income

Every Day Made Different

2017 ANNUAL REPORT

CONTENTS

Every Day Made Different

Since our founding as Singapore's only insurance co-operative in 1970, Income has been an insurer unlike any other.

We set out to be a thriving social enterprise that offers financial security to the people of Singapore via our insurance offerings while, at the same time, create and deliver long-term positive social impact in the community that we serve.

Today, as we become one of Singapore's leading life, health and general insurance provider, we remain steadfast as a social enterprise. We stay focused on our founding mission to deliver insurance that is accessible and affordable to all.

In 2017, we continue to grow our multi-channel distribution platform offering customers choice and flexibility when they engage with us. We are digitalising our business to better engage with our customers in this age of digitisation and change. Today, we are the largest insurer online.

We are committed to make a difference by offering our policyholders value. We aim to play the role of a price moderator and offer value-added services so that our customers' experience with insurance is constantly improved. We also offer products and services for the benefit of social good and seek to serve the underserved.

Finally, we give back to the community by empowering those in need to improve their circumstances through our flagship corporate social responsibility platform, Income OrangeAid.

This has been our way of doing business as we are "Made Different".

From left :
Lim Soo Piah, Zareena Begum

"I believe my job is not just about providing financial advice. It is also about helping my policyholders in whatever ways I can."

Lim Soo Piah, 68
Income financial consultant since 1995

Going Beyond The Call of Duty

"Soo Piah has always been there for my family during difficult times – a pillar of support whom I can share my ups and downs with."

Zareena Begum, 47
Income policyholder since 2013

Tragedy struck Zareena Begum's family in 2013 when her eldest son was killed in a traffic accident. Left to pick up the pieces, the devastated mother turned to an old friend, financial consultant Lim Soo Piah, for emotional support.

"I called Soo Piah to tell her my son died in an accident, and she helped me cope with the loss by showing her concern and checking in on me every day," Zareena, now 47, said.

Talking about their relationship, Soo Piah, who met Zareena in 1999, recalled, "I never spoke about insurance with Zareena because I knew she was stretched financially, but before her eldest son got enlisted for national service, she came to me and said she wanted to get insurance for him. Her budget was $100 a month, so I proposed one term insurance plan each for mother and son using this amount."

After his untimely demise, the insurance pay-out helped Zareena rebuild her life slowly. "I always wanted to buy insurance for my family but could not afford it because of my low salary," said the part-time customer service agent.

With the money she received from Income, Zareena took out health and savings insurance plans for herself and her two younger sons. "Now, our future is secure and I know that if something happens to me, at least my family will not be helpless. Soo Piah helped me with everything. She is an old friend I really trust."

DIRECTORS' REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

NTUC Income ("Income") was the first social enterprise established by the Labour Movement in 1970 to provide affordable insurance for workers in Singapore.

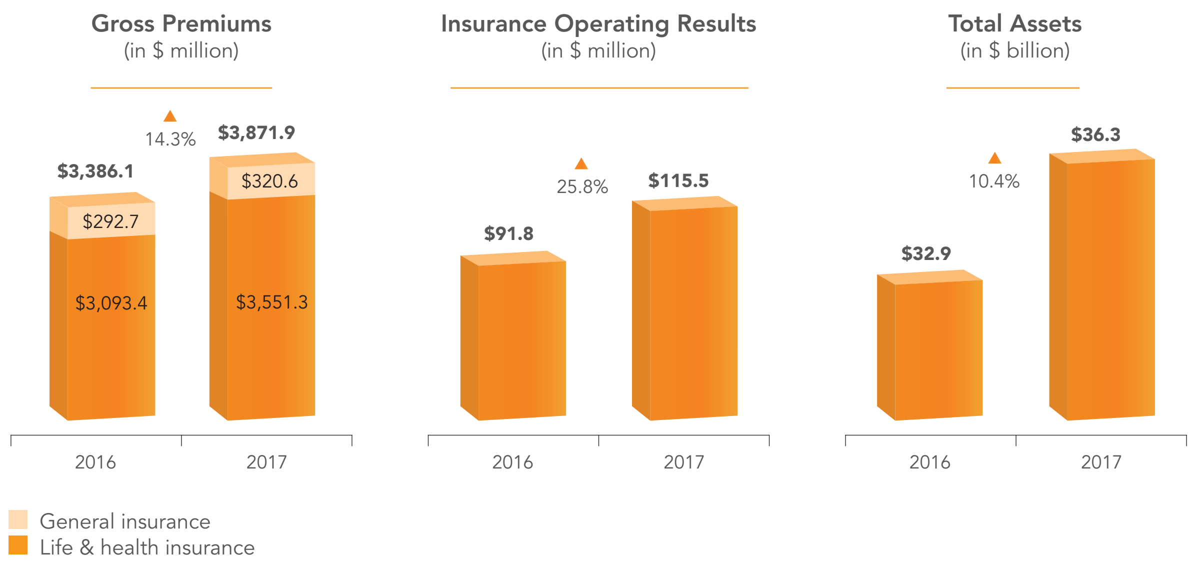
Today, Income is Singapore's largest composite insurer catering to the protection, savings and investment needs of more than two million customers who look to Income for trusted advice and solutions when making their most important financial decisions, by leveraging our wide network of advisers and partners.

2017 PERFORMANCE HIGHLIGHTS

2017 was a year of robust growth for the life insurance industry where both single and regular premium products registered double digit growth for new business premiums. The overall industry weighted new business premiums grew by 24.4% in 2017 compared to 2016.

Against this backdrop, Income also performed well in 2017 and here are some key highlights of our business performance:

- Gross premium was 14.3% higher than 2016 at $3.9 billion
- Our insurance operating results improved 25.8% compared to 2016, ending the year at $115.5 million
- Our assets under management was $36.3 billion



LIFE INSURANCE

In 2017, Income received $3.6 billion in total gross life and health insurance premiums, which was 14.8% higher than 2016.

For weighted new business premiums, Income recorded a strong year with growth at a high of 34.1% compared to 2016.

GENERAL INSURANCE

In 2017, the general insurance business generated $320.6 million in earned premiums, which was 9.5% higher than the previous year.

Motor insurance, the key contributor of our general insurance business also ended with healthy growth in premiums thereby maintaining our leading market position with a market share of 27.9% in terms of vehicle count and 21.3% in terms of premiums.

DIRECTORS' REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

SHAREHOLDERS

The Directors have proposed a dividend of 6.0% for the financial year ended 31 December 2017.

OUR FINANCIAL STRENGTH AND CORPORATE GOVERNANCE

Our financial strength is reflected by our strong credit ratings of AA- by Standard & Poor's, which we have held since 2009. It underscores the strong business network and operating performance of our diversified investment portfolio.

In 2017, Income maintained a healthy capital adequacy ratio of 282%.

We embrace and uphold the highest standards of corporate governance, transparency and disclosure, while continuing to expand and further deepen our capabilities towards becoming a high-performing organisation, capable of meeting the diverse and evolving insurance needs of our policyholders.

COMMITTED TO SERVE OUR CUSTOMERS BETTER

Income is now the first insurer in Singapore to offer Integrated Shield Plan (IP) via an online portal. This increases accessibility, convenience and speed, and defines the new standard in which IP can be purchased and accessed anytime and anywhere.

In 2017, Income also announced a strategic partnership with Fullerton Fund Management Company to appoint Fullerton as the investment manager of a significant portfolio of Income's assets. In turn, Income owns a significant stake in Fullerton, while Temasek remains the majority shareholder. This strategic partnership with Fullerton leverages economies of scale and deepens investment capabilities to create more value for our policyholders.

CREATING SOCIAL IMPACT IN OUR COMMUNITY

As a social enterprise, we regard delivering a positive social impact in the community that we serve a business imperative. This means that we offer products and services for the benefit of social good, with the aim to maximize value for our policyholders, and by catering products for the elderly and the underserved, who otherwise may have little or no insurance options in Singapore.

Family Protect

We introduced 'Family Protect', to offer protection to individuals who are responsible for multiple dependents. Known as the "sandwiched" generation, these individuals typically have children and elderly parents to care for and in turn, are often underinsured given their higher financial commitments. 'Family Protect' is an affordable plan which gives greater peace of mind through additional benefits such as retrenchment benefits and booster benefits for surviving dependents.

Offering the silver community greater insurance access

Against the backdrop of Singapore's ageing population and improved life expectancy, Income recalibrated our underwriting requirements to meet the needs of the growing silver population through our revamped health questionnaire. We recognise that it may become more difficult to obtain insurance as one grows older, due to underwriting requirements. As such, we embarked on an initiative to review our health questionnaire, so that more elderly in Singapore can have easier access to insurance. With the new health questionnaire, significantly more elderly customers will require no follow-ups, as they enjoy greater peace of mind and coverage of an insurance plan.

Future Development Programme

Our flagship initiative, the Income OrangeAid Future Development Programme (FDP) continues to support students from low-income families studying at the Institute of Technical Education and polytechnics with bursaries, financial literacy training as well as personal and career guidance.

Designed to level the playing field by helping youth-in-need stay in school, Income disbursed 400 bursaries amounting to $1.0 million in 2017 and conducted financial literacy as well as personal and career guidance workshops for close to 300 FDP beneficiaries.

Based on surveys with our beneficiaries, 93% of them indicated that they now have more time to focus on their school work because of the bursary. Ninety-six percent of our beneficaries also indicated that they are more confident of managing their expenses prudently after attending the financial literacy workshops.

In addition to the FDP, Income OrangeAid continues to positively impact the lives of more than 3,000 children and youth from 13 specialised schools and charity organisations we support.

Contribution to the Labour Movement

In 2017, Income contributed $1.5 million to the Labour Movement. This included $1.0 million donation to the U Care Fund, which provides assistance to low-income union members and their families.

CONCLUSION

The Directors would like to express our heartfelt appreciation to NTUC, the unions and affiliates, Income's partners, customers, management and staff for your contributions to Income.

It is only with your support and patronage that Income can succeed in our aspiration to be a social enterprise of distinction and to help people of all collars in Singapore achieve financial resilience while being protected against life's uncertainties.

Through you, we will continue to innovate and to deliver value and a positive difference to the people we serve through insurance.

For and on behalf of the Board of Directors

Stephen Lee
Chairman

Helping Youth-In-Need Be Future-Ready Through Education & Financial Literacy

The Income OrangeAid Future Development Programme (FDP) supports 400 underprivileged tertiary students from the Institutes of Technical Education and Polytechnics annually through bursaries, financial literacy workshops, as well as, personal and career development programmes.

By empowering these youths through education and basic financial know-how, we aim to help them break out of their situations and give them the confidence and skill-set to succeed and secure a better future for themselves and their families.

Between 2015 and 2017, Income disbursed 1,000 bursaries, amounting to S$2.55 million. More than 150 of our FDP beneficiaries have since graduated from the ITEs or Polytechnics. Of this figure, 55% successfully secured a job while close to 45% progressed to higher institutions of learning, with 93% of them placed in their desired course of study.

"Life is not always fair but you have to find a way to move on."

Lin Foxin, 21

Since primary school, Foxin has had to shift several times from a children's home to different foster homes, until his most recent move to work at The Salvation Army in 2016. Despite the upheavals, Foxin remains upbeat about the future. "I've learnt a lot about de-cluttering and living a minimalistic lifestyle," he quipped. Since becoming an awardee of the FDP, Foxin can now set aside monthly savings and stop living hand-to-mouth. "I can now see a little further ahead. Hopefully now, I can also pursue my love for painting," he shared. Foxin is currently a second-year design student at the Singapore Polytechnic.

"Stay Positive & Press on!"

A'Fowsh Flora, 21

Flora did not buckle when life threw her an unexpected curveball three years ago, when she had to accompany her father for weekly kidney dialysis sessions across the Causeway, while also juggling school, caring for her siblings, and working multiple part-time jobs to supplement her family's income. The FDP bursary that Flora received meant that she worked lesser part-time and could devote more time to her studies. Flora is now a part-time student at Ngee Ann Polytechnic.

"We want to do our best for every customer who calls us and give them the assurance they need, particularly during an accident when they are likely to be in a state of shock."

Haziq Shah, 26
Income Orange Force rider since 2016

From left:
Haziq Shah, Nicholas Lee, Rachelle Soh, Benjamin Soh

Offering Value to Our Customers & Plugging their Protection Gaps

"I did not expect my motor insurance coverage to be so encompassing. We were thoroughly impressed by the service, dedication and professionalism shown to us."

Benjamin Soh, 35
Income policyholder since 2005

When marketing communications professional Benjamin Soh and his wife, Rachelle, got into a motor accident last year, they were disorientated. "As it was the first time we were involved in an accident, we were unsure what to do. When we called the Income motor hotline for help, the officer on the line, Nicholas, was calm, patient, and professional. And in just 10 minutes, Income Orange Force rider, Haziq, arrived at the accident scene and from that point on, took care of everything for us," Mr Soh recalled.

Since October 2011, Income Orange Force has been prowling busy expressways and roads in Singapore every day in their distinctive orange motorbikes. Their job? To render assistance to distressed motorists involved in traffic accidents. The 20-strong fleet of Income Orange Force riders handles an average of about 700 cases and receives more than 20 compliments every month, demonstrating our commitment to provide an unparalleled level of value and service to our customers.

In addition to Income Orange Force, we also offer our motor policyholders a suite of customer-focused touch points. The most recent one being the industry-first mobile application that allows our motor policyholders to file an accident report remotely. The app further complements the Income Motor Service Centre, our one-stop shop for accident reporting and vehicle repair, as well as, our partner workshops.

Other value-adding propositions that complement our insurance offerings include 'Jiffy Jane', the industry's first travel insurance chatbot that offers customers a seamless user experience from queries to purchase. Additionally, our Enhanced PreX Travel Insurance plans provide coverage to travellers with pre-existing conditions, offering them unprecedented peace of mind. Our commitment to cater to the unserved and underserved in Singapore has also driven us to offer a suite of products that target Singapore's growing silver population and those with special needs, such as autism and Down syndrome. Last year, we introduced 'Family Protect' to give protection to individuals who are part of the "sandwiched" generation. Often, these individuals are under-insured as they are responsible for multiple dependents and are highly committed financially. We also provide free insurance to low-income households with primary school children in Singapore.

Trusted Advice, Just Like a Friend's

"What Catherine has done to help me become financially independent is so meaningful…She is a friend I trust. I want to be like her – to be a source of help to everyone."

Lely Koh, 57
Income policyholder since 2015

Lely Koh's life changed when she suffered a debilitating stroke six years ago. Her mother had found Lely slumped unconscious on the floor. Panicked, the elderly woman phoned her church friend, Catherine Choong, who promptly extended her help to the family.

As Lely regained her health slowly, Catherine began to visit her more regularly. As time passed, the pair became close friends, meeting at least once a week.

Catherine recalled, "I was very happy to see Lely recovering well from her stroke, but at the same time, I began to worry that the payout she received from her company's employee benefits insurance plan was going to run out." Catherine recalled.

With Lely's blessings, Catherine started to help her manage her finances, ensuring Lely and her elderly parents have enough funds to meet their future living expenses.

"I used to tell other insurance agents not to waste their time talking to me because I believed they only wanted to sell me products. Catherine is not like that. What she has done to help me become financially independent is so meaningful. She is not just my insurance adviser. She is a friend I trust. I want to be like her – to be a source of help to everyone."

"In the course of your work, you will meet people who are poor, middle class or very rich. But I feel that we should offer whatever services that we can to allow them to improve their lives."

Catherine Choong, 52
Income financial consultant since 1999

From left:
Catherine Choong, Lely Koh

BOARD OF DIRECTORS

STEPHEN LEE
CHAIRMAN

Mr Stephen Lee was co-opted to the Board on 15 November 2013 as Director representing the Founder Member and appointed as the Chairman on 1 January 2014. He is the Chairman of SIA Engineering Company Ltd, as well as Managing Director of Shanghai Commercial and Savings Bank Ltd (Taiwan) and Great Malaysia Textile Investments Pte Ltd.

Mr Lee is a member of the Council of Presidential Advisers. He is a Director of the Singapore Labour Foundation and NTUC Enterprise Co-operative Limited and a member of the NTUC-ARU Board of Trustees, amongst several other appointments.

Mr Lee was a Nominated Member of Parliament from 1994 to 1997. He was awarded the Public Service Star in 1998, Distinguished Service Order in 2006 and the Order of Nila Utama (First Class) in 2015 for his contributions to both the public and private sectors.

Mr Lee graduated from Northwestern University, Illinois, USA, in 1973 with a Master of Business Administration.

KEE TECK KOON
DEPUTY CHAIRMAN

Mr Kee Teck Koon was elected to the Board on 3 June 2014 as Director representing the Founder Member. He is the Deputy Chairman of the Board and a member of the Investment, Nominating and Human Resource & Remuneration Committees.

Mr Kee is currently non-executive Chairman of Changi Airports International Pte Ltd. He is Executive Director of NTUC Enterprise Co-operative Limited, and also holds directorships in Raffles Medical Group Ltd and Capitaland Limited, among others.

Mr Kee started his career in 1979 with the Singapore Armed Forces and was with the Ministry of Defence until 1991. Thereafter, he held senior management appointments with several organisations before joining the Capitaland Group in 2003. After holding several senior positions, he retired as the Chief Investment Officer of CapitaLand Limited in July 2009.

Mr Kee holds a Master of Arts from Oxford University.

BOARD OF DIRECTORS

SUNG CHENG CHIH
DIRECTOR

Dr Sung Cheng Chih was first elected to the Board on 24 May 2011 and last re-elected as Director representing the Founder Member on 26 May 2017. He is the Chairman of the Risk Management, Nominating, and Human Resource & Remuneration Committees. He is also the lead independent director on the Board. Dr Sung joined Government of Singapore Investment Corporation (GIC) in 1993 and retired as Managing Director and Chief Risk Officer for the GIC Group in 2011.

Dr Sung is currently CEO and Executive Director of Avanda Investment Management Pte Ltd, Investment Advisor to the Singapore Ministry of Finance, and non-Executive Director of MIT Investment Management Company, Centre for Asset Management Research & Investments in NUS, and Wealth Management Institute in NTU. He is also serving on the Expert Panel of the Ministry of Finance in Norway, the Investment and Risk Advisory Panel of the Monetary Authority of Singapore, and the Advisory Board of the Center for Finance and Policy at the Massachusetts Institute of Technology.

Dr Sung studied Applied Mathematics at the University of Waterloo and holds a PhD degree in Pure Mathematics from the University of Minnesota.

RICHARD SHERMON
DIRECTOR

Mr Richard Shermon was first elected to the Board on 24 May 2011 and last re-elected as Director representing the Founder Member on 3 June 2014. He is a member of the Audit and Risk Management Committees.

Mr Shermon, originally from the UK, is now an Australian citizen managing his own financial consultancy business based in Melbourne. He has more than 25 years of experience in financial services, of which he was the CEO of AXA Life Insurance in Singapore for three years. He is a qualified actuary and has a strong background in actuarial science as well as a good knowledge of the insurance business in UK, Australia and Singapore.

Mr Shermon holds an honours degree in Mathematics from the Oxford University and is a Fellow of the Faculty and Institute of Actuaries, UK.

HENG CHEE HOW
DIRECTOR

Mr Heng Chee How was first elected to the Board on 23 May 2012 and last re-elected as Director representing the Founder Member on 29 May 2015. He is a member of the Risk Management Committee.

Mr Heng is the Deputy Secretary-General of NTUC. He started his career in the Singapore Police Force before moving to NTUC in 1995. He also serves on the Board of NTUC Enterprise Co-operative Ltd and as a trustee and advisor to several trade unions.

Mr Heng holds a Master of Arts from Cambridge University and a Master in Public Administration from Harvard University.

BOARD OF DIRECTORS

CHOONG TUCK OON
DIRECTOR

Mr Choong Tuck Oon was first elected to the Board on 23 May 2012 and last re-elected as Director representing the Ordinary Members on 29 May 2015. He is a member of the Risk Management Committee.

Mr Chong was with Accenture for more than 20 years until his retirement as Senior Partner in the Financial Services Asia-Pacific practice. He has led strategy, transformation and technology initiatives for more than 20 regional and global banks and insurance companies in Singapore and Asia-Pacific. He was also involved in global Non-Government Organisation activities.

Mr Chong also previously held independent non-executive director positions in commercial banks, Islamic bank, private equity firm and stockbroking firm in the region. Mr Choong's current interests are in digital start-ups, e-commerce and fintech, and he mentors and advises start-ups under various incubators and accelerators in Singapore.

Mr Choong holds a Bachelor of Science degree (First Class Honours) from the University of Malaya, a Master of Science degree from the Asian Institute of Technology and Executive Diploma in Directorship from Singapore Management University.

LAU WING TAT
DIRECTOR

Mr Lau Wing Tat was first elected to the Board on 5 June 2013 and last re-elected as Director representing the Institutional Members on 26 May 2016. He is the Chairman of the Investment Committee and a member of the Nominating and Human Resource & Remuneration Committees.

Mr Lau is currently a Director of the Central Provident Fund Board and Hyflux Limited. Mr Lau joined the Government of Singapore Investment Corporation (GIC) in 1983 for a career in Investment Management. He was with GIC for the next 20 years, where he played a number of different roles in various departments. Between February 2005 and June 2007, Mr Lau served as the Chief Investment Officer and Chief Executive Officer of DBS Asset Management, a wholly-owned subsidiary of the DBS Group. Thereafter, he took on several directorships and advisory roles.

Mr Lau has a First Class Honours degree in Mechanical Engineering from the University of Singapore and is a Chartered Financial Analyst.

PANG WAI YIN
DIRECTOR

Ms Pang Wai Yin was co-opted to the Board on 27 February 2017 and formally elected as director representing the Institutional Members on 26 May 2017. She is the Chairperson of the Audit Committee and a member of the Risk Management Committee.

Ms Pang's prior experience included six years of external audit work in a public accounting firm, and 17 years spent in various risk management roles in GIC Pte Ltd. She retired from GIC on 1 July 2014 as Managing Director and Director of the Risk & Performance Management Department. She has extensive experience in formulating risk governance framework and risk management policies as well as implementing risk management systems, processes and a sound internal control environment.

Ms Pang is currently an independent director of Avanda Asia Vantage Fund and Avanda Asia Vantage Master Fund.

Ms Pang holds a degree in Accountancy from the National University of Singapore and a Masters in Applied Finance from Macquarie University. She is a member of the Institute of Singapore Chartered Accountants.

BOARD OF DIRECTORS

JOY TAN
DIRECTOR

Ms Joy Tan was co-opted to the Board on 8 May 2017 and formally elected as Director representing the Founder Member on 26 May 2017. She is a member of the Risk Management, Nominating and Human Resource & Remuneration Committees.

Ms Tan is the Deputy Head of the Commercial & Corporate Disputes Practice and the Joint Head of the Corporate Governance & Compliance Practice of WongPartnership LLP. She is also a Partner in the Employment Practice.

Ms Tan serves as the Vice-Chair of the Industrial & Services Co-operative Society, and a member of the Board, Audit Committee and Risk Committee of the Singapore Health Services as well as independent director of PEC Limited. She is also a member of the Ministry of Health's Agency for Care Effectiveness Council.

In addition to the Vice-Chair and Nominating and Remuneration Committee Chair on the Board of the Singapore Repertory Theatre and a panel member of The Law Society Disciplinary Tribunals, Ms Tan also sits on the panel of arbitrators of the Singapore International Arbitration Centre, and is a member of the Singapore Association of Women Lawyers.

Ms Tan graduated with First Class Honours from Cambridge University and was awarded the UK Council of Legal Education Prize at the Non-Vocational Bar Exam. She is admitted to both the English and Singapore Bars.

SIM HWEE HOON
DIRECTOR

Ms Sim Hwee Hoon was elected to the Board as Director representing the Ordinary Members on 26 May 2017. She is a member of the Audit, Nominating and Human Resource & Remuneration Committees.

Ms Sim was the Regional Chief Operating Officer of Private Wealth Management Asia in Morgan Stanley from 2010 to 2016. She was also the CEO of Morgan Stanley Asia International Limited, Singapore Branch, and sat on the Board of Directors of Morgan Stanley Asia International Limited.

Before Morgan Stanley, Ms Sim spent 12 years with JPMorgan Private Bank Asia. Her appointments included being the Asia Regional CFO from 2006 to 2010 and Asia Head of Risk Management from 1998 to 2006. She also sat on the Board of Directors of JPMorgan International Bank Limited (UK incorporated) and JPMorgan Securities Asia Private Limited.

Prior to JP Morgan, Ms Sim was an Interest Risk Controller at UBS Investment Banking, Singapore Branch from 1993 to 1998, where she was responsible for the market risk management and product control of the interest rate, credit and derivatives business.

Ms Sim holds a Master of Finance degree from the Royal Melbourne Institute of Technology and an Honors degree in Bachelor of Accountancy from the National University of Singapore.

CORPORATE GOVERNANCE

INTRODUCTION

NTUC Income ("Income") adopts a high standard of corporate governance consistent with best practices. Its framework of corporate governance policies and practices is in line with the Guidelines on Corporate Governance issued by the Monetary Authority of Singapore (MAS), the Insurance (Corporate Governance) Regulations (ICGR), the Co-operative Societies Act and the By-laws of Income.

Income recognises the importance of having a set of well-defined corporate governance processes to enhance performance and accountability, to sustain business integrity and to safeguard the interest of its stakeholders. The promotion of corporate transparency, integrity and accountability at all levels of the organisation is led by the Board and assisted by the management team.

BOARD GOVERNANCE

Board Roles and Responsibilities

The Board of Directors oversees the affairs of the Co-operative, including setting its strategic direction and long-term goals, and reviewing its performance. The principal duties of the Board include:

- Approving broad policies, strategies and objectives of the organisation
- Monitoring management performance, including the implementation of strategies, policies and business results
- Approving annual budgets (capital and operating), major fund proposals, and investment and divestment proposals
- Overseeing investment management including approval of investment policy and strategy
- Overseeing the processes for evaluating the adequacy of internal controls, risk management, financial reporting and compliance
- Overseeing talent acquisition, development and retention, including compensation polices and succession planning
- Assuming responsibility for corporate governance including reviewing the code of conduct and standards of business practice

Matters which require specific Board approval/endorsement include, but are not limited to the following:

- investments, risks, capital expenditure, borrowings, forgiveness of debts and loan write offs exceeding delegated limits
- material acquisition and disposal of assets
- bonus declaration to policyholders
- share issuance and dividend declaration
- amendments to the By-laws
- appointment of directors and key executives
- every transaction with a related party
- opening of bank accounts and authorised signatories to operate the accounts
- authorised signatories for documents executed under common seal
- any other matter as required under the By-laws and applicable laws and regulations

The Board exercises stewardship in directing the Co-operative towards achieving its objectives. It ensures that the Co-operative adopts sound corporate governance practices, complies with applicable laws and regulations, and has the necessary measures in place to achieve its objectives. It monitors management performance and emphasises professionalism and honesty in all dealings, and at all levels in the organisation so as to sustain the Co-operative's standing, image and reputation.

CORPORATE GOVERNANCE

Board Composition
The Board comprises 10 members as follows:

Chairman	Stephen Lee
Deputy Chairman	Kee Teck Koon
Directors	Sung Cheng Chih Richard Shermon Heng Chee How Choong Tuck Oon Lau Wing Tat Pang Wai Yin Sim Hwee Hoon Joy Tan

Dr Audrey Chin and Mr Philip Eng retired from the Board with effect from the 47th AGM held on 26 May 2017. Dr Chin was appointed as external member of the Investment Committee from 27 May 2017. Mr Kevin Scully stepped down as director on 29 May 2017. Mr Eric Seah was appointed as external member of the Risk Management Committee with effect from 1 November 2017.

The Nominating Committee (NC) is of the view that diversity on the Board in terms of background and experience is important. It has assessed the skills of the directors and agreed that the desired competencies include accounting, actuarial, auditing, finance, insurance, investments, legal, information technology, human resource management and risk management. The directors collectively possess a wide spectrum of these competencies. There is a good mix of general business background and specialist skills. With their broad knowledge, expertise and experience from different industries, the Board provides valuable insights and advice to management.

The NC has formalised a continuous development programme for the directors to further equip them with appropriate skills to perform their roles on the Board and Board Committees. The continuous development programme will comprise talks and seminars organised by external organisations, talks by invited speakers at Board and Board Committee meetings (or other separate occasion) and the training component from presentations on technical issues made at such meetings.

