
MUA Mutual Fund Ltd	Subsidiary	68	65	-	-
MUA Re	Subsidiary	1,244	1,077	-	-
		13,587	8,689	-	-
Notes receivable from:					
The Mauritius Union Assurance Cy Ltd	Subsidiary	-	-	200,000	200,000
Amount receivable from:					
The Mauritius Union Assurance Cy Ltd	Subsidiary	-	-	-	8,567
Mua Re Ltd	Subsidiary	-	-	242	-
Mua Kenya Ltd	Subsidiary	-	-	6,608	-
Amount payable to:					
The Mauritius Union Assurance Cy Ltd	Subsidiary	-	-	2,136	-
MUA Life Ltd	Subsidiary	-	-	659	-
Purchase of goods and services from					
Subsidiary company		142	-	-	-
Other related party - Accredited agent		27,822	29,511	-	-
Sale of services to					
Directors and key management personnel		13,628	13,491	-	-
Receivable from:					
Subsidiary companies		-	-	-	-
Remuneration of key management personnel					
Salaries and short-term employee benefits		166,132	144,002	-	-
Post-employments benefits		12,544	11,239	-	-

Key management personnel consist of Chief Executive Officers and Senior managers. No termination benefits were paid during the year.

43. RELATED PARTY TRANSACTIONS (CONTINUED)

Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made at normal market prices. Outstanding balances at the year end are unsecured, interest free except for loan granted to Directors and settlements occurs in cash. There have been no guarantees provided or received for any related party receivables and payables. At each financial year, an assessment of provision for impairment is undertaken through examining the financial position of the related party and the market in which the related party operates.

Loans given to related party are repaid on a monthly basis at market rates ranging from 4.1% to 6.1% (2019: 7.5% to 13%).

44. LEASES

How these are accounted for

(a) Right of use asset

	2020 Building Rs	2019 Building Rs
At 1 January	113,756	140,390
Addition	19,558	306
At acquisition	20,854	-
Contract cancelled	(3,314)	-
Depreciation (note 28)	(33,048)	(27,802)
Foreign exchange difference	(2,739)	862
At 31 December	115,067	113,756

((b) Lease liabilities

Set out below are the carying amounts of the lease liabilities and the movements during the year:

	2020 Total Rs	2019 Total Rs
At 1 January	117,539	140,390
At acquisition	26,498	-
Addition	18,916	306
Accretion of interest	10,173	8,083
Disposal	(3,380)	-
Payments	(40,912)	(32,775)
Foreign exchange difference	(1,943)	1,535
At 31 December	126,891	117,539
Analysed as:		
Current	45,214	25,599
Non-current	81,677	91,940
	126,891	117,539

The maturity analysis of lease liabilities are disclosed in note 3.2.3.

44. LEASES (CONTINUED)

(c) Amounts recognised in the statement of profit or loss

The following are the amounts recognised in profit or loss:

	2020 Total Rs	2019 Total Rs
Depreciation expense of right-of-use assets (note 28)	33,048	27,802
Interest expense on lease liabilities (note 29)	10,173	8,083
Total amount recognised in profit or loss	43,221	35,885

The total cash outflow for leases in 2020 is Rs 40.9m and in 2019 was Rs 32.8m

Notes

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Notes

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