Directors' Independence
The MAS Guidelines on Corporate Governance and the ICGR advocate a strong and independent element on the Board so that it is able to exercise objective judgment independent from management and substantial shareholders. The NC determines the independence of the directors prior to appointment and annually, based on criteria set out in the Corporate Governance Guidelines and ICGR. Such criteria include whether a director's length of service has affected his/her independence, and any relationship with the Co-operative, its related companies or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgment with a view to the best interests of the Co-operative.

The NC considers all but four directors to be independent. The non-independent directors are Mr Stephen Lee, Mr Kee Teck Koon and Mr Heng Chee How, all of whom are connected to NTUC Enterprise, the Co-operative's substantial shareholder, and Ms Joy Tan who is non-independent due to business relationship. The current composition of the Board satisfies the statutory requirement of having a majority of independent directors.

Board Meetings and Attendance

The Board conducts five scheduled meetings a year and additional meetings are held when deemed necessary. At these meetings, the Board reviews the Co-operative's financial performance, corporate strategy, business plan, strategic operational issues, as well as, major issues and challenges that the Co-operative may face in the future. In 2017, a full day retreat was held for management to engage the Board on a strategic review of Income's key plans and initiatives for 2018.

During the course of the year, Board approvals were also obtained through resolutions approved by circulation.

The directors attend the Annual General Meeting (AGM), Board meetings and meetings of the Board Committees on which they serve. Meeting papers, reports and information necessary for the understanding of the matters to be reviewed during the meetings are disseminated in a timely manner, in advance of meetings.

Directors' Attendance at Board and Board Committee Meetings in 2017

Name of Director	Board		Audit Committee (AC)		Investment Committee (IC)	
	No. of meetings Held@	Attended	No. of meetings Held@	Attended	No. of meetings Held@	Attended
Stephen Lee	6	6	–	–	–	–
Kee Teck Koon	6	6	–	–	4	3
Sung Cheng Chih	6	6	–	–	–	–
Richard Shermon	6	6	4	4	–	–
Heng Chee How	6	5	–	–	–	–
Choong Tuck Oon	6	6	–	–	2	2
Lau Wing Tat	6	6	–	–	4	4
Pang Wai Yin	5	5	4	4	–	–
Joy Tan	4	3	–	–	–	–
Sim Hwee Hoon	3	3	2	2	–	–
Audrey Chin(1)	3	3	–	–	2	2
Philip Eng(1)	3	2	2	2	–	–
Kevin Scully(2)	3	3	2	2	2	2

Name of Director	Risk Management Committee (RMC)		Nominating Committee (NC)#		Human Resource & Remuneration Committee (HRRC)	
	No. of meetings Held@	Attended	No. of meetings Held@	Attended	No. of meetings Held@	Attended
Stephen Lee	–	–	–	–	–	–
Kee Teck Koon	–	–	5	5	5	5
Sung Cheng Chih	4	4	5	5	5	5
Richard Shermon	4	4	–	–	–	–
Heng Chee How	4	4	–	–	–	–
Choong Tuck Oon	4	4	–	–	–	–
Lau Wing Tat	–	–	5	5	5	5
Pang Wai Yin	4	4	–	–	–	–
Joy Tan	3	2	3	3	3	3
Sim Hwee Hoon	–	–	3	3	3	3
Audrey Chin(1)	–	–	2	2	2	2
Philip Eng(1)	–	–	–	–	–	–
Kevin Scully(2)	–	–	–	–	–	–

@ Number of meetings held during the period the director was a member of the Board and/or Board Committee
\# Additional approvals from NC were obtained via circulation
(1) Retired from the Board on 26 May 2017
(2) Resigned from the Board on 29 May 2017

Chairman and Chief Executive
The roles of the Chairman and Chief Executive are distinct and separate, with a clear division of responsibilities. This is consistent with the principle of ensuring a balance of power and authority. It also provides for greater accountability and independent decision making.

The Chairman leads the Board and ensures its effectiveness in all aspects of its role. He promotes high standards of corporate governance and steers the Board towards making sound decisions. He ensures that active and comprehensive discussions are held on all matters brought up to the Board, and encourages constructive relations between the Board and senior management.

The Chairman plays a key role at AGMs in fostering constructive dialogue between the members of the Co-operative, the Board, and senior management. Members' questions and concerns are addressed at these meetings.

The Chief Executive is the most senior executive and assumes executive responsibility for the Co-operative's business. He oversees the execution of the Co-operative's corporate and business strategy and is overall responsible for managing its operations.

Lead Independent Director
As the Chairman is non-independent, Dr Sung has been appointed as the lead independent director on the Board. This is in line with the Guidelines on Corporate Governance. The lead independent director provides independent leadership on the Board in situations where the Chairman may face potential conflicts, and acts as a sounding board for the Chairman. The independent directors meet at least annually without the presence of the other directors, and the lead independent director provides feedback to the Chairman after the meeting.

Board Training
The Co-operative has an induction programme to provide new directors with structured training which includes introductory information on the Co-operative, briefings by senior management on topics such as the Co-operative's history, corporate profile and structure, key performance measures, strategy, business plan and risk management.

Management ensures that the Board receives regular reports on the Co-operative's financial performance and operations, and is provided with relevant information to facilitate discussions on specific matters and issues. The Board is also regularly briefed on accounting and regulatory changes, as well as, on major industry and market developments. Information on appropriate external training programmes and seminars are also circulated as part of the continuous development programme for directors.

Board Evaluation
The Board has implemented an annual evaluation process which is carried out by the NC to assess the performance and effectiveness of the Board as a whole. All directors participate in the evaluation which is conducted through confidential completion of an evaluation questionnaire. The Board evaluation covers a wide range of matters including Board Composition, Board Process, Board Accountability, Board Committee Effectiveness, Standard of Conduct and Social Impact.

The evaluation results and feedback are collated and discussed by the NC. The results of the evaluation exercise are also presented to the Board for discussion.

BOARD COMMITTEES

The Board has established five Board Committees to assist it in carrying out its oversight of the operations and business affairs of the Co-operative. The five Board Committees are the Audit, Investment, Risk Management, Nominating, and Human Resource and Remuneration Committees. The Board has delegated authority and powers to these Committees to monitor and have oversight over specific areas.

The composition of the Board Committees satisfies the independence requirements stipulated in the Guidelines on Corporate Governance and the ICGR.

Each Committee has its own clearly defined terms of reference which describe its objectives, composition, and key duties and responsibilities. The respective terms of reference are reviewed periodically to ensure alignment to the Notices and Guidelines issued by the MAS.

Audit Committee

The Audit Committee (AC) comprises three members as follows:

Chairperson	Pang Wai Yin
Members	Richard Shermon Sim Hwee Hoon

The AC operates within the Board-approved written terms of reference which set out the AC's authority and responsibilities as prescribed in the Guidelines on Corporate Governance issued by MAS for all major insurers.

The key duties and responsibilities of the AC are to:

- Review the financial statements of the Co-operative with management and the external auditors;
- Review the effectiveness of material financial, operational, compliance and information technology controls, including the corporate fraud risk management policy/ framework and whistle-blowing arrangements which staff and other parties may in confidence raise concerns about possible improprieties relating to financial reporting, controls or any other matters;
- Assess the adequacy and effectiveness of the internal audit function in terms of its organisational independence, resources, capability, practices and work plans;
- Review the audit plan and results of external audits, as well as the independence and objectivity of external auditors, on both audit and non-audit services and recommend to the Board on the appointment, re-appointment or removal of external auditors;
- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance;
- Review all material related party transactions and keep the Board informed of such transactions.

The AC met four times during the year. Internal auditors, the Chief Executive and certain senior management executives attended these meetings. The external auditors attended all four meetings.

During the year, the AC reviewed with management the quarterly management reports, financial statements, significant accounting policies and estimates. The external auditors' audit plan, the management letter and management's response were presented to the AC and discussed with both the management and the external auditors. The AC also reviewed the internal audit plan, scope of internal audit activities, reports of internal audits and follow up reviews performed by internal audit. The AC ensures that there are processes in place for ensuring that recommendations made by internal audit, external audit and MAS are effectively dealt with on a timely manner.

The AC reviewed its terms of reference and the Internal Audit Charter to ensure they are adequate and relevant. Income has a whistle-blowing policy whereby staff could raise concerns about possible improprieties in matters of financial reporting or other matters in confidence. The AC reviewed the arrangements in place for independent investigation of such matters and for appropriate follow-up action.

The Chief Internal Auditor has a direct reporting line to the Chairman of the AC. The Internal Audit (IA) function resides in-house and is independent of the activities it audits. The IA function is staffed by suitably qualified executives. During the year, an external quality assurance review was conducted to ensure that IA's activity conforms to the International Standards for the Professional Practice of Internal Auditing.

On a quarterly basis, management reported to the AC significant related party transactions, contingent liabilities and regulatory compliance issues. In performing its functions, the AC had met up at least annually with the internal and external auditors without the presence of management.

The AC believes that, in the absence of evidence to the contrary, the system of internal controls maintained by the Co-operative's management which was in place throughout the financial year up to the date of this report provides reasonable, but not absolute, assurance against material financial misstatements or loss, and include the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation, regulation and best practices, and the identification and containment of financial risk. The AC notes that no system of internal controls can provide absolute assurance against the occurrence of material errors, poor judgment in decision-making, human error, losses, fraud or other irregularities.

Investment Committee
The Investment Committee (IC) comprises seven members as follows:

Chairman	Lau Wing Tat
Members	Kee Teck Koon Choong Tuck Oon Audrey Chin (External member) Ken Ng (Chief Executive) Mark Wang (Chief Investment Officer) Lau Sok Hoon (Appointed Actuary)

The IC exercises the authority delegated by the Board in ensuring the Co-operative's investment activities are managed in a prudent manner.

The key duties and responsibilities of the IC are to:

- Formulate, establish and recommend the Investment Policy and Strategic Asset Allocation (SAA) for approval by the Board;
- Review the Investment Policy and performance on a regular basis so that it remains appropriate, recognising among other things, changes in business profile and the economic environment;
- Ensure the Investment Policy is consistent with the asset-liability management strategies required to support new and existing products;
- Ensure the Investment Policy of the Participating Fund is consistent with Income's bonus and dividend policy;
- Ensure resources dedicated to investment activities are sufficient to implement and manage the approved Investment Policy and any other activities requested by the Board;
- Implement and maintain adequate risk management systems and controls in respect of investments of insurers;
- Oversee all ILP funds and reviewing fund performance on a regular basis;
- Approve the limits and guidelines outlined in the Investment Policy, which have been delegated by the Board to the IC, subject to Income's overall risk limits set by the Risk Management Committee (RMC);
- Approve margin transactions and short positions as outlined in the Investment Policy.

The IC is authorised to make all investment decisions as delegated by the Board. Property investments exceeding S$250 million in a single transaction would require the approval of the Board. The IC will report to the Board any transaction of material consequence. The IC has the discretion to refer to the Board for approval for transactions which may have wider implications beyond pure investment considerations.

The IC held four regular meetings during the year. It evaluated and approved a number of major investment activities, including strategic asset allocation, reviewed performance benchmarks, and reviewed and discussed investment portfolios outsourced to external fund managers (EFMs).

Risk Management Committee
The Risk Management Committee (RMC) comprises seven members as follows:

Chairman	Sung Cheng Chih
Members	Richard Shermon Heng Chee How Choong Tuck Oon Pang Wai Yin Joy Tan Eric Seah (External member)

The Board delegates its oversight function to the RMC while retaining the ultimate authority and responsibility. The RMC exercises the authority delegated by the Board to provide oversight on the risk management framework and policies, covering all material risks that include market, credit, insurance, operational, liquidity and reputation risks.

The key duties and responsibilities of the RMC are to:

- Approve, or endorse for Board's approval, the strategy, framework and policies for risk management and capital management;
- Set enterprise level risk appetite and tolerance limits;
- Oversee the establishment and operation of an independent enterprise-wide risk management system;
- Ensure management has established adequate systems and processes for the identification, measurement, management, monitoring and reporting of risks;
- Highlight to the Board issues of concern on key risks.

The Chief Risk Officer has a direct reporting relationship to the RMC.

The RMC held four regular meetings during the year. It reviewed and discussed with management, the risk management strategy and plans forward, the risk appetite, the Enterprise Risk Management framework with the objective of further strengthening the Co-operative's risk governance, and risk management approaches, practices and responses to key risks, and strategic discussions. The RMC reviewed and discussed amongst others, the Co-operative's Own Risk and Solvency Assessment (ORSA), Risk Appetite Statement, capital and solvency management, business planning, regulatory developments, risk policies, risk reports and operational risk management.

Nominating Committee
The Nominating Committee (NC) comprises five members as follows:

Chairman	Sung Cheng Chih
Members	Kee Teck Koon Lau Wing Tat Sim Hwee Hoon Joy Tan

The key duties and responsibilities of the NC are to:

- Lead the process of appointing the key position holders, with the approval of the Board, as required under the ICGR;
- Formulate succession plans for the executive team and key roles such as Chairman and Chief Executive;
- Determine the criteria to be applied in identifying suitable candidates, and review nominations and re-nominations for appointments to the Board of Directors and Board Committees;
- Identify candidates and review all nominations for the appointment of the Chief Executive, Deputy Chief Executive, any actuary appointed with the approval of the MAS, Chief Financial Officer and Chief Risk Officer;
- Review the reasons provided by each director, each member of the Board Committees, the Chief Executive, Deputy Chief Executive, any actuary appointed with the approval of the MAS, Chief Financial Officer and Chief Risk Officer for his/her resignation from his/her appointment;
- Assess each candidate or nominee such that he/she is fit and proper for office and is qualified for the office, taking into account the candidate's or nominee's track record, age, experience, capabilities, skills and such other factors as may be deemed relevant;
- Recommend to the Board on the development of a process for the annual evaluation of the performance of the Board, Board Committees and directors;
- Assess the skills of the directors on an annual basis, and identify whether the Board or Board Committees lack any skills to perform their roles effectively, and identify steps to improve the effectiveness of the Board and Board Committees;
- Determine the independence of each director prior to every AGM, based on the definition and criteria set out in the provisions of the prevailing ICGR, including any amendment thereto;
- Review and assess, prior to every AGM, whether each existing director remains qualified for the office using the criteria set out in the provisions of the prevailing ICGR, including any amendment thereto, and to notify MAS in writing of the review and assessment;
- Decide whether a director with multiple board representations is able to and has been adequately discharging his or her duties, taking into account the number of board representations and other principal commitments;
- Recommend to the Board concerning the membership of the Board Committees;
- Review the adequacy of Board training and education.

The NC assists the Board to evaluate the suitability of candidates for appointment to the Board by ensuring that competent and qualified individuals capable of contributing to the success of the organisation are considered. It reviews and recommends all director appointments for the Board's endorsement. It also ensures that the composition of the Board comprises a diverse range of skills and expertise so that management can tap on the knowledge and experience of Board members. The NC also reviews the independence of each Board member on an annual basis as well as whether each director remains qualified for office.

In keeping with good corporate governance, all directors are subject to re-nomination and re-election once every three years. In addition, all new nominations to the Board require the prior approval of the MAS.

The NC is mindful that directors who serve on multiple boards may be faced with competing time commitment. Although the NC has not imposed a formal limit on the number of directorships which a director may hold, it requires each director to declare annually that he/she is able to devote sufficient time and attention to the Co-operative and to adequately discharge his/her duties as director. The NC has reviewed and is satisfied that directors who currently hold multiple board representations are able to devote adequate time and attention to discharge their duties effectively.

The NC met five times during the year. The key areas reviewed were the assessment of new Board candidates, the skills and competencies needed on the Board, the composition of the Board Committees and independence of directors. The NC also carried out the annual Board evaluation exercise. In addition, the NC met to assess candidates for the Board and key executive positions.

Human Resource & Remuneration Committee
The Human Resource & Remuneration Committee (HRRC) comprises five members as follows:

Chairman	Sung Cheng Chih
Members	Kee Teck Koon Lau Wing Tat Sim Hwee Hoon Joy Tan

The key duties and responsibilities of the HRRC are to:
- Review and recommend a framework for determining the remuneration of non-executive directors, external members of Board Committees and the Chief Executive;
- Review and approve a framework for determining the remuneration of senior management, based on the factors set out in the prevailing ICGR, including any amendment thereto;
- Review and approve the remuneration plans and actual pay-out for senior management, defined as Senior Vice Presidents and above, and for the Chief Executive only, in consultation with the Board Chairman, such that remuneration practices do not create incentives for inappropriate risk-taking behaviour;
- Review and approve succession plans for senior management, at least once in every two years;
- Review appointments and terminations of senior management;
- Establish the selection criteria and appointment for remuneration consultants.

The HRRC met five times during the year. The key areas reviewed were the remuneration framework, remuneration of the senior management team, development plans for senior management, alignment to corporate governance and review of the social impact indicators. During the course of the year, the HRRC also conducted interviews of candidates for senior management appointments.

The Corporate Governance Guidelines advocate the adoption of the Principles for Sound Compensation Practices and Implementation Standards issued by the Financial Stability Board (FSB) which aim to reduce incentives that encourage excessive risk taking. The HRRC has reviewed the Co-operative's compensation practices to ensure that compensation is aligned with prudent risk taking, effective supervisory oversight and is market competitive.

RELATED PARTY TRANSACTIONS POLICY AND PROCESS

The related party transactions policy of the Co-operative provides guidance and direction on the identification of and the approval of related party transactions. The policy prohibits all related party transactions, unless approved or ratified by the Board, or is considered pre-approved as outlined in the policy. On a quarterly basis, the management reports to AC and Board any significant related party transactions identified and these transactions are reviewed at the AC and Board meetings.

REMUNERATION POLICY

Employees' Remuneration
The Co-operative's policy is to remunerate its employees at competitive and appropriate levels, commensurate with their performance and contribution. It seeks to attract, motivate, reward and retain quality employees and foster a performance-oriented culture across the organisation. The total compensation package for employees comprises basic salary, fixed and variable bonuses, as well as other staff benefits. The approximate mix of remuneration of fixed and variable is 86%-14% for employees and 80%-20% for managers. For senior management, the approximate mix is about 65%-35%. In addition, a retention plan is provided for eligible senior management members. In order to ensure that its remuneration package is competitive, the Co-operative regularly reviews its base salary ranges and benefits package versus market data. Each job is graded and base salary ranges are established (by using the market median as a midpoint guide) for each respective grade.

Remuneration of Non-Executive Directors
The honoraria payable to non-executive directors in 2017 was approved at the last AGM as follows:

Base Fee	$37,100
Appointment Fee	
Chairman	$36,500
Deputy Chairman/Chairman of Audit, Risk Management, Investment, Human Resource & Remuneration and Nominating Committees	$33,000
Member of Audit, Risk Management or Investment Committee	$23,500
Member of Human Resource & Remuneration or Nominating Committee	$9,000

Each director will be paid a fee based on the base fee and the two highest appointments he or she holds, regardless of the number of appointments. The director's fee is pro-rated for new directors who come on board based on the period of service.

Non-Executive Directors' Remuneration for 2017

Name of Director	Directors' Fee
Stephen Lee	$73,600.00
Kee Teck Koon	$93,600.00
Sung Cheng Chih	$103,100.00
Richard Shermon	$84,100.00
Heng Chee How	$60,600.00
Choong Tuck Oon	$74,378.10
Lau Wing Tat	$79,100.00
Pang Wai Yin	$76,666.58
Joy Tan	$45,383.00
Sim Hwee Hoon	$41,950.70
Audrey Chin(1)	$27,840.00
Philip Eng(1)	$28,040.00
Kevin Scully(2)	$34,331.23
Hri Kumar Nair(3)	$8,467.40

(1) Retired from the Board on 26 May 2017
(2) Resigned from the Board on 29 May 2017
(3) Resigned from the Board on 20 Feb 2017

Immediate Family Member of Directors
The Co-operative did not employ any immediate family member of a director in 2017.

Remuneration of Key Executives
The Corporate Governance Guidelines recommend that the remuneration of at least the top five key executives be disclosed within bands of $250,000. After careful consideration, the Board has decided not to disclose information on the remuneration of the top five key executives as the disadvantages to the Co-operative's business interests would far outweigh the benefits of such disclosure in view of the disparities in remuneration in the industry and the competitive pressures that are likely to result from such disclosure.

COMMUNICATION WITH MEMBERS

Members of the Co-operative can access relevant information on the Co-operative at its website at www.income.com.sg. Members are also given the opportunity to participate actively at the Co-operative's AGMs where they can ask questions and communicate their views. The directors, senior management and external auditors are present at these meetings to address queries and concerns raised by members.

ENTERPRISE RISK MANAGEMENT

The Risk Management Strategy, as formulated by the Risk Management Committee (RMC) and approved by the Board, serves to ensure that the risk management framework is in place to identify, measure, manage, monitor and report material risks consistently across all business activities.

Enterprise Risk Management Framework

Enterprise Risk Management (ERM) Framework at the Co-operative level involves the overall assessment of risks which the Co-operative can be exposed to at present, as well as, in the reasonably foreseeable future, and its integration with capital management.

The Co-operative's enterprise-wide Risk Appetite Statement articulates quantitatively and qualitatively, the level of risk that the Co-operative is ready to accept and tolerate, and provides the basis for oversight and governance for the Co-operative.

The foremost principle underlying the Co-operative's ERM Framework is that all risk management activities are aimed at facilitating the achievement of its stated corporate objectives and social priorities, in a manner that is consistent with the Co-operative's stated aim of financial stability and serving the community whilst protecting and enhancing the reputation and standing of the Co-operative.

Risk Management Principles

Risk is a key part of our business and is defined as events which have a range of probabilistic outcomes, some of which have a negative impact on the organisation.

Under the risk management framework, risks are classified under five broad categories which are considered to be most central to our business:

1. **Market Risk**

   Market Risk is the risk to the Co-operative's financial condition arising from adverse movements in the level or volatility of market prices and long-term investment performance.

   This risk is managed through the confluence of investment and liability management strategies (including bonus strategy for participating business).

2. **Insurance Risk**

   Insurance risk refers to the payment of claim upon a contingent, uncontrollable event, in return for a premium. The assumption of insurance risk to earn an economic profit is our core business. This risk is managed through the combination of underwriting and pricing.

   The Insurance Risk Policy sets out the types of risks that are acceptable to us, the limits of our retention and how new risks are to be evaluated and approved.

3. **Credit Risk**
   Credit risk is the risk of default by borrowers and transactional counterparties, as well as, the loss of value of financial assets due to deterioration in credit quality of the obligors.

   The Credit Risk Management Policy puts in place a robust process where ratings are applied to credit exposures. Each credit is rated and assigned a limit which will be aggregated and monitored across different sources of credit risk. Limits are set according to our evaluation of the credit worthiness and risk appetite.

4. **Operational Risk**
   Operational Risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events.

   Operational Risks are managed through:

   - Establishing and executing enterprise-wide risk management strategies for specific operational risks that could materially impact our ability to do business or impact our reputation;

   - Risk and Control Self-Assessment-
     Heads of Business Units are accountable for the day-to-day management of the operational risks inherent in their operations. They identify and assess key risks and controls, and design controls and action plans to manage operational risks as part of their overall portfolio of risk, and to achieve an effective internal controls environment;

   - Use of appropriate operational risk management tools, methodology and mitigation strategies to identify, measure and monitor key operational risk exposures;

   - Risk reviews by the Risk Management function on specific areas of concern to identify areas for improvements and to close gaps or weaknesses.

   In particular, there are policies, processes and controls in place:

   - to protect the Co-operative from risks associated with money laundering and terrorist financing, and these include regular monitoring and screening activities;

   - to protect our customers, our business and other related third parties from fraud risks;

   - to manage cyber risks and technology risks relating to data loss/leakage, system security vulnerabilities, system breakdown and availability, privileged access misuse and technology obsolescence.

5. **Reputation Risk**
   Our business relies on our reputation and the trust our policyholders place in us for their financial security. We are committed to continue to earn this trust by reinforcing fair and ethical practices, supported by strong compliance and corporate governance structures and processes.

The risk management framework ensures that risks are properly measured, managed and monitored. The framework is tailored to our organisation and business structure to ensure that it is relevant and effective. From time to time, we will review the framework to ensure that it remains so and that it does provide the safeguards and assurances that our business is soundly run.

Roles and Responsibilities

The RMC provides Board level oversight on risk management. The Risk Review Committee (RRC) is a management committee responsible for the implementation and operationalisation of the risk management strategy. The Chief Risk Officer and the Risk Management team are accountable to both committees and have primary accountability to ensure that objectives of the committees are met.

The role of the RMC is to:

- Approve and review on a regular basis the Co-operative's Risk Management Strategy, which should be commensurate with the size and nature of its activities;
- Provide oversight of material risks taken by the Co-operative and approve risk management policies to ensure they are consistent with the business strategies approved by the Board.

The role of the RRC is to implement the Risk Management Strategy through:

- Institution of appropriate policies, processes and procedures;
- Review of material risk evaluation methodologies and approval processes;
- Monitor, review and reporting of risk exposures and limits;
- Shape and promote appropriate risk culture throughout the organisation.

The Chief Risk Officer, supported by the Risk Management team:

- Establishes and maintains our ERM framework, key risk profile, and individual risk management strategies for each broad risk category;
- Has oversight of the execution of these risk management strategies across the enterprise;
- Proactively partners with business units to ensure a consistent enterprise-wide assessment of risk and risk based capital.

Asset Liability Management

The Co-operative adopts a rigorous and dynamic Asset Liability Management (ALM) approach that drives the Co-operative's Strategic Asset Allocation (SAA). The ALM process does not focus only on addressing interest rate risk of the Co-operative's Assets and Liabilities but rather, a 'balance sheet approach' is adopted with consideration of Liability requirements and liquidity needs, supported by well-articulated risk appetite boundaries for the achievement of the Co-operative's long-term return objectives.

The overall ALM approach in setting of the strategic investment asset allocation is premised upon a prudent philosophy guided by our risk appetite.

The asset pool backing liabilities is invested in fixed income bonds with a conservative mix of Singapore government versus investment grade corporate bonds. The duration of the assets is driven by the profile of the liabilities, targeting good cash flow match to minimise the fund's liquidity and interest rate risks.

The asset pool backing surpluses consists of assets backing capital requirements versus surplus capital. Assets backing capital requirements are invested in a conservative mix of fixed income assets while surplus capital assets are invested in return seeking assets such as equities, physical properties and alternative assets to achieve optimal asset diversification benefit.

ALM Methodology

Studies are conducted annually to determine the optimal SAA to be adopted by the Co-operative.

A range of financial models, such as short-rate models and multi-factor models, is used to develop stochastic economic scenarios. Each scenario contains forward looking views on interest rates, credit spreads, equity returns and property returns, which are used to simulate the possible changes in both the value of the liabilities and the value of a portfolio of assets.

A number of portfolio assets are run through the economic scenarios to determine their risk and return characteristics. The optimal SAA is chosen as the portfolio that generates the highest return while still respecting all risk limits. The optimal SAA determined in each study and the Investment Policy are approved by the Investment Committee and the Board before implementation.

APPOINTED ACTUARY'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

I am pleased to submit my report on the financial health of the Co-operative.

The Co-operative remains financially sound and the insurance contract provisions are sufficient to meet future obligations. Our net assets increased by $3,450 million while insurance contract provisions increased by $2,850 million.

Insurance Funds	* Net Assets ($million)			Insurance Contract Provisions ($million)		
	31-Dec-16	31-Dec-17	% change	31-Dec-16	31-Dec-17	% change
Life Insurance						
Participating Fund	23,785	**25,990**	9.3%	23,385	**25,540^**	9.2%
Non-Participating Fund	3,160	**3,962**	25.4%	2,042	**2,333**	14.3%
Investment-Linked Fund	1,725	**2,120**	22.9%	1,719	**2,118**	23.2%
General Insurance Fund	1,274	**1,322**	3.8%	628	**633**	0.8%
Total Insurance Funds	29,944	**33,394**	11.5%	27,774	**30,624**	10.3%

* Net Assets is the assets net of other liabilities.
^ Includes Investment contract liabilities of $10.5 million.

The insurance contract provisions are valued in accordance to Insurance (Valuation and Capital) Regulations 2004, taking into account all contractual liabilities. For the Participating Fund, total insurance contract provisions include an allowance for future bonuses. The reserving assumptions are reviewed on an annual basis to reflect the Co-operative's latest experience.

One of my duties as the Appointed Actuary is to recommend to the Board of Directors ("the Board") the bonus rates to be allocated to the Co-operative's participating policyholders. After weighing in the financial analysis, policyholders' reasonable expectations and senior management's view, my recommendation is to maintain the bonus rates for majority of the participating products, and to increase the terminal (or special) bonus rates for selected endowment policies maturing between 1st April 2018 and 31st March 2019. The bonus rates will be published on the Co-operative's website in April 2018.

In addition, I recommend to the Board the amount to transfer from the surplus arising in the Participating Fund to the Surplus Account on an annual basis. This recommendation complies with the maximum amount that can be transferred as stipulated in section 17 of the Insurance Act.

I also recommend to the Board the amount to transfer from Surplus Account and other Insurance Funds to the Shareholders' Fund. The detailed financials can be found in the "Consolidated Statement of Changes in Equity" section of this report.

The above recommendations have been agreed and approved by the Board.

Lau Sok Hoon
Appointed Actuary

Singapore, 27 March 2018

STATEMENT BY DIRECTORS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

In the opinion of the directors,

(a) other than the matter described in the 'Basis for qualified opinion' in the independent auditors' report, the consolidated financial statements of the Group as set out on pages 38 to 125 are drawn up so as to give a true and fair view of the financial position of the Group as at 31 December 2017 and the financial performance, changes in equity and cash flows of the Group for the financial year then ended in accordance with the provisions of the Co-operative Societies Act, Chapter 62 ("the Act") and Singapore Financial Reporting Standards;

(b) at the date of this statement, there are reasonable grounds to believe that the Co-operative will be able to pay its debts as and when they fall due; and

(c) the receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Co-operative during the year have been made in accordance with the By-laws of the Co-operative and the provisions of the Act.

On behalf of the Board of Directors

Stephen Lee Chairman	Pang Wai Yin Director	Ng Wai Kin Ken Chief Executive

Singapore, 27 March 2018

INDEPENDENT AUDITORS' REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

MEMBERS OF THE CO-OPERATIVE
NTUC INCOME INSURANCE CO-OPERATIVE LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Qualified opinion

We have audited the financial statements of NTUC Income Insurance Co-operative Limited ('the Co-operative') and its subsidiaries ('the Group'), which comprise the consolidated statement of financial position as at 31 December 2017, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 38 to 125.

In our opinion, except for the effects of the matter described in the '*Basis for qualified opinion*' section of our report, the accompanying consolidated financial statements of the Group are properly drawn up in accordance with the provisions of the Co-operative Societies Act, Chapter 62 ('the Act') and Financial Reporting Standards in Singapore ('FRSs') so as to give a true and fair view of the financial position of the Group as at 31 December 2017 and of the financial performance, changes in equity and cash flows of the Group for the year ended on that date.

Basis for qualified opinion

As stated in Notes 2(s) and 20 to the financial statements, the share capital and treasury shares of the Co-operative do not qualify as equity in accordance with the provisions of Financial Reporting Standard 32 *Financial Instruments: Presentation* and should instead be classified as financial liabilities. Had this been done, the share capital of $988,083,000 (2016: $657,848,000) less the corresponding treasury shares of $14,159,000 (2016: $14,159,000) would be reflected as a liability, and dividends paid of $37,844,000 (2016: $34,767,000) would be reflected as a finance cost instead of a distribution to participating members.

We conducted our audit in accordance with Singapore Standards on Auditing ('SSAs'). Our responsibilities under those standards are further described in the '*Auditors' responsibilities for the audit of the financial statements*' section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ('ACRA Code') together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. In addition to the matter described in the *Basis for qualified opinion* section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Valuation of insurance contract provisions

The key audit matter

The Group's insurance business comprises life and general insurance contracts. The Group has significant insurance contract provisions representing more than 90% of its total liabilities. Valuation of insurance contract provisions is inherently judgmental and subjective. The methodologies and assumptions adopted are crucial to the valuation of the provisions so that sufficient provisions are held to meet all obligations.

i) Life insurance contract provisions

Economic assumptions such as investment return and interest rates, and non-economic assumptions such as mortality, morbidity and policyholder persistency are some of the key inputs used to estimate the Group's life insurance contract liabilities.

In addition to historical experience, management judgement is involved in the application of these assumptions. Changes in these assumptions used could result in a material impact to the valuation of the life insurance contract liabilities and the related movements in consolidated statement of comprehensive income.

How was the matter addressed in our audit

We used our internal actuarial specialists to assist us in performing the following procedures:

- Reviewed the reasonableness of the actuarial valuation methodologies used against regulatory requirements and industry practices, as applicable;
- Reviewed the reasonableness of key assumptions with reference to historical trends and experience. Where applicable, we benchmarked the assumptions to other similar insurers;
- Reviewed the relevant experience investigations to verify that the assumptions applied are consistent with the Group's experience;
- Reviewed the reasonableness of the movement analysis of provisions to explain the key drivers of the changes during the year; and
- Considered the adequacy of disclosures in the financial statements.

Findings

Based on our above procedures, we considered the methodologies and assumptions used in the valuation of the life insurance contract provisions to be appropriate. We also conclude that the disclosures on the valuation methodologies and assumptions applied and sensitivity analysis (Note 3) and the insurance risk management note (Note 4 (a) and 4(b)) to be appropriate.

Valuation of insurance contract provisions

ii) General insurance contract provisions

General insurance contract provisions include the provision for claims and loss adjustment expenses and the provision for unexpired risk. These are determined based on historical claims experience, existing knowledge of events, the terms and conditions of the relevant policies and interpretation of circumstances. Estimates have to be made for both the expected ultimate cost of claims reported at the reporting date, and for the expected ultimate cost of claims incurred but not yet reported (IBNR) at the reporting date.

The estimation of general insurance contract liabilities is sensitive to various assumptions applied including most significantly the assumed loss ratio. Management judgement is applied in setting these assumptions. Changes in these assumptions used could result in a material impact to the valuation of the general insurance contract liabilities and the related movements in the statement of comprehensive income.

How was the matter addressed in our audit

We used our internal actuarial specialists to assist us in performing the following procedures:

- Reviewed the reasonableness of the actuarial valuation methodologies used against regulatory requirements and industry practices, as applicable;
- Reviewed the reasonableness of key assumptions with reference to historical trends and experience. Where applicable, we benchmarked the assumptions to other similar insurers;
- Reviewed the reasonableness of the movement analysis of provisions to explain the key drivers of the changes over the year;
- Re-computed the insurance contract provisions for all classes of business, using management's selected methodologies and assumptions to ascertain accuracy of the calculation;
- Analysed independently all key classes of general insurance business using our internal actuarial selected methodology and assumptions to determine a reasonable range of best estimates, and compared the Group's calculated result against that range; and
- Considered the adequacy of disclosures in the financial statements.

Findings

Based on our above procedures, we considered the methodologies and assumptions used in the valuation of the general insurance contract provisions to be appropriate. We also conclude that the disclosures on the valuation methodologies and assumptions applied and sensitivity analysis (Note 3) and the insurance risk management note (Note 4 (a) and 4(b)) to be appropriate.

Valuation of other financial assets

The key audit matter
The Group's investment portfolio represents more than 85% of its total assets. Of the financial instruments that are carried at fair value in the Group's consolidated financial statements as at 31 December 2017, the areas that involved significant judgment were the valuation of unquoted funds, debts and equities, representing not more than 6% of the Group's total investments.

These financial instruments are classified as Level 3 in the fair value hierarchy, where their fair values are measured using unobservable inputs such as the net asset value of the investee companies.

How was the matter addressed in our audit
We assessed whether fair values of the Level 3 financial instruments are reasonable by performing the following procedures:

- Discussed with management on the valuation approaches for these Level 3 instruments to assess the appropriateness of the basis of valuations;
- Reviewed management's sensitivity analysis in respect of the key assumptions used to assess the impact, if any, to the valuation;
- Obtained independent confirmations to ascertain the reliability of inputs used in the valuations;
- Evaluated the reliability of valuation approaches used in the valuation of unquoted equities and funds by performing look-back procedures to compare prior year inputs to the investees' audited financial statements; and
- Assessed the adequacy of disclosures in the financial statements on the fair value measurement basis.

Findings
The valuation methods applied are in line with generally accepted market practices and the valuations are consistent with recent transacted prices or external net assets valuation reports. We also found that the disclosures on fair value measurement (Note 4(f)) to be appropriate.

Valuation of investment properties

The key audit matter
The Group owns a portfolio of investment properties comprising commercial, industrial and residential properties. These investment properties are carried at fair values as determined by independent professional valuers.

The valuation process involves significant judgement in determining the appropriate valuation methodology to be used, and in estimating the underlying assumptions to be applied. The valuations are sensitive to key assumptions applied in deriving future cash flows such as the capitalisation rates, discount rates and terminal yield rates; where a change in the assumptions can have a significant impact to the valuation.

How was the matter addressed in our audit
We assessed whether the fair values of the investment properties are reasonable by performing the following procedures:

- Inquired and assessed management's basis of determining fair values of investment properties;
- Evaluated the competency and objectivity of the independent property valuers;
- Assessed the appropriateness and reasonableness of the valuation methodologies and key assumptions used by the independent property valuers such as the capitalisation rates, discount rates, rental growth rates and estimated rental rates;
- Reviewed management's computation and accounting treatment of fair value changes; and
- Assessed the adequacy of disclosures in the financial statements in describing the inherent degree of subjectivity and key assumptions in the estimates.

Findings
The Group has a process in appointing and instructing valuers, and in reviewing, challenging and accepting their valuations. The valuers are members of generally-recognised professional bodies for valuers and have considered their own independence in carrying out their work. The valuation methodologies used are in line with generally accepted market practices and the key assumptions used are within the range of market data. We also found that the disclosures on the fair value measurement (Note 4(f)) to be appropriate.

Other information
Management is responsible for the other information. The other information comprises information included in the annual report but does not include the financial statements and our auditors' report thereon.

Our opinion on the 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 financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, 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.

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group'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 management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 SSAs 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 financial statements.

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

- Identify and assess the risks of material misstatement of the 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 controls.

- Obtain an understanding of internal controls 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 internal controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's 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 ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the 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 auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated 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 controls 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 communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless the law or regulations preclude 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

Opinion

In our opinion:

(a) the accounting and other records of those subsidiary corporations incorporated in Singapore of which we are auditors have been properly kept in accordance with the Singapore Companies Act, Chapter 50;

(b) the receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Co-operative during the year are, in all material respects, in accordance with the By-laws of the Co-operative and the provisions of the Act; and

(c) proper accounting and other records have been kept by the Co-operative.

Basis for opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the '*Auditors' responsibilities for the compliance audit*' section of our report. We are independent of the Group in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of management for compliance with legal and regulatory requirements

Management is responsible for ensuring that the receipt, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the By-laws of the Co-operative and the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the By-laws of the Co-operative and the provisions of the Act.

Auditors' responsibilities for the compliance audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipt, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the By-laws of the Co-operative and the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal controls relevant to the receipt, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

The engagement partner on the audit resulting in this independent auditors' report is Mr. Goh Kim Chuah.

KPMG LLP

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore, 27 March 2018

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2017

		The Group 2017					
	Note	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Shareholders' Fund $'000	Total $'000
ASSETS							
Property, plant and equipment	5	8,531	–	–	–	–	8,531
Intangible assets	6	42,538	530	–	–	2,808	45,876
Investment properties	7	1,870,001	–	–	–	–	1,870,001
Investment in subsidiaries	8	–	–	–	–	–	–
Investment in joint venture	9	90,655	–	–	–	–	90,655
Investment in associated companies	10	361,750	–	–	–	117,673	479,423
Other financial assets	11	23,528,642	3,998,167	2,093,998	1,351,245	1,104,355	32,076,407
Loans	13	695,924	51	–	–	–	695,975
Derivative financial instruments	14	126,211	11,847	1,600	3,708	7,758	151,124
Reinsurers' share of insurance contract provisions	15	–	–	–	32,306	–	32,306
Insurance and other receivables	16	121,252	16,827	34,565	35,194	72,734	280,572
Cash and cash equivalents	17	424,148	56,370	43,204	37,675	24,364	585,761
Asset held for sale	31	1,220	–	–	–	–	1,220
		27,270,872	4,083,792	2,173,367	1,460,128	1,329,692	36,317,851
LIABILITIES							
Insurance contract provisions	15	25,529,694	2,332,752	2,117,978	664,903	–	30,645,327
Investment contract liabilities		10,454	–	–	–	–	10,454
Derivative financial instruments	14	76,106	141	493	80	2,482	79,302
Borrowings	18	416,401	–	–	–	599,292	1,015,693
Insurance and other payables	19	782,948	121,905	53,335	106,061	45,063	1,109,312
		26,815,603	2,454,798	2,171,806	771,044	646,837	32,860,088
NET ASSETS		455,269	1,628,994	1,561	689,084	682,855	3,457,763
SHARE CAPITAL AND RESERVES							
Share capital	20	–	–	–	–	988,083	988,083
Treasury shares		–	–	–	–	(14,159)	(14,159)
Reserves for future distribution	21	–	513,721	–	–	–	513,721
Fair value reserve		–	203	–	7,475	64,971	72,649
Accumulated deficit of shareholders' fund	29	–	–	–	–	(356,040)	(356,040)
Accumulated surplus of insurance funds							
– Life insurance par fund	28	450,160	–	–	–	–	450,160
– Other insurance funds	29	–	1,115,070	1,561	681,609	–	1,798,240
		450,160	1,628,994	1,561	689,084	682,855	3,452,654
Non-controlling interest		5,109	–	–	–	–	5,109
Total equity		455,269	1,628,994	1,561	689,084	682,855	3,457,763

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

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2017

	Note	The Group 2016 Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
ASSETS							
Property, plant and equipment	5	8,912	–	–	–	–	8,912
Intangible assets	6	33,086	1,656	–	–	–	34,742
Investment properties	7	1,779,708	–	–	–	–	1,779,708
Investment in subsidiaries	8	–	–	–	–	–	–
Investment in joint venture	9	91,070	–	–	–	–	91,070
Investment in associated companies	10	350,301	–	–	–	117,892	468,193
Other financial assets	11	21,501,954	3,186,853	1,679,820	1,315,442	1,019,142	28,703,211
Loans	13	694,250	–	–	–	–	694,250
Derivative financial instruments	14	25,245	25	3,414	2,921	2,249	33,854
Reinsurers' share of insurance contract provisions	15	–	–	–	34,617	–	34,617
Insurance and other receivables	16	174,308	17,193	69,314	26,520	90,307	377,642
Cash and cash equivalents	17	481,011	68,245	41,925	52,990	20,553	664,724
Asset held for sale	31	–	–	–	–	–	–
		25,139,845	3,273,972	1,794,473	1,432,490	1,250,143	32,890,923
LIABILITIES							
Insurance contract provisions	15	23,370,979	2,042,109	1,719,330	662,356	–	27,794,774
Investment contract liabilities		13,652	–	–	–	–	13,652
Derivative financial instruments	14	322,335	11,840	4,254	10,636	11,226	360,291
Borrowings	18	419,932	–	–	–	599,155	1,019,087
Insurance and other payables	19	607,192	102,363	65,562	113,070	46,038	934,225
		24,734,090	2,156,312	1,789,146	786,062	656,419	30,122,029
NET ASSETS		405,755	1,117,660	5,327	646,428	593,724	2,768,894
SHARE CAPITAL AND RESERVES							
Share capital	20	–	–	–	–	657,848	657,848
Treasury shares		–	–	–	–	(14,159)	(14,159)
Reserves for future distribution	21	–	415,694	–	–	–	415,694
Fair value reserve		–	–	–	(501)	27,689	27,188
Accumulated deficit of shareholders' fund	29	–	–	–	–	(77,654)	(77,654)
Accumulated surplus of insurance funds							
– Life insurance par fund	28	400,813	–	–	–	–	400,813
– Other insurance funds	29	–	701,966	5,327	646,929	–	1,354,222
		400,813	1,117,660	5,327	646,428	593,724	2,763,952
Non-controlling interest		4,942	–	–	–	–	4,942
Total equity		405,755	1,117,660	5,327	646,428	593,724	2,768,894

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

		The Group 2017					
	Note	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Gross premiums		2,039,915	1,065,771	445,585	320,581	–	3,871,852
Reinsurance premiums		(20,040)	(320,734)	(22)	(18,318)	–	(359,114)
Net premiums		2,019,875	745,037	445,563	302,263	–	3,512,738
Fee and other income	22	15,298	109	4	3,416	–	18,827
Net investment income / (losses) and fair value gains / (losses)	23	2,241,726	230,382	242,624	79,293	74,155	2,868,180
Total		4,276,899	975,528	688,191	384,972	74,155	6,399,745
Benefits and claims							
Gross claims, surrenders and annuities		1,878,106	562,199	274,034	180,002	–	2,894,341
Bonus to policyholders		264,933	–	–	–	–	264,933
Increase / (Decrease) in insurance contract provisions		1,915,043	265,691	398,648	(5,784)	–	2,573,598
Less: Reinsurers' share of insurance benefits and claims		(2,293)	(148,992)	–	(6,466)	–	(157,751)
Net insurance benefits and claims		4,055,789	678,898	672,682	167,752	–	5,575,121
Expenses							
Interest expenses	18	7,146	–	–	–	22,037	29,183
Selling expenses		82,342	33,533	15,163	57,153	8,066	196,257
Management expenses	24	74,424	68,414	5,562	68,308	16,887	233,595
Total claims and expenses		4,219,701	780,845	693,407	293,213	46,990	6,034,156
Net operating surplus / (deficit)		57,198	194,683	(5,216)	91,759	27,165	365,589
Transfer (to) / from insurance contract provisions		(10,999)	–	–	–	–	(10,999)
Transfer to Shareholders' Fund		(7,851)	–	–	–	7,851	–
Contribution to Central Co-operative Fund		–	–	–	–	(25)	(25)
Contribution to Singapore Labour Foundation		–	–	–	–	(14,495)	(14,495)
Share of result of associated companies and joint venture	9/10	11,033	–	–	–	(219)	10,814
Net surplus / (deficit) for the year		49,381	194,683	(5,216)	91,759	20,277	350,884

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

		The Group 2016					
	Note	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Gross premiums		1,805,383	953,588	334,460	292,712	–	3,386,143
Reinsurance premiums		(20,142)	(322,064)	–	(17,472)	–	(359,678)
Net premiums		1,785,241	631,524	334,460	275,240	–	3,026,465
Fee and other income	22	20,611	–	–	2,958	–	23,569
Net investment income / (losses) and fair value gains / (losses)	23	1,096,753	142,230	87,825	33,373	27,344	1,387,525
Total		2,902,605	773,754	422,285	311,571	27,344	4,437,559
Benefits and claims							
Gross claims, surrenders and annuities		2,795,571	516,184	247,204	163,521	–	3,722,480
Bonus to policyholders		263,100	–	–	–	–	263,100
(Decrease) / Increase in insurance contract provisions		(367,474)	242,986	165,655	(25,962)	–	15,205
Less: Reinsurers' share of insurance benefits and claims		(3,482)	(138,811)	–	(6,505)	–	(148,798)
Net insurance benefits and claims		2,687,715	620,359	412,859	131,054	–	3,851,987
Expenses							
Interest expenses	18	7,809	–	–	–	22,093	29,902
Selling expenses		85,465	29,059	8,029	49,501	2,770	174,824
Management expenses	24	80,211	63,748	4,913	61,458	20,568	230,898
Total claims and expenses		2,861,200	713,166	425,801	242,013	45,431	4,287,611
Net operating surplus / (deficit)		41,405	60,588	(3,516)	69,558	(18,087)	149,948
Transfer (to) / from insurance contract provisions		18,242	–	–	–	–	18,242
Transfer to Shareholders' Fund		(8,708)	–	–	–	8,708	–
Contribution to Central Co-operative Fund		–	–	–	–	(25)	(25)
Contribution to Singapore Labour Foundation		–	–	–	–	(16,749)	(16,749)
Share of result of associated companies and joint venture	9/10	(18,207)	–	–	–	98	(18,109)
Net surplus / (deficit) for the year		32,732	60,588	(3,516)	69,558	(26,055)	133,307

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

		The Group 2017					
	Note	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Shareholders' Fund $'000	Total $'000
Other comprehensive income:							
Items that may be reclassified subsequently to profit or loss:							
Financial assets, available-for-sale:							
– Fair value gain / (loss) through reserve		(32,127)	203	–	7,976	37,282	13,334
Share in other comprehensive income of associated companies and joint venture	9/10	1	–	–	–	–	1
Transfer to insurance contract provisions		(1)	–	–	–	–	(1)
Change in liabilities for insurance contracts arising from unrealised available-for-sale movements		32,260	–	–	–	–	32,260
Items that will not be reclassified subsequently to profit or loss:							
Transfer to reserves for future distribution	21	–	(98,027)	–	–	–	(98,027)
Total comprehensive income		49,514	96,859	(5,216)	99,735	57,559	298,451
Net surplus / (deficit) for the year excluding non-controlling interest		49,347	194,683	(5,216)	91,759	20,277	350,850
Non-controlling interest		34	–	–	–	–	34
		49,381	194,683	(5,216)	91,759	20,277	350,884
Total comprehensive income / (loss) excluding non-controlling interest		49,347	96,859	(5,216)	99,735	57,559	298,284
Non-controlling interest		167	–	–	–	–	167
		49,514	96,859	(5,216)	99,735	57,559	298,451

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

		The Group 2016					
	Note	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Other comprehensive income:							
Items that may be reclassified subsequently to profit or loss:							
Financial assets, available-for-sale:							
– Fair value gain / (loss) through reserve		17,149	–	–	(501)	24,299	40,947
Share in other comprehensive income of associated companies and joint venture	9/10	(266)	–	–	–	(60)	(326)
Transfer to insurance contract provisions		266	–	–	–	–	266
Change in liabilities for insurance contracts arising from unrealised available-for-sale movements		(16,898)	–	–	–	–	(16,898)
Items that will not be reclassified subsequently to profit or loss:							
Transfer to reserves for future distribution	21	–	(5,506)	–	–	–	(5,506)
Total comprehensive income		32,983	55,082	(3,516)	69,057	(1,816)	151,790
Net surplus / (deficit) for the year excluding non-controlling interest		32,697	60,588	(3,516)	69,558	(26,055)	133,272
Non-controlling interest		35	–	–	–	–	35
		32,732	60,588	(3,516)	69,558	(26,055)	133,307
Total comprehensive income / (loss) excluding non-controlling interest		32,697	55,082	(3,516)	69,057	(1,816)	151,504
Non-controlling interest		286	–	–	–	–	286
		32,983	55,082	(3,516)	69,057	(1,816)	151,790

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

		The Group					
	Note	Life Insurance Par Fund $'000	Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Shareholders' Fund $'000	Total $'000
Share capital							
At 1 January 2017		–	–	–	–	**657,848**	**657,848**
Issuance of participating shares	20	–	–	–	–	**331,122**	**331,122**
Redemption of participating shares	20	–	–	–	–	**(887)**	**(887)**
At 31 December 2017		–	–	–	–	**988,083**	**988,083**
At 1 January 2016		–	–	–	–	638,787	638,787
Issuance of participating shares	20	–	–	–	–	20,493	20,493
Redemption of participating shares	20	–	–	–	–	(1,432)	(1,432)
At 31 December 2016		–	–	–	–	657,848	657,848
Accumulated surplus							
At 1 January 2017		**400,813**	**701,966**	**5,327**	**646,929**	**(77,654)**	**1,677,381**
Net surplus / (deficit) for the year		**49,347**	**194,683**	**(5,216)**	**91,759**	**20,277**	**350,850**
Transfer (to) / from reserves for future distribution		–	**(98,027)**	–	–	–	**(98,027)**
Transfer to Shareholders' Fund		–	**(12,102)**	–	**(57,079)**	**69,181**	–
Transfer between Insurance Fund		–	**328,550**	**1,450**	–	**(330,000)**	–
Dividends for 2016 paid	27	–	–	–	–	**(37,844)**	**(37,844)**
At 31 December 2017		**450,160**	**1,115,070**	**1,561**	**681,609**	**(356,040)**	**1,892,360**
At 1 January 2016		368,116	657,151	8,843	644,875	(94,603)	1,584,382
Net surplus / (deficit) for the year		32,697	60,588	(3,516)	69,558	(26,055)	133,272
Transfer (to) / from reserves for future distribution		–	(5,506)	–	–	–	(5,506)
Transfer to Shareholders' Fund		–	(10,267)	–	(67,504)	77,771	–
Dividends for 2015 paid	27	–	–	–	–	(34,767)	(34,767)
At 31 December 2016		400,813	701,966	5,327	646,929	(77,654)	1,677,381
Fair value reserve							
At 1 January 2017		–	–	–	**(501)**	**27,689**	**27,188**
Comprehensive income for the year		–	**203**	–	**7,976**	**37,282**	**45,461**
At 31 December 2017		–	**203**	–	**7,475**	**64,971**	**72,649**
At 1 January 2016		–	–	–	–	3,450	3,450
Comprehensive income for the year		–	–	–	(501)	24,239	23,738
At 31 December 2016		–	–	–	(501)	27,689	27,188
Reserves for future distribution							
At 1 January 2017		–	**415,694**	–	–	–	**415,694**
Transfer (to) / from accumulated surplus		–	**98,027**	–	–	–	**98,027**
At 31 December 2017	21	–	**513,721**	–	–	–	**513,721**
At 1 January 2016		–	410,188	–	–	–	410,188
Transfer (to) / from accumulated surplus		–	5,506	–	–	–	5,506
At 31 December 2016	21	–	415,694	–	–	–	415,694

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

		The Group					
	Note	Life Insurance Par Fund $'000	Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
<u>**Treasury shares**</u>							
At 1 January 2017		–	–	–	–	**(14,159)**	**(14,159)**
At 31 December 2017		–	–	–	–	**(14,159)**	**(14,159)**
At 1 January 2016		–	–	–	–	(14,159)	(14,159)
At 31 December 2016		–	–	–	–	(14,159)	(14,159)
At 31 December 2017		**450,160**	**1,628,994**	**1,561**	**689,084**	**682,855**	**3,452,654**
At 31 December 2016		400,813	1,117,660	5,327	646,428	593,724	2,763,952
<u>**Equity of non-controlling interest**</u>							
At 1 January 2017		**4,942**	–	–	–	–	**4,942**
Comprehensive income for the year		**167**	–	–	–	–	**167**
At 31 December 2017		**5,109**	–	–	–	–	**5,109**
At 1 January 2016		4,656	–	–	–	–	4,656
Comprehensive income for the year		286	–	–	–	–	286
At 31 December 2016		4,942	–	–	–	–	4,942
Total at 31 December 2017		**455,269**	**1,628,994**	**1,561**	**689,084**	**682,855**	**3,457,763**
Total at 31 December 2016		405,755	1,117,660	5,327	646,428	593,724	2,768,894

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

	Note	2017 $'000	2016 $'000
Cash flows from operating activities			
Net surplus after contribution to Central Co-operative Fund and Singapore Labour Foundation		**350,884**	133,307
Adjustments for:			
Contribution to Central Co-operative Fund and Singapore Labour Foundation		**14,520**	16,774
Depreciation of property, plant and equipment		**3,022**	3,232
Amortisation of bonds, borrowing and finance cost		**(3,394)**	1,722
Amortisation of intangible assets		**13,622**	14,413
Interest income		**(39,108)**	(39,437)
Dividend income		**(262,961)**	(230,655)
Interest expense		**29,183**	29,902
Gain on changes in fair value of other financial assets		**(1,884,453)**	(1,180,475)
(Gain) / loss on changes in fair value of derivatives		**(607,473)**	145,150
Gain on changes in fair value of investment properties		**(92,760)**	(86,397)
Loss / (gain) on disposal of investment properties		**238**	(95)
Allowance for impairment made during the year		**14,573**	17,134
Allowance for doubtful loans written back		**(173)**	(49)
Loans written off / (written back)		**69**	(13)
Allowance for doubtful receivables made during the year		**684**	811
Bonus to policyholders		**264,933**	263,100
Decrease in reinsurers' share of insurance contract provision		**2,311**	1,025
Increase in insurance contract provisions		**2,585,620**	51,682
Share of loss / (profit) of associated companies and joint venture company		**(10,815)**	18,435
Other non-cash adjustment		**133**	251
Operating cash flows before changes in working capital		**378,655**	(840,183)
Changes in working capital:			
Insurance and other receivables		**98,978**	(105,556)
Insurance and other payables		**161,494**	(131,243)
Investment contract liabilities		**(3,198)**	(3,829)
Cash used in operations		**635,929**	(1,080,811)
Net cash flows from / (used in) operating activities		**635,929**	(1,080,811)
Cash flows from investing activities			
Purchase of property, plant and equipment		**(2,757)**	(3,694)
Purchase of intangible assets		**(24,756)**	(14,590)
Purchase of investment properties		**(215)**	(1,762)
Proceeds from disposal of investment properties		**1,224**	7,075
Proceeds from disposal of property, plant and equipment and intangible assets		**116**	–
Interest received		**672,320**	672,521
Dividends received		**261,584**	233,902
(Increase) / decrease in other financial assets and derivative instruments (net)		**(1,883,068)**	53,674
(Decrease) / increase in loans (net)		**(1,621)**	191
Net cash flows (used in) / from investing activities		**(977,173)**	947,317

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

	Note	2017 $'000	2016 $'000
Cash flows from financing activities			
Proceeds from issuance of common shares		**331,122**	20,493
Redemption of common shares		**(887)**	(1,432)
Dividends paid		**(37,844)**	(34,767)
Interest paid		**(30,110)**	(29,654)
Net cash flows from / (used in) financing activities		**262,281**	(45,360)
Net decrease in cash and cash equivalents		**(78,963)**	(178,854)
Cash and cash equivalents at beginning of the year		**664,724**	843,578
Cash and cash equivalents at end of the year	17	**585,761**	664,724

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

These notes form an integral part of and should be read in conjunction with the financial statements.

1. GENERAL

NTUC Income Insurance Co-operative Limited (the "Co-operative") is domiciled in Singapore and constituted under the Co-operative Societies Act (Chapter 62). The address of the Co-operative's registered office is 75 Bras Basah Road, Income Centre, Singapore 189557.

The principal activities of the Co-operative consist of the underwriting of life and general insurance business, and carrying out investment activities incidental to its business. The principal activities of its subsidiaries are investment holding, owning and leasing an investment property and operator of retail and referral services.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of preparation

The financial statements of the Group as at and for the year ended 31 December 2017 comprise the Co-operative and its subsidiaries (together referred to as the "Group") and the Group's interest in equity-accounted investees. The subsidiaries are consolidated into the respective funds.

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards ("FRSs"), under the historical cost convention except as disclosed in the accounting policies below. The basis for preparation of the financial statements is fund accounting.

The preparation of financial statements in conformity with FRS requires management to exercise its judgement in the process of applying the Group's accounting policies. It also requires the use of certain critical accounting estimates and assumptions.

Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes.

- Note 3 – classification of insurance and investment contracts
- Note 7 – classification of investment properties

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised, if the revision affects only that year, or in the year of the revision and future years, if the revision affects both current and future years. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are made are disclosed in Note 3. At the reporting date, these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from these estimates.

A number of new standards, amendments to standards and interpretations are effective for annual period 1 January 2017, and have been applied in preparing these financial statements. None of these have a significant effect on the financial statements of the Group.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(b) Fund accounting

The assets and liabilities of the Co-operative which relate to the insurance business carried on in Singapore are subject to the requirements of the Insurance Act, Chapter 142 ("the Insurance Act"). Such assets and liabilities are accounted for in the books of the insurance funds established under the Insurance Act. Assets held in the insurance funds may be withdrawn only if the withdrawal meets the requirements stipulated in Section 17 of the Insurance Act and the Co-operative continues to be able to meet the solvency requirement of Section 18 of the Insurance Act.

Life Insurance Participating Fund (Par Fund)
The Life Insurance Par Fund contains all the individual participating life insurance contracts and certain non-participating life insurance contracts.

Participating life insurance contracts are contracts that contain a discretionary participating feature ("DPF"). This feature entitles the policyholders to receive additional benefits in the form of annual and terminal bonuses. The amount or timing of the bonus declaration is not guaranteed, and is at the sole discretion of the Group.

Life Insurance Non-Participating Fund (Non-Par Fund)
The Life Insurance Non-Par Fund contains the health insurance and group term insurance businesses and non-participating life insurance contracts, which also include the IncomeShield plans, ElderShield Scheme and the Dependants' Protection Scheme.

Investment-Linked Fund
The Investment-Linked Fund contains the business of all investment-linked insurance contracts.

General Insurance Fund
The General Insurance Fund contains the business of all the general insurance contracts.

Shareholders' Fund
The Shareholders' Fund contains the capital contributions made by shareholders, net of transfers to and from the insurance funds and net assets relating to other non-insurance businesses.

(c) Insurance contracts

(i) Recognition and measurement

Life Insurance Contracts

Premium revenue
Premiums from life insurance in-force insurance contracts, including annuities, are recognised as revenue on the due date. The outstanding premiums are included in "Insurance and other receivables" in the statement of financial position.

Premiums received in advance before the due dates are not recognised as revenue. They are recorded as advance premiums and included in "Insurance and other payables" in the statement of financial position until they are recognised as revenue when they fall due or when policy is issued.

Claims
Claims include maturities, annuities, surrenders and death claims. Maturity and annuity claims are recognised as an expense when due for payment. Surrender claims are recognised when paid. Death claims are recognised when notified.

All expense charges deducted from the investment-linked insurance contracts are recognised as income by the Life Insurance Par Fund for products introduced prior to 2009. For products introduced from 2009, these expense charges are recognised as income by the Investment-Linked Fund.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Insurance contracts (continued)

(i) Recognition and measurement (continued)

Life Insurance Contracts (continued)

Claims (continued)

If the insurance benefit arising from a death claim exceeds the surrender value of an investment-linked policy, the additional benefit exceeding the surrender value is paid out of the Life Insurance Par Fund for products introduced prior to 2009 and paid out of the Investment-Linked Fund for products introduced from 2009.

Bonuses to policyholders

All participating life insurance contracts have discretionary participating features. These features entitle the policyholders to receive, as a supplement to guaranteed benefits, additional benefits or bonuses. Reversionary bonuses and cash dividends declared are based on the results of annual actuarial valuations in accordance with Insurance Regulations as advised by the Appointed Actuary. The amount or timing of the bonus declaration is not guaranteed, and is at the sole discretion of the Group. The Board of Directors approves the amount of bonus declared to policyholders of participating plans every year.

Insurance contract provisions

The valuation of insurance contract liabilities is determined according to the Insurance Act and Insurance (Valuation and Capital) Regulations 2004 for life insurance funds. The measurement bases for investment-linked insurance contracts and contracts with discretionary participation features issued by the Group all reflect changes in the fair value of the investments backing the contracts. Changes in the value of all insurance contract liabilities are included in profit or loss.

(i) Life Insurance Par Fund

Provision for future participating and certain non-participating benefits in the Life Insurance Par Fund are established using a discounted prospective cash-flow method. It includes the current best estimate of future contractual premiums, expected claims, provisions for adverse deviation and the costs of maintaining the contracts and future renewal expenses. The liability in respect of the Life Insurance Par Fund is the highest of the gross premium valuation method, the minimum condition liability or the value of policy assets of the fund.

(ii) Life Insurance Non-Par Fund

Insurance contract provisions in the Life Insurance Non-Par Fund include provisions for future non-participating benefits, claims and loss adjustment expenses, provisions for adverse deviation and unexpired risks. Provision for future non-participating benefits is established using a discounted prospective cash-flow method. It includes the current best estimate of future contractual premiums, expected claims, provisions for adverse deviation and the costs of maintaining the contracts and future renewal expenses. Provisions for claims and loss adjustment expenses and unexpired risks are established based on the same approach used in the General Insurance Fund.

(iii) Investment-Linked Fund

Provision for investment-linked insurance contracts is based on the carrying amount of the net assets of the Investment-Linked Fund at the reporting date. Provisions for future non unit liabilities are based on the same approach used in the Life Insurance Non-Par Fund.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Insurance contracts (continued)

(i) Recognition and measurement (continued)

General Insurance Contracts

Premium revenue

Premiums are recognised as written from the commencement date of insurance cover. Written premiums are reported in the financial statements on a gross basis, inclusive of commission payable to intermediaries.

Premiums received in advance before commencement date of insurance cover are not recognised as revenue. They are recorded as advance premiums and included in "Insurance and other payables" in the statement of financial position until they are recognised as revenue when insurance cover commences.

Claims

Claims incurred comprise claims paid during the financial year, net of salvage and subrogation recoveries, and changes in provision for insurance claims.

Salvage and subrogation reimbursements

Some insurance contracts permit the Group to sell salvaged property (salvage) or sue liable third parties (subrogation) in recovering the cost of losses.

Reasonable estimates of the salvage recoveries or subrogation reimbursements are included as an allowance in the measurement of the insurance liability for claims, and recognised in other assets when the liability is settled.

Insurance contract provisions – General Insurance Fund

The valuation of insurance contract liabilities is determined according to the Insurance Act and Insurance (Valuation and Capital) Regulations 2004 for general insurance funds.

Provision for unexpired risks

Provision for unexpired risks includes provision for unearned premiums and a provision for premium deficiency.

The provision for unearned premiums represents premiums written for risks that have not yet expired. The provision is recognised when contracts are entered into and premiums are charged. The provision is released over the term of the contract.

Additional provision for premium deficiency is made where the expected future claim costs and expenses and a provision for adverse deviation exceed the provision for unearned premiums.

Provision for insurance claims

Provision is made for all outstanding claims as at the reporting date. This provision includes all unpaid claims, claims incurred but not reported, the anticipated direct and indirect costs of settling these claims and a provision for adverse deviation.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Insurance contracts (continued)

(i) Recognition and measurement (continued)

Investment Contracts

Amounts collected on investment contracts, which primarily involve the transfer of financial risk are accounted for using deposit accounting. The liability is initially measured at its fair value less transaction costs that are incremental and directly attributable to the acquisition or issue of the contract.

Subsequent measurement of investment contracts at amortised cost uses the effective interest method. Claim and/or benefit settlement is adjusted directly against the value of investment contract liabilities.

(ii) Embedded derivatives in insurance contracts

The Group does not need to separately measure at fair value the policyholder's option to surrender an insurance contract for a fixed amount (or for an amount based on a fixed amount and an interest rate), even if the exercise price differs from the carrying amount of the host insurance liability. This is in accordance with FRS 104 *Insurance Contracts*.

Options and guarantees inherent in some insurance contracts which are closely related to the host contract issued by the Group are not required to be separated and measured at fair value.

All revenue, benefit payments, expenses and valuation of future benefits payments including investment components are recognised in profit or loss.

(iii) Impact on unrealised gains and losses on available-for-sale assets on liabilities from insurance contracts – Life Insurance Par Fund

Changes in insurance contract liabilities within Life Insurance Par Fund which are due to the unrealised gains or losses arising from available-for-sale assets are recognised directly in the fair value reserve to match the corresponding unrealised gains or losses arising from available-for-sale assets.

(iv) Accumulated surplus – Life Insurance Par Fund

The accumulated surplus within the Life Insurance Par Fund represents the maximum amount of the surplus arising from the Life Insurance Par Fund that could be transferred to the Shareholders' Fund each year. It has been the Group's practice that only a portion of the surplus will be transferred to the Shareholders' Fund.

(v) Reinsurance

The Group enters into reinsurance contracts in the normal course of business to diversify its risks and limit its net loss potential. Assets, liabilities, income and expense arising from the reinsurance contracts and co-insurance arrangements are presented separately from the assets, liabilities, income and expense from the related insurance contracts.

Amounts recoverable under reinsurance contracts are assessed for impairment at each reporting date. Such assets are deemed impaired if there is objective evidence that the Group may not recover all amounts due from the reinsurer. The impairment loss is charged to profit or loss in the statement of comprehensive income.

(vi) Liability adequacy tests

At each reporting date, liability adequacy tests are performed to assess the adequacy of the insurance liabilities estimates. Current best estimates of future contractual cash flows, expected future claims handling, acquisition and administration costs, if any, are projected at best estimate assumptions, and discounted at rates that are close to the Group prospective investment return. Any deficiency is charged to profit or loss in the statement of comprehensive income.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Revenue

Gross premium

The accounting policy for the recognition of gross premium is disclosed in Note 2(c)(i).

Fee and other income

Fee and other income comprises reinsurance commission income (including reinsurance profit commission income) and management and other fees.

Reinsurance commission income is recognised as revenue on a basis that is consistent with the recognition of the costs incurred on the acquisition of underlying insurance contracts (see Note 2(c)).

Reinsurance profit commission income is recognised based on the terms of the underlying reinsurance contract, and when the amount of revenue and related cost of the reinsurance transaction can be reliably measured.

Management and other fees comprise fund management fees, mortality fees, policy fees and fund switch fees relating to Investment-Linked Funds.

Management and other fees are recognised as revenue on a straight-line basis over the period the service is provided.

Investment income

Investment income comprises of rental income from investment properties, dividend and interest income from financial assets and interest income on loans and bank deposits, and gains or losses on sale of investments.

Rental income from investment properties is recognised as revenue on a straight-line basis over the term of the operating lease.

Interest income is recognised using the effective interest method. When a receivable is impaired, the Group reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument and continues unwinding the discount as interest income.

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

Gains or losses on sale of investments are derived from the difference between net sales proceeds and the purchase or amortised cost. They are recognised on trade date.

(e) Employee compensation

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

Short-term employee benefits

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

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by the employees up to the reporting date.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(f) Contributions to Central Co-operative Fund and Singapore Labour Foundation

Under the Co-operative Societies Act, the surplus of a Co-operative society is subject to a levy payable to the Central Co-operative Fund (the "CCF") and/or the Singapore Labour Foundation (the "SLF"). A levy of 5% of the first $500,000 of surplus is payable to the CCF. A levy of 20% of the surplus for amounts above $500,000 is payable to either the SLF or CCF as the Co-operative may opt.

In the case of an insurance co-operative, the surplus excludes the portion that is used for declaration of bonus to policyholders or retained in the insurance fund and, accordingly, no provision for levy has been made for any surplus retained in any insurance fund. Such surpluses are designated as surpluses retained within insurance funds on the statement of financial position. The computation of the levy excludes fair value movement.

(g) Foreign currency translation

(i) Functional and presentation currency

The financial statements are presented in Singapore Dollars which is the functional currency of the Co-operative and are rounded to the nearest thousand, unless otherwise stated.

(ii) Transactions and balances

Foreign currency transactions are translated into Singapore Dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Changes in fair values of available-for-sale debt securities denominated in foreign currencies are analysed into currency translation differences on the amortised cost of the securities and other changes; the currency translation differences are recognised in profit or loss and the other changes are recognised in the fair value reserve.

Changes in fair values of available-for-sale equity securities are recognised in the fair value reserve, together with the related currency translation differences.

Translation differences on investments designated at fair value through profit or loss, are reported as part of the fair value gain or loss.

(h) Basis of consolidation

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated but are considered an impairment indicator of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Co-operative. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and statement of financial position.

Total comprehensive income is attributed to the non-controlling interests based on their respective interests in the subsidiary, even if this results in non-controlling interests having a deficit balance.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(h) Basis of consolidation (continued)

(i) Subsidiaries (continued)

Business combinations

The acquisition method in accordance with FRS 103 *Business Combinations* is used to account for business combinations by the Group. The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes the fair value of any contingent consideration arrangement.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's net identifiable assets.

Transactions with non-controlling interests

Changes in the Co-operative's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Group. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Co-operative.

(ii) Joint ventures

Joint ventures are entities over which the Group has joint control as a result of contractual arrangements, and rights to the net assets of the entities. The Group's interest in joint ventures is accounted for in the consolidated financial statements using the equity method of accounting, less impairment losses, if any.

Investments in joint ventures are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on joint ventures represents the excess of the cost of acquisition of the joint ventures over the Group's share of the fair value of the identifiable net assets of the joint ventures and is included in the carrying amount of the investments.

In applying the equity method of accounting, the Group's share of its joint ventures' post-acquisition profits or losses are recognised in profit or loss and its share of post-acquisition other comprehensive income is recognised in other comprehensive income directly. These post-acquisition movements are adjusted against the carrying amount of the investment.

When the Group's share of losses in a joint venture equals or exceeds its interest in the joint venture, including any other unsecured non-current receivables, the Group does not recognise further losses, unless it has legal or constructive obligations or has made payments on behalf of the joint venture. If the joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(h) Basis of consolidation (continued)

(ii) Joint ventures (continued)

Unrealised gains on transactions between the Group and its joint venture are eliminated to the extent of the Group's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Gains and losses arising from partial disposals or dilutions in investments in joint ventures are recognised in profit or loss.

The accounting policies of joint ventures are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

(iii) Associated companies

Associated companies are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above but not exceeding 50%. Investments in associated companies are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

Investments in associated companies are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associated companies represents the excess of the cost of acquisition of the associated company over the Group's share of the fair value of the identifiable net assets of the associated company and is included in the carrying amount of the investments.

In applying the equity method of accounting, the Group's share of its associated companies' post-acquisition profits or losses are recognised in profit or loss and its share of post-acquisition other comprehensive income is recognised in other comprehensive income directly. These post-acquisition movements and distributions are adjusted against the carrying amount of the investment.

When the Group's share of losses in an associated company equals or exceeds its interest in the associated company, the Group does not recognise further losses, unless it has legal or constructive obligations or has made payments on behalf of the associated company. If the associated company subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

Unrealised gains on transactions between the Group and its associated companies are eliminated to the extent of the Group's interest in the associated companies. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Accounting policies of associated companies have been changed where necessary to ensure consistency with the accounting policies adopted by the Group.

Investments in associated companies are derecognised when the Group loses significant influence. Any retained interest in the entity is re-measured at its fair value. The difference between the carrying amount of the retained investment at the date when significant influence is lost and its fair value and any proceeds on partial disposal is recognised in profit or loss.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(i) Property, plant and equipment

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation on property, plant and equipment is calculated on a straight-line basis to allocate their depreciable amounts over their estimated useful lives as follows:

	Useful lives
Office equipment	5 years
Furniture and fittings	5 years
Computer equipment	3 to 5 years
Motor vehicles	3 to 5 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in profit or loss when the changes arise.

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

On disposal of an item of property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is recognised in profit or loss.

(j) Intangible assets

Intangible assets include cost of computer software acquired. Acquired computer software licenses are initially capitalised at cost which includes the purchase price (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use. Direct expenditures which enhance or extend the performance of computer software beyond its specifications and which can be reliably measured are added to the original cost of the software. Costs associated with maintaining computer software are expensed off when incurred.

Computer software licenses are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of five years.

The amortisation period and amortisation method of intangible assets are reviewed at least at each reporting date. The effects of any revision are recognised in profit or loss when the changes arise.

(k) Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(l) Investment properties

Investment properties are initially recognised at cost and subsequently carried at fair value. Fair value is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative methods such as discounted cash flow projections or recent prices in less active markets. These valuations are reviewed annually by an independent professional valuer. Changes in fair values are recorded in profit or loss.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

On disposal of an investment property, the difference between the net disposal proceeds and the carrying amount is recognised to profit or loss.

(m) Investment and other financial assets

Non-derivative investments and other financial assets are classified into the following categories: at fair value through profit or loss, loans and receivables and available-for-sale. The classification depends on the nature of the asset and purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition. The designation of financial assets at fair value through profit or loss is irrevocable.

(i) Investments at fair value through profit or loss

Certain investments held by the Group are designated on initial recognition at fair value through profit or loss. This designation eliminates or significantly reduces measurement inconsistency that would otherwise arise.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market other than those that the Group intends to sell in the short term or that it has designated at fair value through profit or loss. Loans and receivables include "cash and cash equivalents", "insurance and other receivables" and "loans".

(iii) Available-for-sale investments

Available-for-sale investments are non-derivative financial assets that are either designated in this category or not classified in any of the other categories.

(iv) Recognition, measurement, derecognition and disclosure

Purchases and sales of 'regular way' financial instruments are recognised on trade date, which is when the Group commits to purchase or sell the assets. Financial assets are derecognised when the contractual rights to receive cash flows from the financial assets have expired, or when the financial assets have been transferred, together with substantially all the risks and rewards of ownership. On disposal of a financial asset, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount in other comprehensive income relating to that asset is reclassified to profit or loss.

Financial assets are initially recognised at fair value plus transaction costs except for financial assets at fair value through profit or loss, which are recognised at fair value. Transaction costs for financial assets at fair value through profit or loss are recognised immediately in profit or loss.

After initial recognition, the Group measures financial assets, designated at fair value through profit or loss, and as available-for-sale, at fair value. Loans and receivables are measured at amortised cost using the effective interest method.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(m) Investment and other financial assets (continued)

(iv) Recognition, measurement, derecognition and disclosure (continued)

Changes in the fair value of financial assets at fair value through profit or loss are included in profit or loss in the period in which they arise, including interest income and dividend income from such assets.

Interest and dividend income on available-for-sale financial assets are recognised separately in investment income. Changes in the fair value of available-for-sale debt securities denominated in foreign currencies are analysed into currency translation differences on the amortised cost of the securities and other changes; the currency translation differences are recognised in profit or loss and the other changes are recognised in other comprehensive income and accumulated in the fair value reserve. Changes in fair value of available-for-sale equity securities are recognised in the other comprehensive income, together with the related currency translation differences.

(v) Derivative financial instruments

Derivative financial instruments are categorised as held for trading measured at initial recognition, and subsequently, at fair value and changes in fair value are recognised in profit or loss. Transaction costs incurred in buying and selling derivative instruments are recognised in the profit and loss account when incurred.

All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative.

(vi) Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

(n) Structured entities

A structured entity is an entity that has been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity, such as when any voting rights relate to administrative tasks only and the relevant activities are directed by means of contractual arrangements. A structured entity often has some or all of the following features or attributes; (a) restricted activities, (b) a narrow and well-defined objective, such as to provide investment opportunities for investors by passing on risks and rewards associated with the assets of the structured entity to investors, (c) insufficient equity to permit the structured entity to finance its activities without subordinated financial support and (d) financing in the form of multiple contractually linked instruments to investors that create concentrations of credit or other risks (tranches).

The Group considers all of its investments in other funds to be investments in unconsolidated structured entities. The Group invests in funds whose objectives range from achieving medium to long term capital growth. The funds are managed by unrelated asset managers and apply various investment strategies to accomplish their respective investment objectives.

Unitised funds finance their operations by issuing redeemable shares / units which entitle the holder to a proportional stake in the respective fund's net assets. The Group holds redeemable shares / units in such funds. The change in fair value of the funds is included in the statement of comprehensive income in "net investment income / (losses) and fair value gains / (losses)".

The Group also has interests in funds registered as partnership structures. The funds are financed via capital commitments, which entitle the partners to a proportional share of income distributions from such funds. The change in fair value of the funds is included in the statement of financial position within "fair value reserve".

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(o) Impairment of assets

Financial assets carried at amortised costs

The Group assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired and recognises an allowance for impairment when such evidence exists.

(i) Loans and receivables

Significant financial difficulty of the debtor, probability that the debtor will enter bankruptcy, and default or significant delay in payments are objective evidence that these financial assets are impaired.

The carrying amount of these assets is reduced through the use of an impairment allowance account which is calculated as the difference between the carrying amount and the present value of estimated future cash flows discounted at the original effective interest rate. When the asset becomes uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are recognised against the same line item in profit or loss.

The allowance for impairment loss account is reduced through profit or loss in a subsequent period when the amount of impairment loss decreases and the related decrease can be objectively measured. The carrying amount of the asset previously impaired is increased to the extent that the new carrying amount does not exceed the amortised cost had no impairment been recognised in prior periods.

Available-for-sale financial assets

In addition to the objective evidence of impairment described in Note 2(o)(i), a significant or prolonged decline in the fair value of an equity security below its cost is considered as an indicator that the equity available-for-sale financial asset is impaired.

If any evidence of impairment exists, the cumulative loss that was recognised in the fair value reserve is reclassified to profit or loss. The cumulative loss is measured as the difference between the acquisition cost (net of any principal repayments and amortisation) and the current fair value, less any impairment loss previously recognised as an expense. The impairment losses recognised as an expense on equity securities are not reversed through profit or loss.

Impairment of non-financial assets

Intangible assets, property, plant and equipment and investments in subsidiaries, joint ventures and associated companies are reviewed for impairment at each reporting date to determine whether there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash-generating unit ("CGU") to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss for an asset is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset is recognised in profit or loss.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(p) Insurance and other receivables

Insurance and other receivables include outstanding premiums, trade receivables, accrued interest receivable from fixed deposits with banks and other receivables. These are recognised initially at fair value and subsequently measured at amortised cost less accumulated impairment losses.

(q) Cash and cash equivalents

Cash and cash equivalents comprise bank balances and fixed deposits held with banks which are readily convertible into known amounts of cash and are subject to an insignificant risk of change in value.

(r) Financial liabilities

Borrowings

Borrowings within the scope of FRS 39 *Financial Instruments: Recognition and Measurement* are recognised when, and only when, the entity becomes a party to the contractual provisions of the instrument. The Group determines the classification of its borrowings at initial recognition.

Borrowings are recognised initially at fair value less transaction costs that are directly attributable to the acquisition or issue of the borrowing.

After initial recognition, borrowings are subsequently measured at amortised cost using the effective interest method. Gains or losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

A borrowing is derecognised when the obligation under the borrowing is extinguished. When an existing borrowing 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 an extinguishment of the original borrowing and the recognition of a new borrowing. The difference between the carrying amount of a borrowing extinguished shall be recognised in profit or loss.

Insurance and other payables

Insurance and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

(s) Share capital and treasury shares

All paid-up shares are Common Shares and are classified as equity. Although they do not qualify as equity based on the presentation requirements of FRS 32 *Financial Instruments: Presentation*, the Co-operative has classified the shares as equity as there is a minimum paid-up capital requirement under the Insurance (Valuation and Capital) Regulations 2004.

All shareholders are entitled to redeem their shares at the par value of $10 each or the net asset value (NAV) based on the last audited financial statements, whichever is lower. NAV is computed in accordance with the Co-operative Societies Act.

Dividends on Common Shares are recognised in the statement of changes in equity in the year in which they are declared and approved for payment.

The consideration payable for the purchase by the Group of its own shares is treated as treasury shares at the reporting date, and shown as a deduction from shareholders' fund in the statement of changes in equity.

(t) Dividends to the Co-operative's shareholders

Dividends to the Co-operative's shareholders are recognised when the dividends are approved for payment.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(u) Other provisions

Provisions other than insurance contract provisions are recognised when the Group has a present legal or constructive obligation, as a result of past events, and it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably measured.

(v) Operating leases

Lessor – Operating leases

Leases of investment properties which the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Lessee – Operating leases

Leases where substantially all risk and rewards incidental to ownership are retained by the lessors are classified as operating leases. Payments made under operating leases (net of any incentives given from the lessors) are recognised in profit or loss on a straight-line basis over the period of the lease.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Classification of insurance and investment contracts

The Group issues contracts that transfer insurance risk or financial risk, or both.

Financial risk is the risk of a possible change in one or more of the following: a specified interest rate, security price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index or other variable, provided in the case of non-financial variable, that the variable is not specific to a party to the contract.

Insurance contracts are those contracts that transfer significant insurance risk. An insurance contract is a contract under which one party (the insurer) accepts significant insurance risk from another party (the policyholder) by agreeing to compensate the policyholder if a specified uncertain future event (the insured event) adversely affects the policyholder. Such contracts may also transfer financial risks. As a general guideline, the Group defines as significant insurance risk the possibility of having to pay benefits on the occurrence of an insured event that are at least 5% more than the benefits payable if the insured event did not occur. Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its lifetime, even if the insurance risk reduces significantly during this period.

Investment contracts are those contracts that transfer financial risk without significant insurance risk.

Insurance Contract Provisions for Life Insurance

The insurance contract provisions for life insurance are computed in accordance with the applicable regulatory principles using a prospective approach.

The provisions comprise the following liabilities:

– expected future net payments for guaranteed benefits;
– expected future net payments for non-guaranteed benefits (if any);
– provision for adverse deviation from the expected experience.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Insurance Contract Provisions for Life Insurance (continued)

Valuation Methodology

Assumptions

Liabilities are computed using the prospective cash flow method. The areas where assumptions have been applied are:

– Mortality and morbidity (if applicable);
– Persistency;
– Discount rate;
– Management expenses;
– Bonuses (for Life Insurance Par Fund only).

Mortality and Morbidity

A detailed review of the Group's mortality and morbidity experience by significant risk is conducted annually. Based on the results of the review, the Group's Appointed Actuary formed an opinion with regard to the expected future mortality and/or morbidity experience. The Group also uses industry/reinsurance mortality and/or morbidity tables for plans that have no historical experience. A provision for adverse deviation (PAD) is also made based on the types of product.

Persistency

A detailed review of the Group's persistency experience by plan types is conducted annually. The Group tries to balance past experience and future conditions by setting best-estimate assumptions in line with expected long term average persistency levels. For new plans with no historical experience, the Group uses the experience on similar plan types as a basis to set the best-estimate assumptions.

Discount Rates

The discount rates used in the Life Insurance Non-Par Fund are derived from the yields of Singapore Government Securities. The discount rates used in the Life Insurance Par Fund are derived based on the expected prospective long-term investment return. This is based on Strategic Asset Allocation of the Par Fund and it is determined in conjunction with the risk and investment managers and the Investment Committee.

Expenses

The Group reviews and determines the management expense assumptions regularly based on past experience and future business direction of the Group. Expense inflation assumption is the weighted expected inflation rate and the inflation rates published by the Monetary Authority of Singapore (MAS).

Future Bonuses

The Group conducts a bonus review of the Life Insurance Par Fund annually. Bonuses are declared based on the results of the review which takes into consideration the past investment, mortality and/or morbidity, persistency, and management expense experiences. The goal of the review is to ensure bonuses paid are equitable and sustainable based on the Appointed Actuary's expected prospective outlook of the Life Insurance Par Fund. The reasonable expectations of policyholders are also taken into consideration when determining the amount of bonus to be declared.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Insurance Contract Provisions for Life Insurance (continued)

Valuation Methodology (continued)

Assumption table

The table below briefly describe the assumptions used in the valuation of provision for future participating and non-participating benefits in the Life Insurance Par Fund, Life Insurance Non-Par Fund, and Investment-Linked Fund.

2017	
Assumptions	
Interest Rate	MAS prescribed discount rate for guaranteed benefits, expected long term investment return for non-guaranteed benefits
Lapse / Surrender Rate	Based on internal lapse experience studies
Selling Expense	Based on current commission structure
Management Expense	Based on internal expense studies
Inflation Rate	Based on internal expense studies
Non-guaranteed future bonus	2017 Bonus Rates
Mortality / Morbidity (Death, TPD, Dread Disease & Other Risk)	Adjusted Mortality / Morbidity Table based on internal studies or Reinsurance rates, whichever is appropriate
Mortality Rate (Annuities)	Adjusted Mortality table with age reduction and mortality improvement based on internal studies

Effect of Changing Assumptions

For the valuation as at 31 December 2017, the Group has updated the liability valuation assumptions as compared to 1 January 2017. The impact of the changes to the insurance contract provision for guaranteed benefits is listed in the following table:

Fund	Change in insurance contract provision for guaranteed benefits $'000	% of insurance contract provision for guaranteed benefits
Par	**(39,825)**	**-0.4%**
Non-Par	**36,318**	**1.6%**
Investment-Linked	**(30)**	**-11.6%**

Insurance Contract Provisions for General Insurance

The insurance contract provisions for General Insurance comprise claims and premium liabilities and are computed in accordance with sound actuarial principles and regulatory guidelines.

These liabilities comprise:

- best estimate of the premium liabilities;
- best estimate of the claims liabilities; and
- margins for adverse deviation to ensure a minimum 75% probability of adequacy.

Valuation methodology

Standard actuarial techniques are used to project the provision for claims and loss adjustment expenses and provision for unexpired risk ("claim liabilities and premium liabilities"). These methods include the Chain ladder and Bornhuetter-Ferguson model.

The valuation process involves using the Group's claims and policy data to estimate future claims experience. These insurance liabilities have been derived on a gross basis and are subsequently adjusted for reinsurance recoveries for a net basis.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Insurance Contract Provisions for General Insurance (continued)

Assumptions

The key assumptions of the actuarial valuation models include:

– chain ladder claim development factors;
– loss ratios;
– expense ratios;
– reinsurance recovery ratios.

These assumptions are derived based on the Group's historical and emerging underwriting experience.

For the valuation as at 31 December 2017, the basis of liability valuation assumptions has not been changed as compared to previous annual valuation.

Effect of Changing Assumptions used for General Insurance

Changes	Change in Gross Claim Liability $'000	% Increase / (decrease) in Gross Claim Liability
Change in assumptions and experience	(116,155)	-31.3%

The table above summarises the effect of changing assumptions has on 2016 and prior accident years' claim liabilities where comparisons can be made to last year's year-end liability valuation. The claim liabilities are gross of reinsurance recoveries and it is inclusive of claims handling expenses and provision for adverse deviation.

Margins for adverse deviation

In accordance with the insurance regulations, the insurance liabilities include a risk margin to ensure a minimum 75% probability of adequacy.

The risk margin is determined to allow for the uncertainty and volatility of the claims experience. Effects of diversification are also allowed for at the fund level.

Discounting

The general insurance liabilities are not discounted.

Gross liabilities

The gross claims liability as at 31 December 2017 is $476 million (2016: $485 million) as compared to net claims liability of $445 million (2016: $451 million).

The gross premium liability as at 31 December 2017 is $188 million (2016: $178 million) as compared to net premium liability of $188 million (2016: $177 million).

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Insurance Contract Provisions for General Insurance (continued)

Development and movement of general insurance claim liabilities

Below is the summary of the development of past years' gross claims liabilities as at this year's valuation:

Claims development table 2017											($'000)
Accident year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
End of accident year	246,049	244,656	212,240	212,084	219,707	220,631	217,330	224,563	245,677	259,533	
1 year later	240,920	226,472	186,768	196,745	216,590	215,523	204,892	206,268	230,753		
2 years later	235,024	222,855	177,787	190,208	204,478	197,808	172,741	180,470			
3 years later	233,214	215,323	171,039	174,294	187,817	163,440	149,658				
4 years later	228,141	212,516	163,020	165,455	158,111	149,365					
5 years later and beyond	218,645	200,636	154,117	145,617	149,781						
Estimate of gross cumulative claims	218,645	200,636	154,117	145,617	149,781	149,365	149,658	180,470	230,753	259,533	1,838,575
Cumulative claim payments	218,327	199,321	151,953	140,825	142,223	132,069	122,521	126,700	133,330	80,848	1,448,117
Estimate of gross claim liabilities	318	1,315	2,164	4,792	7,558	17,296	27,137	53,770	97,423	178,685	390,458
Claims handling expenses	18	76	125	276	435	995	1,561	3,094	5,606	10,281	22,467
Estimate of gross claim liability before recoveries	336	1,391	2,289	5,068	7,993	18,291	28,698	56,864	103,029	188,966	412,925
Estimate of gross claim liabilities for prior accident years											1,463
Recoveries and other adjustments											8,811
Provisions for adverse deviation											53,296
Gross claim liabilities											476,495

Below is the summary of the development of past years' net claims liabilities as at this year's valuation:

Claims development table 2017											($'000)
Accident year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
End of accident year	232,650	226,742	197,095	195,975	205,790	207,360	204,499	209,542	227,849	241,377	
1 year later	223,280	210,311	172,582	184,283	203,562	202,798	191,188	191,300	214,611		
2 years later	218,253	205,928	166,526	178,766	192,406	184,577	160,206	167,845			
3 years later	215,500	201,684	160,751	164,004	175,255	151,580	139,189				
4 years later	213,690	199,733	153,395	154,389	146,638	138,916					
5 years later and beyond	202,779	186,077	142,934	135,050	139,304						
Estimate of net cumulative claims	202,779	186,077	142,934	135,050	139,304	138,916	139,189	167,845	214,611	241,377	1,708,082
Cumulative net claim payments	202,483	184,854	140,921	130,594	132,274	122,830	113,950	117,837	124,003	75,193	1,344,939
Estimate of net claim liabilities	296	1,223	2,013	4,456	7,030	16,086	25,239	50,008	90,608	166,184	363,143
Claims handling expenses	18	76	125	276	435	995	1,561	3,094	5,606	10,281	22,467
Estimate of net claim liability before recoveries	314	1,299	2,138	4,732	7,465	17,081	26,800	53,102	96,214	176,465	385,610
Estimate of net claim liabilities for prior accident years											1,367
Recoveries and other adjustments											8,636
Provisions for adverse deviation											49,218
Net claim liabilities											444,831

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Fair value of financial instruments and investment properties

The majority of the Group's financial instruments reported at fair value are based on quoted and observable market prices or on service providers' internally developed models that are based on independently sourced market parameters, including interest rate yield curves, option volatilities and currency rates. Investment properties are carried at fair values as determined by independent professional valuers.

The Group's fair value policies are approved by the Investment Committee with oversight by the Board. Management exercise judgement in determining the risk characteristics of various financial instruments, discount rates, estimates of future cash flows and other factors used in the valuation process. Judgement may also be applied when less readily observable external parameters are used in fair value estimation. The valuation techniques and unobservable inputs used by management in the valuation process are detailed in Note 4(f).

Impairment assessment of investment in associated company

At the reporting date, the Group's investment in associated company, NTUC Choice Homes Co-operative Ltd ("Choice Homes") has a carrying amount of $117,673,000 (2016: $117,892,000) which is above its share redemption value of $20,000,000 (2016: $20,000,000). As Choice Homes is a co-operative, its By-laws state that the redemption value of its share shall not be more than the nominal value of the shares or the net asset value of the shares based on the last audited financial position, whichever is lower. The Group is of the view that the value of Choice Homes will be returned in the long term. This position will be reviewed from time to time and the Group will consider, among other factors, regular dividend payout made and the future plans of Choice Homes.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS

(a) Life Insurance Contracts Risk Management

Insurance Risk

The Group is exposed to life insurance risk when it signs a contract with the insured party for a premium amount and in return promises to pay a sum of money if a specified event occurs within the time frame stipulated in the contract. The terms of acceptance of the risks by the Group are generally long term in nature (except when they are group or health insurance plans, which are usually on an annual basis). These risks accepted by the Group are mortality risk, morbidity risk, longevity risk and persistency risk.

In general, payment occurs upon death, occurrence of specific morbidity, surrender, or survival of the policyholder, depending on the type of policy.

For Participating policies, the eventual payment to the policyholders typically consists of a guaranteed amount (the sum assured) and a non-guaranteed component distributed via annual reversionary (if any) and final terminal bonuses (if any). Once declared, annual bonuses become a fully guaranteed liability, although the Group has the discretion to reduce future reversionary and terminal bonuses if experience is unfavourable.

Objectives of managing life insurance risks and the policies for mitigating risks

To manage insurance risk, the Group has implemented underwriting and claims management guidelines and procedures. It also considers its reinsurance coverage to manage its overall risk exposure according to the risk appetite.

Mortality risks are selected through underwriting and appropriate premiums are charged based on the level of risks that applicants bring in. The mortality tables used for pricing are based on the Group's best estimates from its annual experience studies. The levels of mortality risks are determined by age, gender, and underwriting experience. For death and morbidity covers, the Group transfers insurance risk in excess of its retention limit to its appointed reinsurers on a per life basis. In addition, for applicants that have mortality risks higher than the Group's tolerance level, these risks will also be ceded to the reinsurance companies.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(a) Life Insurance Contracts Risk Management (continued)

Objectives of managing life insurance risks and the policies for mitigating risks (continued)

To manage the concentration of mortality risks as a result of a single event, the Group obtains catastrophic reinsurance that limits its maximum overall exposure up to a limit.

Mortality risk is also managed through appropriate claim management systems that help to identify fraudulent claims. The results of yearly experience reviews of mortality, longevity and persistency are used to decide on the bases for reserving and pricing of products.

Lapse rate is evaluated in a prudent manner through the pricing of new products, product design, and regular monitoring of persistency reports and procedures for recovery.

Inevitably, there remains uncertainty about future longevity and persistency that cannot be removed.

Sensitivity Analysis

(i) Life Insurance Par Fund

To understand the risks undertaken by the Group in the Life Insurance Par Fund, the following sensitivity analysis is done to measure the impact on the Group's liabilities.

		2017		2016	
Assumption	**Change**	**Impact on liabilities $'000**	**Impact on liabilities %**	**Impact on liabilities $'000**	**Impact on liabilities %**
Interest rates	+100 bps	**–**	**0%**	–	0%
	-100 bps	**1,737,365**	**6.8%**	2,561,002	11.0%
Mortality / morbidity / longevity					
– life insurance contracts, excluding annuities	+20%	**–**	**0%**	–	0%
	-20%	**–**	**0%**	–	0%
– annuities contracts	Mortality Improvement of 1 Year	**–**	**0%**	–	0%
	Mortality Deterioration of 1 Year	**–**	**0%**	–	0%
Lapses	+20%	**–**	**0%**	–	0%
	-20%	**–**	**0%**	–	0%

The liability is defined according to the Insurance Act, Chapter 142. In most scenarios, the value of the policy assets of the fund exceeds the Minimum Condition Liability and the sum of the liability in respect of each policy of the fund. As such, the sensitivity does not have an impact to the liability the Group is holding except in the scenario of: decrease 1% in interest rate (the corresponding amount will be recognised as surplus / losses).

The impact to the profit or loss for the Par Fund is determined by the cost of declared bonus, where the Group reserves the right to vary the bonus scale under the specific scenario.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(a) Life Insurance Contracts Risk Management (continued)

Sensitivity Analysis (continued)

(ii) Life Insurance Non-Par Fund

To understand the risks undertaken by the Group in the Life Insurance Non-Par Fund, the following sensitivity analysis is done to measure the impact on the Group's liabilities.

		2017		2016	
Assumption	Change	Impact on liabilities $'000	Impact on liabilities %	Impact on liabilities $'000	Impact on liabilities %
Interest rates	+100 bps	**(378,441)**	**-16.2%**	(361,371)	-17.7%
	-100 bps	**586,305**	**25.1%**	556,748	27.3%
Mortality / morbidity	ElderShield: +11.1% Morbidity DPS: +5% Mortality Non-Par Life: +20% Mortality G&H: +20% Morbidity	**146,359**	**6.3%**	131,219	6.4%
	ElderShield: -11.1% Morbidity DPS: -5% Mortality Non-Par Life: -20% Mortality G&H: -20% Morbidity	**(90,617)**	**-3.9%**	(99,438)	-4.9%
Lapses	Eldershield: +50bps DPS: +50bps Non-Par Life:+20%	**(14,754)**	**-0.6%**	(15,045)	-0.7%
	Eldershield: -50bps DPS: -50bps Non-Par Life: -20%	**16,195**	**0.7%**	16,153	0.8%

For the Life Insurance Non-Par Fund, the analysis is done with respect to the liabilities of the fund, a corresponding amount will be recognised as surplus/deficit to the Life Insurance Non-Par Fund.

(iii) Investment-Linked Fund

To understand the risks undertaken by the Group in the Investment-Linked Fund, the following sensitivity analysis is done to measure the impact on the Group's liabilities.

		2017		2016	
Assumption	Change	Impact on liabilities $'000	Impact on liabilities %	Impact on liabilities $'000	Impact on liabilities %
Interest rates	+100 bps	**(38)**	**-14.7%**	(19)	-6.9%
	-100 bps	**51**	**19.7%**	24	8.7%
Mortality	+20%	**(2)**	**-0.8%**	8	2.8%
	-20%	**3**	**1.0%**	(3)	-1.2%
Lapses	+20%	**(29)**	**-11.0%**	(28)	-9.8%
	-20%	**35**	**13.4%**	37	13.3%

For the Investment-Linked Fund, the analysis is done with respect to the liabilities of the fund, a corresponding amount will be recognised as surplus/deficit to the Investment-Linked Non Unit Fund.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(b) General Insurance Contracts Risk Management

General Insurance Risks

Insurance contracts transfer risk to the Group by indemnifying the policyholders against adverse effects arising from the occurrence of specified uncertain future events. The insurance risks arise from the fluctuations in the timing, frequency and severity of claims, as well as the adequacy of premiums and reserves.

The majority of the general insurance business is motor insurance. Other insurance business includes personal accident, worker's compensation, fire, marine and other miscellaneous classes.

Terms and Conditions of General Insurance Contracts

The general insurance contracts written by the Group are mostly on an annual coverage and annual premium basis, with the exception of short term policies such as travel insurance which cover only the travel period and marine cargo which covers the duration in which the cargo is being transported. Some of the more common policies which make up a large part of the general insurance portfolio are briefly described as follows:

Motor insurance policies cover private cars, commercial vehicles, motorcycles, buses and taxis. Private cars, the largest portion of the motor portfolio, covers losses or damages to the insured vehicle, death or injuries to third parties, damages to third party property and personal accident.

Personal accident policies cover death, disablement, medical expenses and emergency evacuation expenses due to accident, hijacking, murder, assault, strike, riot, civil commotion, act of terrorism and natural disasters such as earthquake and flood.

Workmen compensation policies cover two legal liabilities. Firstly, the Work Injury Compensation Act provides compensation to workers or their dependants for specified occupational diseases, personal injuries or deaths caused by accidents arising out of and in the course of employment. Secondly, "Common Law" covers an employer's liability under common law to his workers, due to negligence leading to an accident resulting in death or injury.

Fire insurance policies insure properties against physical losses or damages by fire and lightning and extraneous perils such as riot & strike, malicious damage, explosion, aircraft damage, impact damage, bursting & overflowing of water pipes, flood, earthquake, volcanic eruption, hurricane, cyclone, typhoon or windstorm.

Objectives of managing risks and policies for mitigating risks

The objectives of managing insurance risks are to enhance the long-term financial performance of the business and limit any excessive variability of the insurance results.

Underwriting insurance contracts involves the pooling of a large number of uncorrelated risks to reduce relative variability. The Group adopts the following measures to manage the general insurance risks:

- underwriting standards – to select risks and control exposure in accordance to established guidelines;
- claims control – to pay claims fairly and control claim wastage or fraud;
- pricing and reserving standards – to ensure adequate pricing for risks and valuation of insurance liabilities;
- reinsurance protection – to limit exposure to large insurance contracts and large claims.

Concentration risk is particularly relevant in the case of natural disasters and other catastrophes. The Group's insurance contracts mostly cover perils and risks in Singapore. As such, the Group's concentration risk is negligible as Singapore is hardly exposed to natural disasters.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(b) General Insurance Contracts Risk Management (continued)

Objectives of managing risks and policies for mitigating risks (continued)

Perils like floods, epidemics and terrorism do present a level of variability and correlation in the future claim experience but these concentration of risks are protected by event excess of loss reinsurance. In addition, these risks are not material given the likelihood of such events.

Geographically, the Group's risks are concentrated in Singapore. Concentration risk arising from natural catastrophes is negligible as the exposure to natural disasters in Singapore is minimal from historical experience. About 75% (2016: 80%) of the Group's general insurance portfolio is motor insurance with risks well diversified across private cars, commercial vehicles, motorcycles, buses and taxis.

Sensitivity analysis

Given the uncertainty in establishing the claims and premium liabilities, it is likely that the final outcome will be different from the estimation. The table below gives an indication of the sensitivity of the insurance liabilities (claims and premium liabilities), and the corresponding amount will be recognized as surplus/deficit to the General Insurance Fund:

		2017		2016	
Assumption	Change	Impact on net liabilities $'000	Impact on net liabilities %	Impact on net liabilities $'000	Impact on net liabilities %
Assumed loss ratio	+20%	**72,158**	**11%**	80,058	13%
for Bornhuetter Ferguson method and Unexpired Risk reserve	-20%	**(72,158)**	**-11%**	(80,058)	-13%

(c) Financial risk

The Group has to meet substantial long-term liabilities to policyholders for claims and maturity payments and to ensure that adequate liquidity is available to meet short-term claims, solvency margin and capital adequacy for existing and new business. The Group invests in a variety of market instruments such as bonds and quoted and unquoted equities which expose the Group to a number of risks such as interest rate, liquidity, currency, market and credit risks.

The management of these risks lies with the Risk Management and Investment Committees. The Risk Management Committee sets the policy and framework for the risk management function and reviews its appropriateness regularly. The administration of the financial risk management process is delegated to the senior management of the Group. Primarily, the risk management process focuses on mitigating the risks due to uncertainties of the financial market to minimise the adverse impact of these risks on the financial performance of the Group. A key aspect of risk management is matching the timing of cash flows from assets and liabilities. The Investment Committee sets the strategic asset allocation that is consistent with the asset/liability management strategies and approves investment guidelines and limits.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

The Group's investment objective is to ensure that it is able to meet future liabilities associated with the insurance products that it underwrites and produce stable and sustainable medium to long term returns on investments, while at the same time, preserving the solvency of the Group.

Disciplined risk control is an integral part of the Group's investment process. Well established and liquid market indices are employed as the benchmarks to ensure diversification across geography, sector, industry and security. In addition, the Group makes use of limits and guidelines to control the risks in the areas of country, sector, duration, currency, credit quality and single security exposure.

Investment-Linked Fund's liabilities are fully matched by the assets held in the respective investment-linked policies sub-funds. Financial risk is wholly borne by the policyholders.

(i) Market risk

Market risk is the risk of loss arising from uncertainty concerning movements in market prices and rates, including observable variables such as interest rates, exchange rates, and others that may be only indirectly observable such as volatilities and correlations. Market risk includes such factors as changes in economic environment, consumption pattern and investor's expectation etc. which may have significant impact on the value of the investments.

The Group's investments are substantially dependent on changes in interest rates and equity prices.

The Group regularly monitors its exposure to different asset classes to satisfy itself that its exposure to equities, debt securities, and other risk assets are within the Group's self-imposed risk tolerance limits.

The Group distinguishes market risk to be as follows:

(a) Equity price risk;
(b) Interest-rate risk;
(c) Foreign exchange risk.

(a) Equity price risk

The Group is exposed to equity price risk arising from listed investments held which are classified as fair value through profit or loss and available-for-sale.

The Group monitors equity exposure against a benchmark set and agreed by the Investment Committee, and has a process in place to manage the exposure. This process includes monitoring the country, sector, single security exposure of the portfolio against the limits set.

The Group also formulates equity risk management strategy taking into account the full range of the Group's equity holdings. The Group's investments in equities are substantially in Asia.

The statistical risk analytic tools used by the Group to monitor price risk exposures are the volatility of the benchmark and beta of the portfolio. In this analysis, equity and index exposures are grouped by appropriate market indices, as determined by the Group, and the net beta adjusted exposures to each market index are calculated.

The Group has chosen the Morgan Stanley Composite Index ("MSCI") Singapore, MSCI Asia Ex-Japan and MSCI Global indices as representative market indices for all the equities held at the reporting date. In addition, the Group makes adjustments or assumptions where it determines this to be necessary or appropriate. Historical statistics used in the model may not accurately estimate future changes particularly in periods of market turmoil. Actual results may differ substantially from these estimates.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(i) Market risk (continued)

(a) Equity price risk (continued)

Sensitivity analysis for changes in risk variable that was reasonably possible at year-end is as follows:

	2017	
	Impact on net operating surplus $'000	Impact on equity $'000
MSCI Singapore		
+10%	**147,273**	**3,875**
-10%	**(147,273)**	**(3,875)**
MSCI Asia ex Japan		
+10%	**153,456**	**5,298**
-10%	**(153,456)**	**(5,298)**
MSCI Global Equities		
+10%	**235,452**	**6,261**
-10%	**(235,452)**	**(6,261)**

	2016	
	Impact on net operating surplus $'000	Impact on equity $'000
MSCI Singapore		
+13%	167,918	7,055
-13%	(167,918)	(7,055)
MSCI Asia ex Japan		
+12%	134,973	5,817
-12%	(134,973)	(5,817)
MSCI Global Equities		
+9%	142,962	4,780
-9%	(142,962)	(4,780)

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(i) Market risk (continued)

(b) Interest-rate risk

The Group is exposed to interest-rate risk primarily through investments in fixed income securities by the insurance funds and policy liabilities in those Funds which are guaranteed.

The presence of interest-rate risk is the result of not holding assets that match policy liabilities fully. The interest-rate risk arising from asset-liability tenure mismatch is actively managed and monitored by the Investment Committee.

Interest-rate risk are managed by the Group on an ongoing basis with the primary objective of limiting the extent to which solvency can be affected by an adverse movement in interest rates.

The Group reduces interest-rate risk through the close matching of assets and guaranteed liabilities of insurance funds. In this respect, the Group uses derivative instruments, including interest rate and cross currency swaps, to reduce interest rate risk with the aim of facilitating efficient portfolio management.

The long duration of policy liabilities in the insurance funds and the uncertainty of the cash flows of the said Funds mean interest rate risk cannot be completely eliminated, except to match guarantees as much as possible.

The Group's approach is to extend the duration of assets to better match the duration of liabilities. This is achieved by allocating assets to long-dated bonds. The entire fixed income portfolio is consolidated into a single pool to be matched in principle against the Minimum Condition Liability of the Par Fund, allowing greater investment flexibility.

The remaining liabilities are backed by equities, fixed income securities, loans and investment properties with a view to maximise long term returns subject to acceptable volatility in market value.

Shareholders' fund has exposure to fixed income investments, which will be subject to mark-to-market valuation.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(i) Market risk (continued)

(b) Interest-rate risk (continued)

A study of fixed income securities' yield movement during the previous periods has been undertaken and a 100bps change in yield across the different curves is considered to be a reasonable basis for interest rate sensitivity analysis.

The table below summarises the impact on net operating surplus and equity based on a 100bps parallel shift in the yield curves:

	2017	
	Impact on net operating surplus $'000	Impact on equity $'000
Parallel shift in yield curves		
+100 bps	**(1,321,101)**	**(36,955)**
-100 bps	**1,514,248**	**39,742**

	2016	
	Impact on net operating surplus $'000	Impact on equity $'000
Parallel shift in yield curves		
+100 bps	(1,205,958)	(32,699)
-100 bps	1,379,414	36,222

(c) Foreign currency risk

The Group operates mainly in Singapore, with over 99% (2016: 99%) of its insurance liabilities denominated in Singapore Dollars.

The Group mitigates the potential foreign currency risks arising from its investment in financial assets through hedging. The potential foreign currency risks arising from the investment in foreign currency denominated bonds are hedged back into Singapore Dollars using foreign exchange forward contracts and currency swaps.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(i) Market risk (continued)

(c) Foreign currency risk (continued)

The following table presents the Group's exposures to major foreign currencies, presented in Singapore Dollars equivalent amounts as at:

	2017					
	USD $'000	EUR $'000	HKD $'000	GBP $'000	JPY $'000	Others $'000
Assets						
Investments						
– Equities	906,874	234,491	534,957	214,784	9,171	948,095
– Debt securities	5,357,710	381,230	–	100,389	–	50,945
– Funds	2,025,385	581,666	53,871	9,440	11,417	66,812
– Investment debtors	3,596	17	37	552	37	262
Cash and cash equivalents	148,038	2,369	1,218	5,776	173	9,695
Liabilities						
– Investment creditors	(44,618)	–	–	–	–	–
Total	8,396,985	1,199,773	590,083	330,941	20,798	1,075,809
Less:						
Derivative contracts (net currency exposure)	(7,766,980)	(1,329,805)	(557,878)	(383,702)	(112,727)	(1,205,703)
Net foreign currency risk exposure	630,005	(130,032)	32,205	(52,761)	(91,929)	(129,894)

	2016					
	USD $'000	EUR $'000	HKD $'000	GBP $'000	JPY $'000	Others $'000
Assets						
Investments						
– Equities	719,688	189,324	365,356	193,593	6,706	714,115
– Debt securities	5,035,169	235,850	–	79,621	–	54,610
– Funds	1,658,418	516,708	6,232	4,865	7,606	61,038
– Investment debtors	8,939	73	10	23	26	33
Cash and cash equivalents	157,747	1,113	500	2,125	173	7,218
Liabilities						
– Investment creditors	(15,075)	(252)	–	–	–	–
Total	7,564,886	942,816	372,098	280,227	14,511	837,014
Less:						
Derivative contracts (net currency exposure)	(7,191,644)	(990,182)	(396,483)	(305,815)	(63,226)	(886,950)
Net foreign currency risk exposure	373,242	(47,366)	(24,385)	(25,588)	(48,715)	(49,936)

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(i) Market risk (continued)

(c) Foreign currency risk (continued)

The Group's foreign currency risk exposure is closely tracked and the net exposure is minimised through monthly rebalancing.

Based on monthly volatilities, management estimates ±2% (2016: ±2%) change in the relevant currency risk to be reasonably possible at the reporting date.

Sensitivity for changes in risk variable that was reasonably possible is as follows:

		2017	
Currency		Impact on net operating surplus $'000	Impact on equity $'000
USD	2% strengthening	**(14,331)**	**26,931**
	2% weakening	**14,331**	**(26,931)**
EUR	2% strengthening	**(14,796)**	**12,195**
	2% weakening	**14,796**	**(12,195)**
HKD	2% strengthening	**(10)**	**654**
	2% weakening	**10**	**(654)**
GBP	2% strengthening	**(1,404)**	**349**
	2% weakening	**1,404**	**(349)**
JPY	2% strengthening	**(2,067)**	**228**
	2% weakening	**2,067**	**(228)**

		2016	
Currency		Impact on net operating surplus $'000	Impact on equity $'000
USD	2% strengthening	(17,093)	24,557
	2% weakening	17,093	(24,557)
EUR	2% strengthening	(11,703)	10,756
	2% weakening	11,703	(10,756)
HKD	2% strengthening	(1,138)	650
	2% weakening	1,138	(650)
GBP	2% strengthening	(802)	290
	2% weakening	802	(290)
JPY	2% strengthening	(1,126)	152
	2% weakening	1,126	(152)

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(ii) Credit risk

Credit risk is the risk arising from the uncertainty of an obligor's ability to fulfil its contractual obligations to the Group. The risk gives rise to financial losses as a result of default of an obligor or deterioration in its credit quality. The obligors include security issuers, derivatives transactional counterparties, policyholders, reinsurers, brokers and other intermediaries such as exchange/clearing houses.

Credit risk management is incorporated in the management of the Group's investments and business activities, and entails credit quality controls, credit risk limits and active monitoring of exposures against these limits with ongoing effort to manage breaches or deviations.

The Risk Management Committee approves and reviews on a regular basis the credit risk management framework including the limits and methodology, and provides oversight of credit risk taken by the Group to ensure it is consistent with the investment and business strategies approved by the Board.

Evaluation of an issuer's or counterparty's credit risk is undertaken by credit origination business units. Monitoring of credit and concentration risk is carried out by Risk Management. Overall investment limits monitoring is put in place at various levels to ensure that all investment activities are aligned with the Group's risk management principles and philosophies.

The loans in the portfolio are generally unsecured. Evaluation and monitoring of credit risk arising from such loans is undertaken by the Investment Department. The carrying amount of past due or impaired corporate loans on 31 December 2017 is nil (2016: nil).

The consumer loan portfolio as at 31 December 2017 amounts to $23 million, net of impairment (2016: $27 million). This is made up of secured and unsecured loans of which about 99% (2016: 99%) are secured loans.

For the management of credit risk of secured consumer loans, the Group regularly performs a valuation exercise to derive the fair value of the collaterals. The purpose of this exercise is to monitor the Loan to Valuation Ratio. For some loans, the Group may repossess the collateral when the loan defaults.

The Group's credit policy to monitor the default risk on unsecured loans is to engage an external agent to regularly inform the Group if any of the borrowers are currently facing legal actions by other creditors.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(ii) Credit risk (continued)

The following table provides information regarding the carrying value of financial assets that have been impaired and the ageing of financial assets that are past due but not impaired.

	2017					
		Financial assets that are past due but not impaired				
	Neither past due nor impaired $'000	Up to 3 months $'000	3 months to 1 year $'000	Greater than 1 year $'000	Total $'000	Financial assets that have been impaired $'000
Debt securities	**22,934,587**	**–**	**–**	**–**	**22,934,587**	**–**
Loans	**695,883**	**14**	**7**	**71**	**695,975**	**116**
Derivatives with positive fair values	**151,124**	**–**	**–**	**–**	**151,124**	**–**
Reinsurers' share of insurance contract provisions	**32,306**	**–**	**–**	**–**	**32,306**	**–**
Insurance and other receivables	**169,117**	**96,056**	**15,399**	**–**	**280,572**	**3,118**
Cash and cash equivalents	**585,761**	**–**	**–**	**–**	**585,761**	**–**

	2016					
		Financial assets that are past due but not impaired				
	Neither past due nor impaired $'000	Up to 3 months $'000	3 months to 1 year $'000	Greater than 1 year $'000	Total $'000	Financial assets that have been impaired $'000
Debt securities	21,270,961	–	–	–	21,270,961	–
Loans	690,871	2,327	23	1,029	694,250	289
Derivatives with positive fair values	33,854	–	–	–	33,854	–
Reinsurers' share of insurance contract provisions	34,617	–	–	–	34,617	–
Insurance and other receivables	279,373	87,579	10,532	158	377,642	2,434
Cash and cash equivalents	664,724	–	–	–	664,724	–

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(ii) Credit risk (continued)

The table below provides information regarding the credit risk exposure of the Group by classifying assets according to the rating buckets.

	2017			
	Investment Grade (AAA to BBB-) $'000	Below Investment Grade (Below BBB-) $'000	Non-rated $'000	Total $'000
Debt securities	**18,033,655**	**58,470**	**4,842,462**	**22,934,587**
Loans	**–**	**–**	**695,975**	**695,975**
Cash and cash equivalents	**585,761**	**–**	**–**	**585,761**
Derivatives with positive fair values	**–**	**–**	**151,124**	**151,124**

	2016			
	Investment Grade (AAA to BBB-) $'000	Below Investment Grade (Below BBB-) $'000	Non-rated $'000	Total $'000
Debt securities	16,351,842	216,226	4,702,893	21,270,961
Loans	–	–	694,250	694,250
Cash and cash equivalents	664,724	–	–	664,724
Derivatives with positive fair values	–	–	33,854	33,854

The carrying amount of assets included in the statement of financial position represents the maximum credit exposure.

Cash and cash equivalents and derivative transactions are carried out with banks and financial institutions (i) which are regulated by the MAS and other regulators overseas; and (ii) whose credit is rated investment grade by the rating agencies.

Ceded reinsurance contains credit risk, and such reinsurance assets are reported after deductions for known insolvencies and uncollectible items. The Group monitors the financial condition of its reinsurers on an ongoing basis and reviews its reinsurance arrangements periodically. When selecting its reinsurers, the Group considers their relative financial security. The security of the reinsurer is assessed based on public rating information.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(iii) Liquidity risk

The Group is exposed to liquidity risk when it is the inability to meet its obligations at a reasonable cost. The liquidity risk could arise through bad publicity or adverse market conditions leading to unexpected cash demands and huge amount of surrenders. As a result, the Group may have to sell off assets to provide the cash lump-sum payment.

The Group maintains a level of cash and cash flow deemed adequate by management to finance its operations and to mitigate the effects of fluctuations in cash requirements. Liquidity management requires the Group to maintain a liquid position at all times to meet unexpected claims payments when they fall due and simultaneously holding an asset mix which meets the Group's target return. The Group monitors liquidity risk through the monthly tracking of the liquidity position of each insurance fund and through the performance of liquidity stress tests based on the S&P rating standards.

For the Life Par Fund, the Group manages liquidity risk by matching the asset cash flows to the cumulative outflows in the immediate next two years on an ongoing basis as well as putting in place an asset liability matching strategy. The liquidity risk in the fund is minimised by holding adequate cash and also close monitoring of surrenders and redemptions.

For the Non-Par Fund, the business is managed on an annual cash flow basis ensuring sufficient cash flow of premium as part of the liability matching strategy and monitoring of the experience to ensure claims can be paid.

For the General Insurance Fund, a significant portion of the assets are liquid assets which can be easily liquidated to pay claims.

For Investment-Linked Funds, the liabilities and unit prices for transactions fully reflect the market value of assets held in the respective Investment-Linked Product sub-funds. A significant portion of the assets are liquid assets which can be easily liquidated to fund liquidation of units by unit-holders.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(c) Financial risk (continued)

(iii) Liquidity risk (continued)

The table below shows the gross liability including both guaranteed and non-guaranteed benefits (before reinsurance) as at 31 December 2017 based on estimated timing of net cash outflows. Almost all investment contracts may be surrendered. In this case, the earliest contractual maturity date is the reporting date. The liability will be the surrender value required if all investment contract policyholders surrender at the reporting date.

	2017				
	Total $'000	Within 1 year $'000	1 – 5 years $'000	6 – 15 years $'000	Over 15 years $'000
Long Term business					
– Insurance contracts	**(30,645,327)**	**(2,940,175)**	**(4,788,917)**	**(7,708,112)**	**(15,208,123)**
– Investment contracts	**(10,454)**	**(3,322)**	**(7,132)**	**–**	**–**
Total	**(30,655,781)**	**(2,943,497)**	**(4,796,049)**	**(7,708,112)**	**(15,208,123)**

	2016				
	Total $'000	Within 1 year $'000	1 – 5 years $'000	6 – 15 years $'000	Over 15 years $'000
Long Term business					
– Insurance contracts	(27,794,774)	(2,409,973)	(3,899,899)	(7,140,886)	(14,344,016)
– Investment contracts	(13,652)	(3,359)	(10,293)	–	–
Total	(27,808,426)	(2,413,332)	(3,910,192)	(7,140,886)	(14,344,016)

The table below shows the undiscounted contractual cash flows in relation to derivative instruments, borrowings and other payables:

	2017				
	Total $'000	Within 1 year $'000	1 – 5 years $'000	6 – 15 years $'000	Over 15 years $'000
Derivative financial instruments	**(104,639)**	**(49,618)**	**(40,925)**	**(14,032)**	**(64)**
Insurance and other payables	**(1,109,312)**	**(1,067,734)**	**(37,147)**	**(3,268)**	**(1,163)**
Borrowings (include interest)	**(1,179,976)**	**(31,508)**	**(1,148,468)**	**–**	**–**

	2016				
	Total $'000	Within 1 year $'000	1 – 5 years $'000	6 – 15 years $'000	Over 15 years $'000
Derivative financial instruments	(334,788)	(189,971)	(99,516)	(45,197)	(104)
Insurance and other payables	(934,225)	(894,844)	(36,785)	(2,428)	(168)
Borrowings (include interest)	(1,143,889)	(442,189)	(87,660)	(614,040)	–

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(d) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the statement of financial position and in Note 11 and Note 14 to the financial statements, except for the following.

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Loans and receivables	**1,241,324**	**73,248**	**77,769**	**72,869**	**97,098**	**1,562,308**
Financial liabilities	**1,199,349**	**121,905**	**53,335**	**106,061**	**644,355**	**2,125,005**

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Loans and receivables	1,349,569	85,438	111,239	79,510	110,860	1,736,616
Financial liabilities	1,027,124	102,363	65,562	113,070	645,193	1,953,312

(e) Capital management

The Group's capital policy is to ensure capital efficiency and the ability to self-generate sufficient level of surpluses within each fund to support the existing and on-going development. This is especially important given its co-operative status and limited avenues for raising capital.

The Group's capital management framework is to ensure the use of capital and generation of surplus through steering of bonus distribution strategy, investment strategy, product pricing and development and risk management. Critical amongst these is to ensure that products are priced on a profitable basis to self-generate surpluses and bolster capital. To ensure this, minimum pricing standards have been set.

The Co-operative is required to comply with the regulatory capital requirement prescribed in the Insurance (Valuation and Capital) Regulations 2004 under the Insurance Act. Under the Risk-based Capital Framework regulation set by MAS, insurance companies are required to satisfy a minimum capital adequacy ratio of 120%. MAS may prescribe different fund solvency requirements or capital adequacy requirements for different classes of insurance business and for different types of insurers. The Co-operative has a capital adequacy ratio in excess of the minimum requirement.

Regulated capital of the Co-operative as at 31 December 2017 comprised Available Capital at $10.12 billion, Risk Capital at $3.6 billion and Capital Adequacy Ratio of 282%. The amounts as at 31 December 2016 comprised: Available Capital at $8.71 billion, Risk Capital at $3.27 billion and Capital Adequacy Ratio of 266%.

(f) Fair value measurements

The following table presents our financial assets and liabilities measured at fair value and classified by level of the following fair value measurement hierarchy.

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

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(f) Fair value measurements (continued)

	2017			
	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Assets				
Investments designated at fair value through profit or loss				
– Equities	**4,773,007**	**2**	**–**	**4,773,009**
– Funds	**2,431,785**	**–**	**–**	**2,431,785**
– Debt securities	**21,924,457**	**331,068**	**902**	**22,256,427**
Available-for-sale investments				
– Equities	**85,376**	**4**	**41,538**	**126,918**
– Funds	**63,866**	**–**	**1,746,242**	**1,810,108**
– Debt securities	**666,082**	**12,078**	**–**	**678,160**
	29,944,573	**343,152**	**1,788,682**	**32,076,407**
– Derivative financial instruments	**3,193**	**147,931**	**–**	**151,124**
	29,947,766	**491,083**	**1,788,682**	**32,227,531**
Liabilities				
– Derivative financial instruments	**(1,359)**	**(77,943)**	**–**	**(79,302)**

	2016			
	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Assets				
Investments designated at fair value through profit or loss				
– Equities	3,855,999	–	–	3,855,999
– Funds	1,858,503	–	–	1,858,503
– Debt securities	20,467,728	163,465	1,117	20,632,310
Available-for-sale investments				
– Equities	99,537	–	42,548	142,085
– Funds	59,214	–	1,516,449	1,575,663
– Debt securities	616,452	22,199	–	638,651
	26,957,433	185,664	1,560,114	28,703,211
– Derivative financial instruments	3,416	30,438	–	33,854
	26,960,849	216,102	1,560,114	28,737,065
Liabilities				
– Derivative financial instruments	(2,207)	(358,084)	–	(360,291)

The fair value of financial instruments traded in active markets (such as trading and available-for-sale securities) is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the Group is the last traded price for equity investments and bid prices for fixed income investments. These instruments are included in Level 1.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(f) Fair value measurements (continued)

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date. Quoted market prices or dealer quotes for similar instruments are used to estimate fair value for long-term debt for disclosure purposes. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments. The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates at the reporting date. These investments are included in Level 2 and comprise debt investments and derivative financial instruments. In infrequent circumstances, where a valuation technique for these instruments is based on significant unobservable inputs, such instruments are included in Level 3.

The following table presents the changes in Level 3 instruments:

	2017			
	Fair value through profit or loss	Available-for-sale investments		
	Debt securities $'000	Unquoted funds $'000	Unquoted equities $'000	Total $'000
At 1 January	1,117	1,516,449	42,548	1,560,114
Sales of Level 3 securities	–	(311,573)	–	(311,573)
Purchases of Level 3 securities	–	440,746	–	440,746
Revaluation reserve	–	3,637	(1,144)	2,493
Gains and losses recognised in profit or loss	(215)	96,983	134	96,902
At 31 December	902	1,746,242	41,538	1,788,682

During the financial year ended 31 December 2017, there is no transfer of investments between Level 1 and 2, and in and out of Level 3 of the fair value hierarchy.

	2016			
	Fair value through profit or loss	Available-for-sale investments		
	Debt securities $'000	Unquoted funds $'000	Unquoted equities $'000	Total $'000
At 1 January	16,289	1,395,294	41,874	1,453,457
Sales of Level 3 securities	(12,481)	(246,486)	–	(258,967)
Purchases of Level 3 securities	–	266,420	–	266,420
Revaluation reserve	–	54,882	674	55,556
Gains and losses recognised in profit or loss	(2,691)	46,339	–	43,648
At 31 December	1,117	1,516,449	42,548	1,560,114

During the financial year ended 31 December 2016, there is no transfer of investments between Level 1 and 2, and in and out of Level 3 of the fair value hierarchy.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(f) Fair value measurements (continued)

Valuation techniques and inputs used in Level 3 fair value measurements

The following table presents the valuation techniques and key inputs that were used to determine the fair value of investments categorised under Level 3 of the fair value hierarchy which involves significant unobservable inputs.

	2017			
	Fair value $'000	Classification	Valuation technique	Unobservable Input
Assets				
Debt securities	**902**	**FVPL[a]**	**Dealers' Quotes**	**Default / recovery / prepay / liquidity assumptions**
Unquoted funds	**1,746,242**	**AFS[b]**	**Net Asset Value**	**Net asset value of investment vehicles**
Unquoted equities	**41,538**	**AFS[b]**	**Net Asset Value**	**Net asset value of investment entities**
Total	**1,788,682**			

	2016			
	Fair value $'000	Classification	Valuation technique	Unobservable Input
Assets				
Debt securities	1,117	FVPL[a]	Dealers' Quotes	Default / recovery / prepay / liquidity assumptions
Unquoted funds	1,516,449	AFS[b]	Net Asset Value	Net asset value of investment vehicles
Unquoted equities	42,548	AFS[b]	Net Asset Value	Net asset value of investment entities
Total	1,560,114			

(a) FVPL denotes financial instruments classified as fair value through profit or loss
(b) AFS denotes financial instruments classified as available-for-sale

Valuation processes of the Group

Valuation of unquoted funds were based on net asset value reports as at 30 September 2017, adjusted for the net cash flows movement from 1 October 2017 until 31 December 2017. If a premium of 2.2% (2016: 2.2%) had been applied, the impact on the valuation would have been $38.41 million (2016: $33.36 million).

Valuation of debt securities classified as Level 3 assets is determined based on quotes from dealers, adjusted for liquidity provision. These securities are currently in the process of being wound down.

Valuation of unquoted equities that are co-operatives were valued at cost based on their realisable values as set out in the by-laws. Other unquoted equities were valued based on net tangible assets of their latest management accounts. If a premium of 3.0% (2016: 2.0%) has been applied, the impact on the valuation would have been $1.16 million (2016: $0.79 million).

The carrying value less impairment provision of insurance receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated based on quoted market prices or dealer quotes for similar instruments by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(f) Fair value measurements (continued)

Investment properties

	2017 $'000	2016 $'000
Life Insurance Par Fund		
At 1 January	**1,779,708**	1,698,529
Additions	**215**	1,762
Disposals	**(1,462)**	(6,980)
Asset held for sale	**(1,220)**	–
Change in net fair value recognised in profit or loss	**92,760**	86,397
At 31 December	**1,870,001**	1,779,708

Investment properties are carried at fair values at the reporting date as determined by independent professional valuers.

Fair value hierarchy

	Fair value measurements at 31 December 2017 using		
	Quoted prices in active markets for identical assets (Level 1) $'000	Significant other observable inputs (Level 2) $'000	Significant unobservable inputs (Level 3) $'000
Life Insurance Par Fund			
Recurring fair value measurements			
Investment properties	–	–	**1,870,001**

During the financial year ended 31 December 2017, there was no transfer of investments between Level 1 and 2, and in and out of Level 3 of the fair value hierarchy.

	Fair value measurements at 31 December 2016 using		
	Quoted prices in active markets for identical assets (Level 1) $'000	Significant other observable inputs (Level 2) $'000	Significant unobservable inputs (Level 3) $'000
Life Insurance Par Fund			
Recurring fair value measurements			
Investment properties	–	–	1,779,708

During the financial year ended 31 December 2016, there was no transfer of investments between Level 1 and 2, and in and out of Level 3 of the fair value hierarchy.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(f) Fair value measurements (continued)

Investment properties (continued)

Valuation techniques and inputs used in Level 3 fair value measurements

The following table presents the valuation techniques and key inputs that were used to determine the fair value of investment properties categorised under Level 3 of the fair value hierarchy which involves significant unobservable inputs.

Description	Fair value at 31 December 2017 $'000	Valuation techniques	Unobservable inputs[1]	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Completed Investment properties	**1,870,001**	**Income Capitalisation Approach**	**Estimated rental rate**	**Retail: $8 to $18 per square foot per month Office / Industrial: $2 to $9 per square foot per month**	**The higher the rental value per square foot, the higher the fair value.**
			Capitalisation rate	**3.5% to 6.5%**	**The higher the capitalisation rate, the lower the fair value.**
		Discounted Cash Flow Approach	**Rental growth rate**	**3% to 3.25%**	**The higher the rental growth rate, the higher the fair value.**
			Discount rate	**6.5% to 7.25%**	**The higher the discount rate, the lower the fair value.**
		Direct Comparison Approach	**Valuation per square foot**	**Retail: $4,180 to $5,964 per square foot Office / Industrial: $260 to $3,819 per square foot**	**The higher the valuation per square foot, the higher the fair value.**

[1] There were no significant inter-relationships between unobservable inputs.

Description	Fair value at 31 December 2016 $'000	Valuation techniques	Unobservable inputs[1]	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Completed Investment properties	1,779,708	Income Capitalisation Approach	Estimated rental rate	Retail:$11 to $19 per square foot per month Office / Industrial: $2 to $9 per square foot per month	The higher the rental value per square foot, the higher the fair value.
			Capitalisation rate	3.5% to 6.5%	The higher the capitalisation rate, the lower the fair value.
		Discounted Cash Flow Approach	Rental growth rate	3.0% to 3.3%	The higher the rental growth rate, the higher the fair value.
			Discount rate	6.5% to 7.5%	The higher the discount rate, the lower the fair value.
		Direct Comparison Approach	Valuation per square foot	Retail: $4,226 to $8,419 per square foot Office / Industrial: $303 to $3,819 per square foot	The higher the valuation per square foot, the higher the fair value.

[1] There were no significant inter-relationships between unobservable inputs.

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(f) Fair value measurements (continued)

Investment properties (continued)

Valuation processes of the Group

The Group engages external, independent and qualified valuers to determine the fair values of the Group's investment properties at the end of every financial year based on the properties' highest and best use.

In the Income Capitalisation Approach, gross rental income (net of GST) is estimated at a mature maintainable occupancy level from which total expenses have been deducted and net income capitalised at an appropriate rate.

The Discounted Cash Flow Approach involves the estimation and projection of a net income stream over a period and discounting the net income stream with an internal rate of return to arrive at the market value. The discounted cash flow method requires the valuer to assume a rental growth rate indicative of market and the selection of a target internal rate of return consistent with the current market requirements.

The Direct Comparison Approach involves analysis of recent transactions of comparable properties within the vicinity and elsewhere in Singapore. Necessary adjustments have been made for the differences in location, tenure, size, shape, design and layout, age and condition of buildings, date of transactions and the prevailing market and prevailing condition amongst other factors affecting their values.

The Residual Land Value Approach requires an estimate of the gross development value of the proposed development assuming it is completed, from which the various costs of development such as construction costs, professional fees, GST, financial and holding charges on the land and construction, developer's profit, cost of sale, promotion and legal fees are deducted to arrive at the residual land value which would represent what a prudent developer would pay for the site with all its potentialities. The gross development value is arrived at by the direct comparison approach and the income capitalisation approach.

Financial asset / liabilities not carried at fair value

Loans

The fair value of consumer loans is based on cash flows discounted at the interest rate of the Co-operative's subordinated debt (Note 18) and are classified as Level 3. The fair value and interest rates used are as follows.

	2017		
	Life Insurance Par Fund		Interest rate used
	Carrying value $'000	Fair value $'000	
Consumer loans	**23,463**	**19,945**	**3.65%**

	2016		
	Life Insurance Par Fund		Interest rate used
	Carrying value $'000	Fair value $'000	
Consumer loans	27,479	23,427	3.65%

4. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (CONTINUED)

(f) Fair value measurements (continued)

Financial asset / liabilities not carried at fair value (continued)

Insurance and other payables

The fair values of insurance and other payables are based on cash flows discounted at the interest rate of the Co-operative's subordinated debt (Note 18) and are classified as level 3. The fair values and interest rates used are as follows:

	2017						
	Life Insurance Par Fund		Life Insurance Non-Par Fund		General Insurance Fund		Interest rate used
	Carrying value $'000	Fair value $'000	Carrying value $'000	Fair value $'000	Carrying value $'000	Fair value $'000	
Outstanding claims	**6,888**	**6,029**	**21,567**	**19,615**	**–**	**–**	**3.65%**
Investments and other payables	**13,054**	**12,348**	**–**	**–**	**1**	**1**	**3.65%**
Total	**19,942**	**18,377**	**21,567**	**19,615**	**1**	**1**	

	2016						
	Life Insurance Par Fund		Life Insurance Non-Par Fund		General Insurance Fund		Interest rate used
	Carrying value $'000	Fair value $'000	Carrying value $'000	Fair value $'000	Carrying value $'000	Fair value $'000	
Outstanding claims	7,772	6,832	18,028	16,921	–	–	3.65%
Investments and other payables	13,336	12,609	–	–	245	233	3.65%
Total	21,108	19,441	18,028	16,921	245	233	

* The fair value of insurance and other payables to be settled within the next 12 months are not presented as the carrying values approximate their fair values.

5. PROPERTY, PLANT AND EQUIPMENT

	2017				
	Office equipment $'000	Furniture and fittings $'000	Computer equipment $'000	Motor vehicles $'000	Total $'000
Life Insurance Par Fund					
Cost					
At 1 January 2017	**1,963**	**20,604**	**15,655**	**1,233**	**39,455**
Additions	**126**	**765**	**1,866**	**–**	**2,757**
Disposals	**(100)**	**–**	**(472)**	**(217)**	**(789)**
At 31 December 2017	**1,989**	**21,369**	**17,049**	**1,016**	**41,423**
Accumulated depreciation					
At 1 January 2017	**1,444**	**18,297**	**10,060**	**742**	**30,543**
Charge for the year	**133**	**1,051**	**1,700**	**138**	**3,022**
Disposals	**(100)**	**–**	**(356)**	**(217)**	**(673)**
At 31 December 2017	**1,477**	**19,348**	**11,404**	**663**	**32,892**
Carrying amount					
At 31 December 2017	**512**	**2,021**	**5,645**	**353**	**8,531**

	2016				
	Office equipment $'000	Furniture and fittings $'000	Computer equipment $'000	Motor vehicles $'000	Total $'000
Life Insurance Par Fund					
Cost					
At 1 January 2016	1,565	19,775	15,933	957	38,230
Additions	430	829	2,159	276	3,694
Disposals	(32)	–	(2,437)	–	(2,469)
At 31 December 2016	1,963	20,604	15,655	1,233	39,455
Accumulated depreciation					
At 1 January 2016	1,356	16,676	11,098	650	29,780
Charge for the year	120	1,621	1,399	92	3,232
Disposals	(32)	–	(2,437)	–	(2,469)
At 31 December 2016	1,444	18,297	10,060	742	30,543
Carrying amount					
At 31 December 2016	519	2,307	5,595	491	8,912

Depreciation expense is included in "Management expenses" in the statement of comprehensive income.

6. INTANGIBLE ASSETS

	2017 $'000	2016 $'000
Life Insurance Par Fund		
Cost		
At 1 January	**110,889**	96,366
Additions	**21,833**	14,523
At 31 December	**132,722**	110,889
Accumulated amortisation		
At 1 January	**77,803**	66,273
Charge for the year	**12,381**	11,530
At 31 December	**90,184**	77,803
Carrying amount at 31 December	**42,538**	33,086

	2017 $'000	2016 $'000
Life Insurance Non-Par Fund		
Cost		
At 1 January	**14,414**	14,347
Additions	**115**	67
At 31 December	**14,529**	14,414
Accumulated amortisation		
At 1 January	**12,758**	9,875
Charge for the year	**1,241**	2,883
At 31 December	**13,999**	12,758
Carrying amount at 31 December	**530**	1,656

	2017 $'000	2016 $'000
Shareholders' Fund		
Cost		
At 1 January	**–**	–
Additions	**2,808**	–
At 31 December	**2,808**	–
Accumulated amortisation		
At 1 January	–	–
Charge for the year	–	–
At 31 December	–	–
Carrying amount at 31 December	**2,808**	–

Amortisation expense is included in "Management expenses" in the statement of comprehensive income.

7. INVESTMENT PROPERTIES

	2017 $'000	2016 $'000
Life Insurance Par Fund		
At 1 January	**1,779,708**	1,698,529
Additions	**215**	1,762
Disposals	**(1,462)**	(6,980)
Asset held for sale	**(1,220)**	–
Change in net fair value recognised in profit or loss	**92,760**	86,397
At 31 December	**1,870,001**	1,779,708

Investment properties are carried at fair values at the reporting date as determined by independent professional valuers.

All properties are held as investment properties within the Life Insurance Par Fund for investment purposes (rental yields and/or capital appreciation). Any change in value of the properties would accrue mainly to the participating policyholders. One of the investment properties, with carrying amount of $745,800,000 (2016: $721,700,000) is mortgaged against the bank borrowing (Note 18). These properties are held for the purpose of capital appreciation and rental income. The following amounts are recognised in profit or loss.

	2017 $'000	2016 $'000
Rental income	**96,676**	97,453
Direct operating expenses arising from investment properties that generated rental income	**(27,299)**	(26,090)

8. INVESTMENT IN SUBSIDIARIES

The subsidiaries of the Co-operative, all incorporated in Singapore and having their place of business in Singapore, at 31 December 2017, are as follows.

Name	Principal activities	Interest held by Co-operative 2017 %	Interest held by Co-operative 2016 %
Life Insurance Par Fund			
NTUC Co-operatives Suzhou Investments Pte Ltd	Investment holding	**73**	73
Savu Investments Pte Ltd	Owning and leasing an investment property	**100**	100
Shareholders' Fund			
NTUC Income Enterprises Pte Ltd (NIE)	Operator of retail and referral services	**100**	100
NTUC Income Holdings Pte. Ltd.	Investment holding	**100**	–

On 6 November 2017, the Group incorporated NTUC Income Holdings Pte. Ltd. with a share capital of $1.

9. INVESTMENT IN JOINT VENTURE COMPANY

	2017 $'000	2016 $'000
Life Insurance Par Fund		
Equity investment at cost	**82,525**	82,525

Set out below is the joint venture of the Group as at 31 December 2017. The joint venture has share capital consisting solely of ordinary shares, which are held directly by the Group; the country of incorporation is also its principal place of business.

Name of company	Country of incorporation	Principal activities	% of ownership interest	
			2017 %	2016 %
Street Square Pte Ltd[a]	Singapore	Property investment holding	**50**	50

(a) Financial year ends on 31 December

The Group has no commitments relating to its joint venture. There are also no contingent liabilities relating to the Group's interest in the joint venture.

Summarised financial information for joint venture company
Set out below is the summarised financial information of Street Square Pte Ltd based on the management accounts as of 30 September which is used for equity accounting, as this is the latest financial information available.

Summarised financial position

	Street Square Pte Ltd As at 30 September	
	2017 $'000	2016 $'000
Current assets	**16,864**	19,810
Cash and cash equivalents	**10,016**	16,245
Current liabilities	**(172,980)**	(780,142)
Financial liabilities (excluding trade payables)	**(172,276)**	(779,185)
Other current liabilities (including trade payables)	**(704)**	(957)
Non-current assets	**952,000**	949,000
Non-current liabilities	**(614,575)**	(6,529)
Financial liabilities	**(609,234)**	–
Other liabilities	**(5,341)**	(6,529)
Net assets	**181,309**	182,139

9. INVESTMENT IN JOINT VENTURE COMPANY (CONTINUED)

Summarised statement of comprehensive income

	Street Square Pte Ltd For the period from 1 October to 30 September	
	2017 $'000	**2016 $'000**
Revenue	**39,247**	45,066
Interest income	**75**	80
Expenses		
Includes:		
– Interest expense	**(24,759)**	(25,146)
Profit / (Loss) from continuing operations	**1,025**	(26,730)
Income tax expense	**(1,855)**	(4,762)
Post-tax profit / (loss) from continuing operations	**(830)**	(31,492)
Total comprehensive income	**(830)**	(31,492)
Dividends paid / declared	**–**	–

Reconciliation of summarised financial information

Reconciliation of summarised financial information presented to the carrying amount of the Group's interest in the joint venture company, is as follows.

	Street Square Pte Ltd As at 30 September	
	2017 $'000	**2016 $'000**
Net assets		
At 1 October 2016 / 2015	**182,139**	213,631
Profit / (Loss) for the year	**(830)**	(31,492)
Dividends paid / declared	**–**	–
At 30 September 2017 / 2016	**181,309**	182,139
Interest in joint venture (50%)	**90,655**	91,070
Carrying value	**90,655**	91,070

10. INVESTMENT IN ASSOCIATED COMPANIES

	2017 $'000	2016 $'000
Life Insurance Par Fund		
Equity investment at cost	**236,367**	236,367

Set out below are the associated companies of the Group as at 31 December 2017. The associated companies as listed below have share capital consisting solely of ordinary shares, which are held directly by the Group; the country of incorporation is also their principal place of business.

Name of company	Country of incorporation	Principal activities	% of ownership interest 2017 %	2016 %
One Marina Property Services Pte Ltd[(a)]	Singapore	Provision of facility management, project management, marketing and leasing services	**20**	20
Parkway Parade Partnership Ltd[(a)]	Singapore	Properties investment holding	**49**	49

(a) Financial year ends on 31 December

The Group has no commitments relating to its associated companies. There are also no contingent liabilities relating to the Group's interest in the associated companies.

Summarised financial information for associated companies
Set out below is the summarised financial information of the material associated company of the Group, based on the management accounts as at 30 November which is used for equity accounting, as this is the latest financial information available.

Summarised financial position

	Parkway Parade Partnership As at 30 November	
	2017 $'000	2016 $'000
Current assets	**29,800**	24,900
Current liabilities	**(55,900)**	(42,700)
Non-current assets	**1,244,300**	1,210,500
Non-current liabilities	**(477,700)**	(475,500)
Net assets	**740,500**	717,200

10. INVESTMENT IN ASSOCIATED COMPANIES (CONTINUED)

Summarised statement of comprehensive income

	Parkway Parade Partnership For the period from 1 December to 30 November	
	2017 $'000	**2016 $'000**
Revenue	**94,995**	96,525
Profit from continuing operations	**71,793**	44,118
Post-tax profit from continuing operations	**65,318**	36,302
Other comprehensive income / (loss)	**3**	(548)
Total comprehensive income	**65,321**	35,754
Dividends paid / declared	**(42,021)**	(41,616)

Reconciliation of summarised financial information

Reconciliation of summarised financial information presented to the carrying amount of the Group's interest in the associated companies, is as follows:

	Parkway Parade Partnership As at 30 November	
	2017 $'000	**2016 $'000**
Net assets		
At 1 December 2016 / 2015	**717,200**	723,062
Profit for the year	**65,318**	36,302
Other comprehensive income / (loss)	**3**	(548)
Dividends paid / declared	**(42,021)**	(41,616)
At 30 November 2017 / 2016	**740,500**	717,200
Interest in associated company (2017: 49%, 2016: 49%)	**359,519**	348,210
Carrying value	**359,519**	348,210
Add:		
Carrying value of individually immaterial associated companies	**2,231**	2,091
Carrying value of the Group's interest in associated companies	**361,750**	350,301

	2017 $'000	**2016 $'000**
Shareholders' Fund		
Equity investment at cost	**110,210**	110,210

Set out below is the associated company of the Group as at 31 December 2017. The associated company has share capital consisting solely of ordinary shares, which are held directly by the Group; the country of incorporation is also its principal place of business.

10. INVESTMENT IN ASSOCIATED COMPANIES (CONTINUED)

Reconciliation of summarised financial information (continued)

Name of company	Country of incorporation	Principal activities	% of ownership interest 2017 %	2016 %
NTUC Choice Homes Co-operative Ltd[(a)]	Singapore	Property development	**25**	25

(a) Financial year ends on 31 December

The Group has no commitments relating to its associated company. There are also no contingent liabilities relating to the Group's interest in the associated company.

Summarised financial information for associated company

Set out below is the summarised financial information of the associated company based on the management accounts as of 30 September which is used for equity accounting, as this is the latest financial information available.

Summarised financial information

	NTUC Choice Homes Co-operative Ltd As at 30 September 2017 $'000	2016 $'000
Current assets	**9,664**	11,657
Current liabilities	**(4,175)**	(3,495)
Non-current assets	**457,191**	457,234
Non-current liabilities	**–**	–
Adjustments made to align with Group accounting policies	**(492)**	(2,347)
Net assets	**462,188**	463,049

Summarised statement of comprehensive income

	NTUC Choice Homes Co-operative Ltd For the period from 1 October to 30 September 2017 $'000	2016 $'000
Revenue	–	1,291
Profit from continuing operations	**3,037**	6,396
Adjustments made to align with Group accounting policies	**14**	(1,374)
Post-tax profit from continuing operations	**3,067**	4,757
Other comprehensive income	–	(236)
Total comprehensive income	**3,067**	4,521
Dividends paid / declared	**(3,928)**	(3,928)

10. INVESTMENT IN ASSOCIATED COMPANIES (CONTINUED)

Reconciliation of summarised financial information

Reconciliation of summarised financial information presented to the carrying amount of the Group's interest in the associated company, is as follows:

	NTUC Choice Homes Co-operative Ltd As at 30 September	
	2017 $'000	2016 $'000
Net assets		
At 1 October 2016 / 2015	**463,049**	462,897
Profit for the year	**3,067**	4,757
Other comprehensive income	**–**	(236)
Dividends paid / declared	**(3,928)**	(3,928)
Others	**–**	(441)
At 30 September 2017 / 2016	**462,188**	463,049
Interest in associated company (25%)	**117,673**	117,892
Carrying value of the Group's interest in associated companies	**117,673**	117,892

11. OTHER FINANCIAL ASSETS

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Investments designated at fair value through profit or loss						
Quoted						
Equities	4,006,630	–	701,885	2	64,492	4,773,009
Funds	1,205,058	1,106	944,790	176,879	103,952	2,431,785
Debt securities	16,809,338	3,995,601	447,323	992,328	11,837	22,256,427
Total investments designated at fair value through profit or loss	**22,021,026**	**3,996,707**	**2,093,998**	**1,169,209**	**180,281**	**29,461,221**
Available-for-sale investments						
Quoted						
Equities	–	–	–	–	85,380	85,380
Funds	–	–	–	–	63,866	63,866
Debt securities	–	–	–	–	678,160	678,160
Unquoted						
Equities	38,282	–	–	–	3,256	41,538
Funds	1,469,334	1,460	–	182,036	93,412	1,746,242
Total available-for-sale investments	**1,507,616**	**1,460**	**–**	**182,036**	**924,074**	**2,615,186**
Total investments	**23,528,642**	**3,998,167**	**2,093,998**	**1,351,245**	**1,104,355**	**32,076,407**

11. OTHER FINANCIAL ASSETS (CONTINUED)

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Debt Securities						
To be settled within 12 months	**2,227,574**	**138,020**	**40,246**	**350,345**	**34,644**	**2,790,829**
To be settled after 12 months	**14,581,764**	**3,857,581**	**407,077**	**641,983**	**655,353**	**20,143,758**
	16,809,338	**3,995,601**	**447,323**	**992,328**	**689,997**	**22,934,587**
Equities and Funds						
No maturity date	**6,719,304**	**2,566**	**1,646,675**	**358,917**	**414,358**	**9,141,820**
Total	**23,528,642**	**3,998,167**	**2,093,998**	**1,351,245**	**1,104,355**	**32,076,407**

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Investments designated at fair value through profit or loss						
Quoted						
Equities	3,057,208	–	627,619	113,469	57,703	3,855,999
Funds	939,956	–	652,027	188,604	77,916	1,858,503
Debt securities	16,055,419	3,186,853	400,174	987,052	2,812	20,632,310
Total investments designated at fair value through profit or loss	20,052,583	3,186,853	1,679,820	1,289,125	138,431	26,346,812
Available-for-sale investments						
Quoted						
Equities	–	–	–	–	99,537	99,537
Funds	–	–	–	–	59,214	59,214
Debt securities	–	–	–	–	638,651	638,651
Unquoted						
Equities	39,293	–	–	–	3,255	42,548
Funds	1,410,078	–	–	26,317	80,054	1,516,449
Total available-for-sale investments	1,449,371	–	–	26,317	880,711	2,356,399
Total investments	21,501,954	3,186,853	1,679,820	1,315,442	1,019,142	28,703,211
Debt Securities						
To be settled within 12 months	1,365,588	54,093	22,410	505,943	46,645	1,994,679
To be settled after 12 months	14,689,831	3,132,760	377,764	481,109	594,818	19,276,282
	16,055,419	3,186,853	400,174	987,052	641,463	21,270,961
Equities and Funds						
No maturity date	5,446,535	–	1,279,646	328,390	377,679	7,432,250
Total	21,501,954	3,186,853	1,679,820	1,315,442	1,019,142	28,703,211

Of the total debt securities, 93% (2016: 92%) represents investments in fixed rate instruments.

12. INVESTMENT IN FUNDS

The funds invested in by the Group may utilise a variety of financial instruments in their trading strategies, including equity and debt securities, as well as, an array of derivative instruments. Several of these financial instruments contain the risk whereby changes in market values of the securities underlying the financial instruments may be in excess of the amounts recorded on each portfolio fund's statement of financial position. However, as the Group has limited interests in these funds, the Group's risk with respect to such transactions is limited to its capital balance in, and where applicable, capital commitments to, each fund.

The Group's holding in a unitized fund, as a percentage of the fund's total net asset value, will vary from time to time dependent on the volume of subscriptions and redemptions at the fund level. It is possible but unlikely that the Group may, at any point in time, hold a majority of a fund's total units in issue.

The Group's maximum exposure to loss from its interests in funds is equal to the total fair value of its investments in and capital commitments contracted to the funds. Once the Group has disposed of its shares / units in a portfolio fund or withdrawn from its partnership contracts, the Group ceases to be exposed to any risk from that fund.

The Group's outstanding investment capital commitments are disclosed in Note 30.

The tables below summarises the fair value of the Group's holdings in funds by risk of concentration with respect to geographic region and industry focus of the funds.

	2017	
	% of the Investment in Funds	Fair value $'000
Industry focus		
Diversified Financials	63%	2,648,181
Energy	1%	51,148
Real Estate	36%	1,526,715
Telecommunication Services	* 0%	1,534
Industrials	* 0%	13,545
Utilities	* 0%	770
	100%	4,241,893
Geographic region		
Asia Pacific	35%	1,496,400
Australia	2%	66,812
Europe	14%	598,155
North America	36%	1,527,192
Others	13%	553,334
	100%	4,241,893

* less than 1%

12. INVESTMENT IN FUNDS (CONTINUED)

	2016	
	% of the Investment in Funds	Fair value $'000
Industry focus		
Diversified Financials	66%	2,246,925
Energy	1%	50,335
Real Estate	32%	1,114,898
Telecommunication Services	* 0%	1,013
Industrials	1%	20,313
Utilities	* 0%	682
	100%	3,434,166
Geographic region		
Asia Pacific	33%	1,121,509
Australia	2%	61,038
Europe	17%	581,300
North America	30%	1,036,114
Others	18%	634,205
	100%	3,434,166

* less than 1%

13. LOANS

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Term loan to joint venture						
– unsecured	81,251	–	–	–	–	81,251
Consumer loans	23,542	–	–	37	–	23,579
Loans on policies	591,210	51	–	–	–	591,261
Impairment loss	(79)	–	–	(37)	–	(116)
	695,924	51	–	–	–	695,975
To be settled within 12 months	678,024	51	–	–	–	678,075
To be settled after 12 months	17,900	–	–	–	–	17,900
	695,924	51	–	–	–	695,975

13. LOANS (CONTINUED)

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Term loan to joint venture						
– unsecured	81,251	–	–	–	–	81,251
Consumer loans	27,714	–	–	54	–	27,768
Loans on policies	585,520	–	–	–	–	585,520
Impairment loss	(235)	–	–	(54)	–	(289)
	694,250	–	–	–	–	694,250
To be settled within 12 months	676,517	–	–	–	–	676,517
To be settled after 12 months	17,733	–	–	–	–	17,733
	694,250	–	–	–	–	694,250

At the reporting date, the carrying amounts of loans approximate their fair values.

The balance of term loans to corporations as at the reporting date include loan granted to a joint venture company.

Interest bearing loan to a joint venture company
The balance of interest bearing loan to joint venture company as at the reporting date and the interest earned recognised in the statement of comprehensive income is as follows:

	2017				
	Loan Balance $'000	Interest Rate %	Interest Earned $'000	Scheduled Repayment Date	Type
Loan 1	**81,251**	**7.00**	**5,688**	**On demand**	**Unsecured**

	2016				
	Loan Balance $'000	Interest Rate %	Interest Earned $'000	Scheduled Repayment Date	Type
Loan 1	81,251	7.00	5,688	On demand	Unsecured

Movements in allowance for impairment loss during the financial year are as follows:

	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
2017						
At 1 January	**235**	**–**	**–**	**54**	**–**	**289**
Allowance written back during the year	**(156)**	**–**	**–**	**(17)**	**–**	**(173)**
At 31 December	**79**	**–**	**–**	**37**	**–**	**116**
2016						
At 1 January	259	–	–	79	–	338
Allowance written back during the year	(24)	–	–	(25)	–	(49)
At 31 December	235	–	–	54	–	289

14. DERIVATIVE FINANCIAL INSTRUMENTS

	2017			
	Contract or Underlying Principal $'000	Positive Revaluation $'000	Negative Revaluation $'000	Net $'000
Life Insurance Par Fund				
Forward foreign exchange	10,785,383	97,781	35,850	61,931
Options	11,122	–	28	(28)
Interest rate swaps	542,196	12,493	3,775	8,718
Futures	474,355	2,397	1,079	1,318
Cross currency swaps	967,888	13,456	35,235	(21,779)
Bond forwards	13,649	84	139	(55)
	12,794,593	126,211	76,106	50,105
Life Insurance Non-Par Fund				
Cross currency swaps	120,463	4,989	–	4,989
Forward foreign exchange	458,031	6,858	141	6,717
	578,494	11,847	141	11,706
Investment-Linked Fund				
Forward foreign exchange	160,790	1,072	412	660
Futures	16,276	509	81	428
Cross currency swaps	1,335	19	–	19
	178,401	1,600	493	1,107
General Insurance Fund				
Forward foreign exchange	303,849	3,708	80	3,628
Shareholders' Fund				
Forward foreign exchange	696,220	6,717	2,254	4,463
Futures	57,616	287	199	88
Cross currency swaps	24,137	754	29	725
	777,973	7,758	2,482	5,276
Total	14,633,310	151,124	79,302	71,822

14. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

	2016			
	Contract or Underlying Principal $'000	Positive Revaluation $'000	Negative Revaluation $'000	Net $'000
Life Insurance Par Fund				
Forward foreign exchange	8,680,417	20,700	157,198	(136,498)
Options	1,734	–	1	(1)
Interest rate swaps	537,465	1,594	1,210	384
Futures	681,445	2,951	1,845	1,106
Cross currency swaps	1,069,797	–	162,081	(162,081)
	10,970,858	25,245	322,335	(297,090)
Life Insurance Non-Par Fund				
Forward foreign exchange	459,771	25	11,840	(11,815)
Investment-Linked Fund				
Forward foreign exchange	282,469	3,259	3,884	(625)
Options	173	41	–	41
Futures	66,270	114	232	(118)
Cross currency swaps	2,749	–	138	(138)
	351,661	3,414	4,254	(840)
General Insurance Fund				
Forward foreign exchange	550,237	2,921	10,636	(7,715)
Shareholders' Fund				
Forward foreign exchange	675,571	1,898	8,484	(6,586)
Futures	46,891	351	129	222
Cross currency swaps	26,793	–	2,613	(2,613)
	749,255	2,249	11,226	(8,977)
Total	13,081,782	33,854	360,291	(326,437)

At the reporting date, all derivative financial instruments balances are current, as they are classified as 'held for trading' in accordance with FRS 39 *Financial Instruments: Recognition and Measurement.*

The Co-operative enters into master netting arrangements with counterparties. The credit risk associated with favourable contracts is reduced by the master netting arrangement to the extent that if an event of default occurs, all amounts with the counterparty are settled on a net basis.

Master netting arrangements do not meet the criteria for offsetting of financial assets and liabilities on the statement of financial position, as the legal right to set off the transactions is conditional upon default.

14. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Financial assets subject to offsetting, enforceable master netting arrangements and similar agreements:

	2017					
	Gross amounts of recognised financial assets $'000	Gross amounts of recognised financial liabilities set-off in the statement of financial position $'000	Net amounts of financial assets presented in the statement of financial position $'000	Related amounts not set-off in the statement of financial position: Financial Instruments $'000	Related amounts not set-off in the statement of financial position: Cash collateral $'000	Net amount $'000
Life Insurance Par Fund						
Derivatives	123,814	–	123,814	1,182	27,353	95,279
Life Insurance Non-Par Fund						
Derivatives	11,847	–	11,847	2,261	6,099	3,487
Investment-Linked Fund						
Derivatives	1,091	–	1,091	–	–	1,091
General Insurance Fund						
Derivatives	3,708	–	3,708	–	1,201	2,507
Shareholders' Fund						
Derivatives	7,471	–	7,471	–	2,682	4,789

Financial liabilities subject to offsetting, enforceable master netting arrangements and similar agreements:

	2017					
	Gross amounts of recognised financial liabilities $'000	Gross amounts of recognised financial assets set-off in the statement of financial position $'000	Net amounts of financial liabilities presented in the statement of financial position $'000	Related amounts not set-off in the statement of financial position: Financial Instruments $'000	Related amounts not set-off in the statement of financial position: Cash collateral $'000	Net amount $'000
Life Insurance Par Fund						
Derivatives	75,020	–	75,020	13,557	942	60,521
Life Insurance Non-Par Fund						
Derivatives	141	–	141	–	–	141
Investment-Linked Fund						
Derivatives	412	–	412	–	–	412
General Insurance Fund						
Derivatives	80	–	80	91	–	(11)
Shareholders' Fund						
Derivatives	2,283	–	2,283	–	564	1,719

14. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Financial assets subject to offsetting, enforceable master netting arrangements and similar agreements:

	2016					
				Related amounts not set-off in the statement of financial position		
	Gross amounts of recognised financial assets $'000	Gross amounts of recognised financial liabilities set-off in the statement of financial position $'000	Net amounts of financial assets presented in the statement of financial position $'000	Financial Instruments $'000	Cash collateral $'000	Net amount $'000
Life Insurance Par Fund						
Derivatives	22,294	–	22,294	–	477	21,817
Life Insurance Non-Par Fund						
Derivatives	25	–	25	–	–	25
Investment-Linked Fund						
Derivatives	3,300	–	3,300	–	–	3,300
General Insurance Fund						
Derivatives	2,921	–	2,921	–	464	2,457
Shareholders' Fund						
Derivatives	1,898	–	1,898	–	–	1,898

Financial liabilities subject to offsetting, enforceable master netting arrangements and similar agreements:

	2016					
				Related amounts not set-off in the statement of financial position		
	Gross amounts of recognised financial liabilities $'000	Gross amounts of recognised financial assets set-off in the statement of financial position $'000	Net amounts of financial liabilities presented in the statement of financial position $'000	Financial Instruments $'000	Cash collateral $'000	Net amount $'000
Life Insurance Par Fund						
Derivatives	320,490	–	320,490	189,253	1,254	129,983
Life Insurance Non-Par Fund						
Derivatives	11,840	–	11,840	8,861	–	2,979
Investment-Linked Fund						
Derivatives	4,022	–	4,022	–	–	4,022
General Insurance Fund						
Derivatives	10,636	–	10,636	3,755	–	6,881
Shareholders' Fund						
Derivatives	11,097	–	11,097	–	4,611	6,486

15. INSURANCE CONTRACT PROVISIONS

	2017				
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Total $'000
Gross					
Provision for claims and loss adjustment expenses	–	97,781	–	476,495	574,276
Provision for unexpired risks	–	199,757	–	188,408	388,165
Provision for future non-participating benefits	221,994	2,035,214	259	–	2,257,467
Provision for future participating benefits					
– Guaranteed benefits	11,041,671	–	–	–	11,041,671
– Non-guaranteed benefits	14,266,029	–	–	–	14,266,029
Provision for investment-linked contracts	–	–	2,117,719	–	2,117,719
Total insurance contract provisions, gross	25,529,694	2,332,752	2,117,978	664,903	30,645,327
Reinsurance					
Provision for claims and loss adjustment expenses	–	–	–	31,664	31,664
Provision for unexpired risks	–	–	–	642	642
Total reinsurers' share of insurance contract provisions	–	–	–	32,306	32,306
Net					
Provision for claims and loss adjustment expenses	–	97,781	–	444,831	542,612
Provision for unexpired risks	–	199,757	–	187,766	387,523
Provision for future non-participating benefits	221,994	2,035,214	259	–	2,257,467
Provision for future benefits					
– Guaranteed benefits	11,041,671	–	–	–	11,041,671
– Non-guaranteed benefits	14,266,029	–	–	–	14,266,029
Provision for investment-linked contracts	–	–	2,117,719	–	2,117,719
Total insurance contract provisions, net	25,529,694	2,332,752	2,117,978	632,597	30,613,021

15. INSURANCE CONTRACT PROVISIONS (CONTINUED)

	2016				
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Total $'000
Gross					
Provision for claims and loss adjustment expenses	–	90,334	–	484,793	575,127
Provision for unexpired risks	–	174,805	–	177,563	352,368
Provision for future non-participating benefits	212,107	1,776,970	280	–	1,989,357
Provision for future participating benefits					
– Guaranteed benefits	10,453,419	–	–	–	10,453,419
– Non-guaranteed benefits	12,705,453	–	–	–	12,705,453
Provision for investment-linked contracts	–	–	1,719,050	–	1,719,050
Total insurance contract provisions, gross	23,370,979	2,042,109	1,719,330	662,356	27,794,774
Reinsurance					
Provision for claims and loss adjustment expenses	–	–	–	34,178	34,178
Provision for unexpired risks	–	–	–	439	439
Total reinsurers' share of insurance contract provisions	–	–	–	34,617	34,617
Net					
Provision for claims and loss adjustment expenses	–	90,334	–	450,615	540,949
Provision for unexpired risks	–	174,805	–	177,124	351,929
Provision for future non-participating benefits	212,107	1,776,970	280	–	1,989,357
Provision for future benefits					
– Guaranteed benefits	10,453,419	–	–	–	10,453,419
– Non-guaranteed benefits	12,705,453	–	–	–	12,705,453
Provision for investment-linked contracts	–	–	1,719,050	–	1,719,050
Total insurance contract provisions, net	23,370,979	2,042,109	1,719,330	627,739	27,760,157

15. INSURANCE CONTRACT PROVISIONS (CONTINUED)

Movements in insurance contract provisions
Life Insurance Par Fund
Provision for future participating / non-participating benefits

	2017 $'000	2016 $'000
At 1 January	**23,370,979**	23,476,963
Premium received	**2,019,875**	1,785,241
Income:		
– Investment income	**2,202,507**	1,057,819
– Other income	**15,171**	20,479
Claims and surrenders	**(1,879,010)**	(2,792,089)
Expenses	**(152,374)**	(150,282)
Other movements	**(39,603)**	(18,444)
Transfer to Shareholders' Fund	**(7,851)**	(8,708)
At 31 December	**25,529,694**	23,370,979

Life Insurance Non-Par Fund
(a) Provision for unexpired risks

	2017 $'000	2016 $'000
At 1 January	**174,805**	153,870
Increase in insurance provision for unexpired risk	**24,952**	20,935
At 31 December	**199,757**	174,805

(b) Provisions for future non-participating benefits and claims

	2017 $'000	2016 $'000
At 1 January	**1,867,304**	1,624,318
(Decrease) / increase in provision for claims	**7,447**	1,651
Increase in insurance contract provision – Business movements	**190,332**	194,513
Change in valuation basis		
– Discount rate	**20,369**	50,616
– Assumption and other changes	**47,543**	(3,794)
At 31 December	**2,132,995**	1,867,304
At 31 December (a) + (b)	**2,332,752**	2,042,109

15. INSURANCE CONTRACT PROVISIONS (CONTINUED)

Movements in insurance contract provisions (continued)

Investment-Linked Fund

(a) Provision for investment-linked contracts (unit reserves)

	2017 $'000	2016 $'000
At 1 January	**1,719,050**	1,553,480
Premiums	**442,937**	333,671
Income	**240,161**	86,221
Claims and surrenders	**(273,874)**	(247,135)
Expenses	**(10,555)**	(7,187)
At 31 December	**2,117,719**	1,719,050

(b) Provision for investment-linked contracts (non-unit reserves)

	2017 $'000	2016 $'000
At 1 January	**280**	195
Increase in insurance contract provision – Business movements	**–**	68
Change in valuation basis		
– Discount rate	**4**	3
– Assumption and other changes	**(25)**	14
At 31 December	**259**	280
At 31 December (a) + (b)	**2,117,978**	1,719,330

General Insurance Fund

(a) Provision for unexpired risk

	2017 $'000	2016 $'000
At 1 January	**177,124**	158,947
Increase in insurance provision for unexpired risk	**10,642**	18,177
At 31 December	**187,766**	177,124

(b) Provision for claims and loss adjustment expenses

	2017 $'000	2016 $'000
At 1 January	**450,615**	476,577
(Decrease) / Increase in insurance provision for claims and loss adjustment expenses	**(5,784)**	(25,962)
At 31 December	**444,831**	450,615
At 31 December (a) + (b)	**632,597**	627,739

16. INSURANCE AND OTHER RECEIVABLES

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Outstanding premiums	**62,133**	**16,994**	**–**	**34,593**	**–**	**113,720**
Accrued interest receivable	**1,450**	**–**	**–**	**–**	**–**	**1,450**
Investment receivables	**8,887**	**–**	**33,704**	**–**	**899**	**43,490**
Trade receivables	**595**	**–**	**–**	**1,868**	**–**	**2,463**
Other receivables	**21,295**	**288**	**6**	**543**	**232**	**22,364**
Interfund balances	**27,745**	**–**	**855**	**–**	**71,603**	**100,203**
	122,105	**17,282**	**34,565**	**37,004**	**72,734**	**283,690**
Less: Allowance for impairment losses	**(853)**	**(455)**	**–**	**(1,810)**	**–**	**(3,118)**
	121,252	**16,827**	**34,565**	**35,194**	**72,734**	**280,572**

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Outstanding premiums	57,278	18,079	–	24,767	–	100,124
Accrued interest receivable	234	–	1	–	–	235
Investment receivables	13,110	–	69,142	291	5,456	87,999
Trade receivables	1,020	–	–	1,893	–	2,913
Other receivables	76,995	201	5	349	239	77,789
Interfund balances	26,235	–	166	3	84,612	111,016
	174,872	18,280	69,314	27,303	90,307	380,076
Less: Allowance for impairment losses	(564)	(1,087)	–	(783)	–	(2,434)
	174,308	17,193	69,314	26,520	90,307	377,642

At the reporting date, all insurance and other receivables are current, and the carrying amounts approximate their fair values.

16. INSURANCE AND OTHER RECEIVABLES (CONTINUED)

Movements in allowance for impairment losses for the financial year are as follows:

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Shareholders' Fund $'000	Total $'000
At 1 January	**564**	**1,087**	**–**	**783**	**–**	**2,434**
Impairment loss during the year	**1,220**	**(632)**	**–**	**1,031**	**–**	**1,619**
Allowance written back / utilised during the year	**(931)**	**–**	**–**	**(4)**	**–**	**(935)**
At 31 December	**853**	**455**	**–**	**1,810**	**–**	**3,118**

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Shareholders' Fund $'000	Total $'000
At 1 January	249	526	–	848	–	1,623
Impairment loss during the year	520	561	–	(57)	–	1,024
Allowance written back / utilised during the year	(205)	–	–	(8)	–	(213)
At 31 December	564	1,087	–	783	–	2,434

17. CASH AND CASH EQUIVALENTS

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Shareholders' Fund $'000	Total $'000
Fixed deposits with banks	**40,000**	**–**	**–**	**481**	**–**	**40,481**
Cash and bank balances	**384,148**	**56,370**	**43,204**	**37,194**	**24,364**	**545,280**
	424,148	**56,370**	**43,204**	**37,675**	**24,364**	**585,761**

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Shareholders' Fund $'000	Total $'000
Fixed deposits with banks	28,570	–	3,500	–	–	32,070
Cash and bank balances	452,441	68,245	38,425	52,990	20,553	632,654
	481,011	68,245	41,925	52,990	20,553	664,724

18. BORROWINGS

Life Insurance Par Fund

Description	Issue Date	Maturity Date	2017 $'000	2016 $'000
Bank borrowing	17 January 2017	17 January 2022	**416,401**	419,932

The bank borrowing of $420,000,000 (2016: $420,000,000) was refinanced on 17 January 2017 and is repayable on 17 January 2022. The effective interest rate at reporting date is 1.76% (2016: 1.48%) per annum and the interest rates are re-priced every three months to the SGD-SOR rates.

The bank borrowing is secured by the following:

(i) a legal mortgage over the investment property (Note 7);
(ii) an assignment of all the rights, title and interest of the Company in and to the proceeds arising from the sale and lease of the investment property;
(iii) an assignment of all the rights, title and interest in and to the insurances of the Company in relation to the investment property; and
(iv) a loan with legal charges over the assets of the Company (including restricted cash) and shares of the Company.

Shareholders' Fund

Description	Issue Date	Maturity Date	2017 $'000	2016 $'000
$600 million 3.65% subordinated notes	23 August 2012	23 August 2027	**599,292**	599,155

On 23 August 2012, the Co-operative issued $600 million subordinated notes ("Notes") due 2027 callable from 2022. The Notes will initially bear interest at the rate of 3.65% per annum, payable semi-annually on 23 February and 23 August of each calendar year up to 23 August 2022. If the Notes are not redeemed or purchased and cancelled on 23 August 2022, the interest rate from that date will be reset at a fixed rate per annum equal to the aggregate of the then prevailing five-year SGD swap offer rate and 1.88%, payable semi-annually in arrears. The Notes qualify as Tier 2 capital for capital adequacy purposes.

At the reporting date, the fair value of the subordinated debt is $635,280,000 (2016: $628,140,000).

19. INSURANCE AND OTHER PAYABLES

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Outstanding claims	48,188	59,782	–	1,490	–	109,460
Insurance and reinsurance payables	80,875	20,017	967	21,682	–	123,541
Investments and other payables	651,464	15,584	52,368	11,629	30,543	761,588
Contribution to Singapore Labour Foundation	–	–	–	–	14,495	14,495
Contribution to Central Co-operative Fund	–	–	–	–	25	25
Interfund balances	2,421	26,522	–	71,260	–	100,203
	782,948	121,905	53,335	106,061	45,063	1,109,312
To be settled within 12 months	763,006	100,338	53,335	106,060	45,063	1,067,802
To be settled after 12 months	19,942	21,567	–	1	–	41,510
	782,948	121,905	53,335	106,061	45,063	1,109,312

19. INSURANCE AND OTHER PAYABLES (CONTINUED)

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Outstanding claims	47,501	55,136	–	1,222	–	103,859
Insurance and reinsurance payables	123,579	13,875	479	20,242	10	158,185
Investments and other payables	429,108	10,108	65,083	10,844	29,248	544,391
Contribution to Singapore Labour Foundation	–	–	–	–	16,749	16,749
Contribution to Central Co-operative Fund	–	–	–	–	25	25
Interfund balances	7,004	23,244	–	80,762	6	111,016
	607,192	102,363	65,562	113,070	46,038	934,225
To be settled within 12 months	586,084	84,335	65,562	112,825	46,038	894,844
To be settled after 12 months	21,108	18,028	–	245	–	39,381
	607,192	102,363	65,562	113,070	46,038	934,225

At the reporting date, the carrying amounts of insurance and other payables approximate their fair value.

20. SHARE CAPITAL

	2017	2016	2017	2016
	Number of shares		$'000	$'000
Shareholders' Fund				
Authorised:				
100,000,000 common shares of $10 each	**100,000,000**	100,000,000	**1,000,000**	1,000,000
Issued and fully paid common shares:				
At 1 January	**65,784,838**	63,878,630	**657,848**	638,787
Issue of shares	**33,112,202**	2,049,436	**331,122**	20,493
Redemption of shares	**(88,773)**	(143,228)	**(887)**	(1,432)
At 31 December	**98,808,267**	65,784,838	**988,083**	657,848

	2017	2016	2017	2016
	Number of shares		$'000	$'000
Issue of shares				
Shares issued to employees for long service award	**23,610**	20,900	**236**	209
Shares issued for cash in respect of new subscriptions	**33,088,592**	2,028,536	**330,886**	20,284
	33,112,202	2,049,436	**331,122**	20,493

The newly issued shares rank pari passu in respect of distribution of dividends and bonus shares with the existing shares.

20. SHARE CAPITAL (CONTINUED)

Members and their rights

Membership of the Co-operative consists of:

(i) a Founder Member which shall be the National Trades Union Congress;

(ii) Institutional Members which shall be the Singapore Labour Foundation, trade unions and co-operative societies as may be accepted by the Board; and

(iii) Ordinary Members who shall be individual persons who hold an individual life insurance policy with the Co-operative or hold at least 10 Common Shares in the Co-operative or are such other persons who may from time to time be admitted at the discretion of the Board on such terms as the Board may decide and in accordance with the By-laws of the Society.

A Member of the Co-operative may attend and vote in person at any General Meeting of the Co-operative. Ordinary Members have one vote each, and Institutional Members and the Founder Member, each have a total number of votes equal to the number of Common Shares held.

A Member may withdraw his Common Shares, on giving three months' notice in writing. The Board may at its discretion and on such conditions as it deems fit, waive or vary the notice period and allow the withdrawal of the Common Shares at an earlier date.

The Member withdrawing shall be entitled on the expiry of his notice to receive as the value of his Common Shares the lesser of the nominal value of the Common Shares; and what they are worth as disclosed by the last audited statement of financial position prepared by the Co-operative.

In the event of the winding up of the Co-operative, the assets, including the reserve fund, shall be applied first to the cost of liquidation, then to the discharge of the liabilities of the Co-operative, then to the payment of the share capital or subscription capital, and then, provided that the By-laws of the Co-operative permit, to the payment of a dividend or patronage refund at a rate not exceeding that laid down in the Rules or in the By-Laws for any period during which no dividend or patronage refund was in fact paid.

Any monies remaining after the application of the funds to the purposes specified in the above paragraph (Section 88 of the Co-operative Societies Act) and any sums unclaimed after two years under Section 89(2) (which relates to claims of creditors), shall not be divided among the Members but shall be carried to the Co-operative Societies Liquidation Account kept by the Registrar.

A sum carried to the Co-operative Societies Liquidation Account shall be kept in this Account for at least two years. Out of the Co-operative Societies Liquidation Account such sums may be transferred to the Central Co-operative Fund, or applied generally for the furtherance of co-operative principles in such manner, as the Minister may determine from time to time.

The Common Shares are presented as equity on the statement of financial position. The redemption rights of the Members and the requirements of FRS 32 *Financial Instruments: Presentation* are described in Note 2(s) of significant accounting policies.

21. RESERVES FOR FUTURE DISTRIBUTION

The Group has designated an amount of $513,721,000 (2016: $415,694,000) as reserves for future distribution. This amount relates to the ElderShield and IncomeShield business. The reserves are set aside because the underlying risk for IncomeShield and ElderShield is uncertain and of a long term nature, it is prudent to earmark this amount as being available for distribution only when the trend of the experience can be clearly established.

22. FEE AND OTHER INCOME

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Reinsurance commission	**2,477**	**109**	**4**	**3,416**	**–**	**6,006**
Management and other fees	**12,821**	**–**	**–**	**–**	**–**	**12,821**
	15,298	**109**	**4**	**3,416**	**–**	**18,827**

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Reinsurance commission	9,158	–	–	2,958	–	12,116
Management and other fees	11,453	–	–	–	–	11,453
	20,611	–	–	2,958	–	23,569

23. NET INVESTMENT INCOME / (LOSSES) AND FAIR VALUE GAINS / (LOSSES)

	2017					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Interest income						
– cash and cash equivalents	689	128	23	55	13	908
– loans	38,200	1	–	(1)	–	38,200
	38,889	129	23	54	13	39,108
Dividend income	187,530	22	48,084	13,476	13,849	262,961
Net rental income:						
– rental income	96,676	–	–	–	–	96,676
Less: Investment properties maintenance	(27,299)	–	–	–	–	(27,299)
	69,377	–	–	–	–	69,377
Loss on disposal of investment properties	(238)	–	–	–	–	(238)
Realised gain on sale of AFS investments	97,195	–	–	–	8,953	106,148
Gain / (loss) on changes in fair value of:						
– investments designated as fair value through profit / loss	1,295,839	196,818	204,036	53,223	28,389	1,778,305
– derivatives	523,905	35,557	3,121	15,108	29,782	607,473
– investment properties	92,760	–	–	–	–	92,760
	1,912,504	232,375	207,157	68,331	58,171	2,478,538
Less:						
Investment expenses	(50,333)	(2,774)	(12,653)	(1,682)	(6,315)	(73,757)
Allowance for impairment written back / (made) on:						
– loans	156	–	–	17	–	173
– available-for-sale investments	(14,064)	–	–	–	(509)	(14,573)
	(13,908)	–	–	17	(509)	(14,400)
Loans written back / (written off)	(63)	–	–	(6)	–	(69)
Others	773	630	13	(897)	(7)	512
Net investment income and fair value gains	2,241,726	230,382	242,624	79,293	74,155	2,868,180

23. NET INVESTMENT INCOME / (LOSSES) AND FAIR VALUE GAINS / (LOSSES) (CONTINUED)

	2016					
	Life Insurance Par Fund $'000	Life Insurance Non-Par Fund $'000	Investment-Linked Fund $'000	General Insurance Fund $'000	Share holders' Fund $'000	Total $'000
Interest income						
– cash and cash equivalents	867	77	97	69	2	1,112
– loans	38,328	–	–	(3)	–	38,325
	39,195	77	97	66	2	39,437
Dividend income	171,597	–	38,268	8,090	12,700	230,655
Net rental income:						
– rental income	97,453	–	–	–	–	97,453
Less: Investment properties maintenance	(26,090)	–	–	–	–	(26,090)
	71,363	–	–	–	–	71,363
Gain on disposal of investment properties	95	–	–	–	–	95
Realised gain on sale of AFS investments	75,839	–	–	–	1,227	77,066
Gain / (loss) on changes in fair value of:						
– investments designated as fair value through profit / loss	828,757	152,234	61,917	30,620	29,881	1,103,409
– derivatives	(125,602)	(7,506)	45	(4,107)	(7,980)	(145,150)
– investment properties	86,397	–	–	–	–	86,397
	789,552	144,728	61,962	26,513	21,901	1,044,656
Less:						
Investment expenses	(41,736)	(2,027)	(12,522)	(1,595)	(2,107)	(59,987)
Allowance for impairment written back / (made) on:						
– loans	24	–	–	25	–	49
– available-for-sale investments	(10,546)	–	–	–	(6,588)	(17,134)
	(10,522)	–	–	25	(6,588)	(17,085)
Loans written back / (written off)	24	–	–	(11)	–	13
Others	1,346	(548)	20	285	209	1,312
Net investment income and fair value gains	1,096,753	142,230	87,825	33,373	27,344	1,387,525

24. MANAGEMENT EXPENSES

The following items are included in management expenses.

	The Group	
	2017 $'000	2016 $'000
Staff costs		
– Salaries, commission, bonuses and staff benefits	**110,311**	102,977
– Employer's contribution to defined contribution plan	**13,827**	12,058
Advertising and promotion	**10,082**	9,714
Depreciation and amortisation	**15,723**	16,500
Printing, postage and stationery	**5,132**	5,164
Rental expenses	**9,211**	8,973

25. IMMEDIATE AND ULTIMATE HOLDING ENTITY

The Co-operative's immediate and ultimate holding entity is NTUC Enterprise Co-operative Limited, registered in Singapore.

26. RELATED PARTY TRANSACTIONS

For the purposes of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or entities.

In addition to the related party information shown elsewhere in the financial statements, the following significant related party transactions took place between the Group and related parties during the financial year on terms agreed by the parties concerned:

(a) Sales and purchases of goods and services

	The Group	
	2017 $'000	2016 $'000
Insurance related transactions with		
– Parent	**1**	17
– Subsidiaries	**88**	77
– Associated companies	**18**	14
– Other related parties	**(245)**	(363)
	(138)	(255)

	The Group	
	2017 $'000	2016 $'000
Investment related transactions with		
– Parent	**–**	–
– Subsidiaries	**–**	–
– Joint ventures	**5,688**	5,688
– Associated companies	**21,430**	21,035
– Other related parties	**6,695**	6,267
	33,813	32,990

26. RELATED PARTY TRANSACTIONS (CONTINUED)

(a) Sales and purchases of goods and services (continued)

	The Group	
	2017 $'000	2016 $'000
Purchases of goods / rental / management of investment properties with		
– Parent	**(1,744)**	(1,588)
– Subsidiaries	**(401)**	(299)
– Associated companies	**(940)**	(1,103)
– Other related parties	**(1,838)**	(2,259)
	(4,923)	(5,249)
Dividends to		
– Parent	**(19,835)**	(17,097)

Other related parties comprise mainly entities which are members of the NTUC Enterprise Co-operative Limited group.

(b) Key management personnel compensation

	The Group	
	2017 $'000	2016 $'000
Salaries and other benefits	**8,062**	7,101
Employer's contribution to defined contribution plan	**186**	156
Directors' and external members' fees	**864**	549
	9,112	7,806

27. DIVIDENDS

	2017 $'000	2016 $'000
Ordinary dividends paid		
Final exempt dividend paid in respect of the previous financial year of 60 cents (2016: 60 cents)	**37,844**	34,767

The Directors have proposed a dividend of 60 cents (2016: 60 cents) per share, amounting to $52,685,000 (2016: $39,471,000) to be paid in respect of the financial year ended 31 December 2017. The financial statements will reflect this dividend payable in the Shareholders' Fund as an appropriation of surplus in the year ending 31 December 2018 after approval is obtained during the Annual General Meeting.

28. ACCUMULATED SURPLUS OF LIFE INSURANCE PAR FUND

In accordance with regulations, a surplus account is maintained whereby surpluses not transferred to the shareholders' fund are retained in the surplus account to strengthen the Life Insurance Par Fund. The quantum retained in the surplus account is approved by the Board on the recommendation of the appointed actuary.

29. ACCUMULATED SURPLUS OF SHAREHOLDERS' FUND AND OTHER INSURANCE FUNDS

	2017 $'000	2016 $'000
Accumulated surplus in other insurance funds	**1,798,240**	1,354,222
Accumulated deficit in shareholders' fund	**(356,040)**	(77,654)
Net surplus of shareholders' fund and other insurance funds	**1,442,200**	1,276,568
Available for distribution for members of the Group	**800,832**	618,996
Non-distributable amount	**641,368**	657,572

The non-distributable amount must be maintained to meet regulatory capital requirement prescribed in the Insurance (Valuation and Capital) Regulations 2004 under MAS Insurance Act as determined by the Appointed Actuary, and to meet other statutory requirements.

30. COMMITMENTS

Capital expenditures contracted for at the reporting date but not recognised in the financial statements are as follows.

(a) Capital commitments

	The Group	
	2017 $'000	2016 $'000
Outstanding investment commitments	**785,978**	885,793

(b) Operating lease commitments (where the Group is a lessor)

The Group leases out retail, commercial and residential space from their investment properties under non-cancellable operating leases. The lessees are required to pay fixed rental payments during the lease period. The future rent receivables under non-cancellable operating leases contracted for at the reporting date but not recognised as receivables, are as follows:

	The Group	
	2017 $'000	2016 $'000
Not later than one year	**70,563**	74,302
Between one and five years	**79,961**	75,894

(c) Operating lease commitments (where the Group is a lessee)

The Group leases office spaces under non-cancellable operating lease agreements. The Group is required to pay fixed rental payments during the lease period.

The future minimum lease payables under non-cancellable leases contracted for at the reporting date but not recognised as liabilities, are as follows.

	The Group	
	2017 $'000	2016 $'000
Not later than one year	**5,471**	5,682
Between one and five years	**5,426**	8,169

31. ASSET HELD FOR SALE

In 2017, management committed to a plan to sell a residential investment property. Accordingly, the investment property is presented as an asset held for sale. The sale was completed on 29 January 2018 for a consideration of $1,220,000.

32. LEGAL SUIT

Following the dismissal on 20 August 2015 by the Court of Appeal of the Financial Consultants' appeal to stay court proceedings, no claims arising from those court proceedings have been referred for arbitration against the Co-operative.

33. NEW STANDARDS AND INTERPRETATIONS NOT ADOPTED

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2017, and have not been applied in preparing these financial statements. The Group does not plan to adopt these standards early.

These new standards include, among others, FRS 109 *Financial Instruments*, Amendments to FRS 104 *Applying FRS 109 Financial Instruments with FRS 104 Insurance contracts,* FRS 115 *Revenue from Contracts with Customers* and FRS 116 *Leases*.

- FRS 109 replaces most of the existing guidance in FRS 39 *Financial Instruments: Recognition and Measurement*. It includes revised guidance on classification and measurement of financial instruments, a new expected credit loss model for calculating impairment on financial assets, and new general hedge accounting requirements.

  FRS 109 is effective for annual periods beginning on or after 1 January 2018, with early adoption permitted.

- Amendments to FRS 104 introduce two approaches – an overlay approach and a deferral approach. The amended FRS 104 gives all companies that issue insurance contracts the option to recognise in other comprehensive income, rather than profit or loss, the volatility that could arise when FRS 109 is applied before the new insurance contracts standard is issued (the "Overlay Approach"); and give companies whose activities are predominantly connected with insurance an optional temporary exemption from applying FRS 109 until 1 January 2021 (the "Deferral Approach"). The entities that defer the application of FRS 109 will continue to apply the existing financial instruments standard—FRS 39 until 1 January 2021.

  An insurer that applies the Overlay Approach shall disclose information to enable users of financial statements to understand how the total amount reclassified between profit or loss and other comprehensive income in the reporting period is calculated and the effect of that reclassification on the financial statements.

  An insurer that elects to apply the Temporary Exemption from FRS 109 shall disclose information to enable users of financial statements to understand how the insurer qualified for the temporary exemption, and to compare insurers applying the temporary exemption with entities applying FRS 109.

  An entity shall apply those amendments, which permit insurers that meet specified criteria to apply the Deferral Approach, for annual periods beginning on or after 1 January 2018. An entity shall apply those amendments, which permit insurers to apply the overlay approach to designated financial assets, when it first applies FRS 109.

  IFRS 17 has been issued by the International Accounting Standards Board. The Accounting Standards Council is expected to issue the local version of this standard in due course. IFRS 17 is expected to have a significant impact on the Group's financial statements. That standard may impact how the classification and measurement of financial instruments requirements under FRS 109 is adopted.

33. NEW STANDARDS AND INTERPRETATIONS NOT ADOPTED (CONTINUED)

The Group has decided that it will take the deferral approach in the amendments to FRS 104 to defer the implementation of FRS 109 until IFRS 17 is effective. The Group will then be able to perform a comprehensive assessment of the impact, taking into considerations the options available for the implementation of both standards together. The Group assessed that it has qualified for temporary exemption as the carrying amount of its liabilities arising from contracts within the scope of FRS 104 is significant compared to the total carrying amount of all its liabilities; and that the total carrying amount of its liabilities connected with insurance is above 90% of its total liabilities as at 31 December 2015.

- FRS 115 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It also introduces new cost guidance which requires certain costs of obtaining and fulfilling contracts to be recognised as separate assets when specified criteria are met. When effective, FRS 115 replaces existing revenue recognition guidance, including FRS 18 *Revenue*, FRS 11 *Construction Contracts*, INT FRS 113 *Customer Loyalty Programmes*, INT FRS 115 *Agreements for the Construction of Real Estate*, INT FRS 118 *Transfers of Assets from Customers* and INT FRS 31 *Revenue – Barter Transactions Involving Advertising Services*.

  FRS 115 is effective for annual periods beginning on or after 1 January 2018, with early adoption permitted.

- FRS 116 eliminates the lessee's classification of leases as either operating leases or finance leases and introduces a single lessee accounting model. Applying the new model, a lessee is required to recognise right-of-use (ROU) assets and lease liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value.

  FRS 116 substantially carries forward the lessor accounting requirements in FRS 17 *Leases*. Accordingly, a lessor continues to classify its leases as operating leases or finance leases, and to account for these two types of leases using the FRS 17 operating lease and finance lease accounting models respectively. However, FRS 116 requires more extensive disclosures to be provided by a lessor.

  When effective, FRS 116 replaces existing lease accounting guidance, including FRS 17, INT FRS 104 *Determining whether an Arrangement contains a Lease*, INT FRS 15 *Operating Leases – Incentives,* and INT FRS 27 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

  FRS 116 is effective for annual periods beginning on or after 1 January 2019, with early adoption permitted if FRS 115 is also applied.

As FRS 109, FRS 115 and FRS 116, when effective, will change the existing accounting standards and guidance applied by the Group in accounting for financial instruments, revenue and leases, these standards are expected to be relevant to the Group.

For FRS 115 and FRS 116, the Group does not expect the requirements to have a material effect to the Group's financial statements.

34. SUBSEQUENT EVENTS

On 7 December 2017, the Group announced its intention to enter into a strategic partnership with Fullerton Fund Management Company ("Fullerton"). Under the partnership, Fullerton's holding company, FFMC Holdings Pte Ltd, will issue new shares to the Group.

The transaction was completed in March 2018, prior to the signing of these financial statements.

35. AUTHORISATION FOR ISSUE

These financial statements were approved by the Board of Directors at a meeting held on 27 March 2018 and authorised for release on 27 March 2018.

SHAREHOLDING

AS AT 31 DECEMBER 2017

FOUNDER MEMBER	Number of Shares
National Trades Union Congress	10,000 (0.01%)

INSTITUTIONAL MEMBERS	Number of Shares
NTUC Enterprise Co-operative Limited	66,058,822
Singapore Labour Foundation	1,918,520
NTUC Income Insurance Co-operative Ltd	1,415,952
Singapore Mercantile Co-operative Society Ltd	214,035
AUPE Credit Co-operative Ltd	138,255
Singapore Teachers' Co-operative Society Ltd	134,057
Singapore Shell Employees Union Co-operative Ltd	83,463
Singapore Government Staff Credit Co-operative Society Ltd	71,077
Straits Times Co-operative Ltd	62,572
Customs Credit Co-operative Society Ltd	59,715
Singapore National Co-operative Federation Ltd	57,075
Citiport Credit Co-operative Ltd	51,265
Telecoms Credit Co-operative Ltd	38,124
Temasek Polytechnic Co-operative Society Ltd	35,880
Singapore Public Works Employees' Credit Co-operative Society Ltd	35,625
Singapore Police Co-operative Society Ltd	29,613
Singapore Prison Service Multi-Purpose Co-operative Society Ltd	20,100
Premier Security Co-operative Ltd	14,200
UTES Multi-Purpose Co-operative Society Ltd	13,304
TRC Multi-Purpose Co-operative Society Ltd	12,919
Ngee Ann Poly Consumer Co-operative Society	6,000
Industrial & Services Co-operative Society Ltd	6,095
NUS Multi-Purpose Co-operative Society Ltd	4,420
Sembcorp Marine Multi-Purpose Co-operative Society Ltd	3,306
Singapore Bank Employees Co-operative T & L Society Ltd	2,130
Total for Institutional Members	70,486,524 (71.34%)
ORDINARY MEMBERS	28,311,743 (28.65%)
TOTAL	98,808,267 (100%)

CORPORATE INFORMATION

BOARD OF DIRECTORS

Stephen Lee (Chairman)
Kee Teck Koon (Deputy Chairman)
Sung Cheng Chih
Richard Shermon
Heng Chee How
Choong Tuck Oon
Lau Wing Tat
Pang Wai Yin
Joy Tan
Sim Hwee Hoon

Audit Committee
Pang Wai Yin (Chairperson)
Richard Shermon
Sim Hwee Hoon

Human Resource & Remuneration Committee
Sung Cheng Chih (Chairman)
Kee Teck Koon
Lau Wing Tat
Joy Tan
Sim Hwee Hoon

Investment Committee
Lau Wing Tat (Chairman)
Kee Teck Koon
Choong Tuck Oon
Audrey Chin (External member)
Ken Ng (Chief Executive)
Mark Wang (Chief Investment Officer)
Lau Sok Hoon (Appointed Actuary)

Nominating Committee
Sung Cheng Chih (Chairman)
Kee Teck Koon
Lau Wing Tat
Joy Tan
Sim Hwee Hoon

Risk Management Committee
Sung Cheng Chih (Chairman)
Richard Shermon
Heng Chee How
Choong Tuck Oon
Pang Wai Yin
Joy Tan
Eric Seah (External member)

SECRETARIAT

B Lakshmi (Co-operative Secretary)

INCOME - UNION BRANCH COMMITTEE

Dennis Ng (2nd Vice Chairman)
Michelle Lim (Secretary)
Loo Puay Eng (Treasurer)

SINGAPORE INSURANCE EMPLOYEES UNION

Christine Lim Li Han (President)
Luke Hee Wing Wai (General Secretary)
Lee Moi Cheng (Treasurer)

AUDITOR

KPMG LLP

REGISTERED ADDRESS

75 Bras Basah Road
Income Centre
Singapore 189557
Tel: 6788 1777
Website: income.com.sg

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY given that the Forty-Eighth Annual General Meeting of NTUC INCOME INSURANCE CO-OPERATIVE LIMITED will be held on Friday, 25 May 2018, at 5.30 pm at the Auditorium, Level 7, NTUC Centre, One Marina Boulevard, Singapore 018989

AGENDA

1 To confirm the minutes of the 47th Annual General Meeting held on 26 May 2017.

2 To receive and adopt the Directors' Report and the Audited Accounts for the year ended 31 December 2017.

3 To consider the Appointed Actuary's Report and to endorse the proposals of the Board of Directors for the allocation of the surplus.

4 To consider and adopt the proposed amendments to the By-laws as set out in Appendix A of the Annual Report.

5 To elect members of the Board of Directors.

6 To approve a resolution for the declaration of a dividend to shareholders for the financial year ended 31 December 2017.

7 To approve a resolution for the payment of honoraria to directors.

8 To re-appoint KPMG LLP as external auditors of the Co-operative for the financial year ending 31 December 2018.

9 To consider such other business not included in this notice of which at least ten days' notice in writing shall have been given to the Secretary.

BY ORDER OF THE BOARD OF DIRECTORS

Thanalakshmi d/o M R Balakrishnan
Secretary

Singapore
25 April 2018

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MCI (P) 098/03/2018

NTUC Income Insurance Co-operative Limited
Income Centre 75 Bras Basah Road Singapore 189557
www.income.com.sg

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www.fsc.org
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