



LEMBAGA TABUNG ANGKATAN TENTERA



LAPORAN TAHUNAN | ANNUAL REPORT 2009

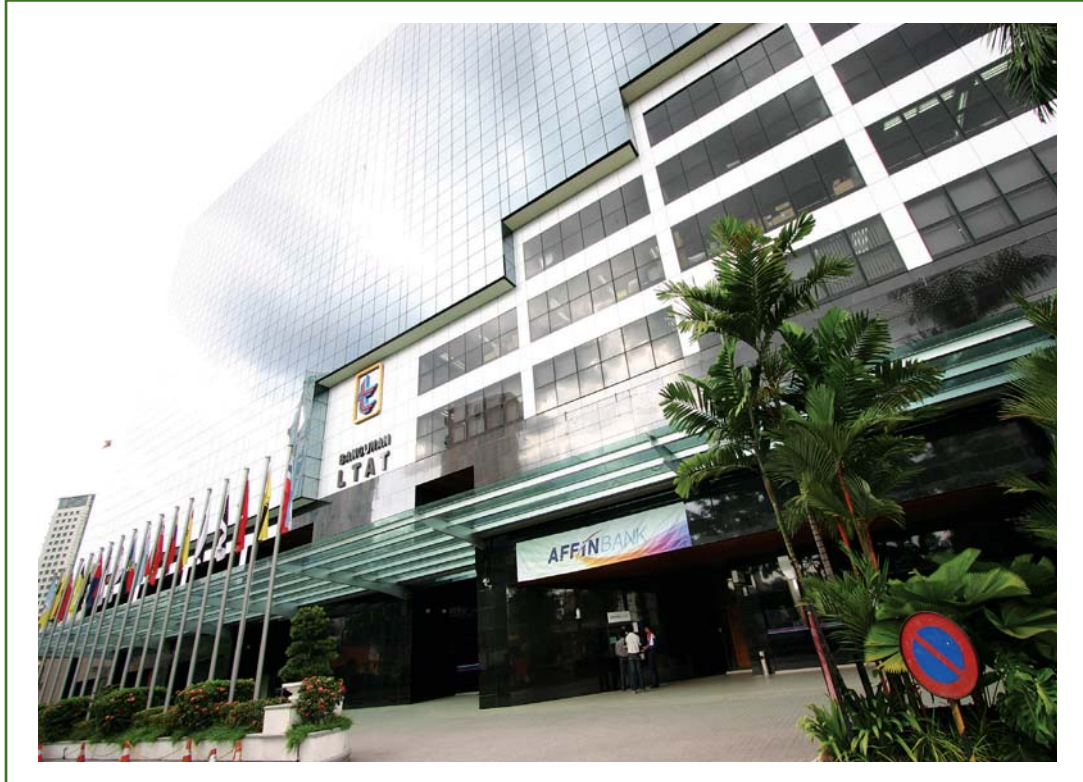


## MAKLUMAT KORPORAT

|                                       |    |
|---------------------------------------|----|
| Dasar Kualiti                         | 2  |
| Petunjuk Prestasi Utama               | 2  |
| Penyata Pengerusi                     | 3  |
| Latar Belakang LTAT                   | 4  |
| Penyataan Urus Tadbir Korporat        | 6  |
| Penyataan Kawalan Dalaman             | 14 |
| Lembaga Pengarah LTAT 2009            | 16 |
| Panel Pelaburan LTAT 2009             | 18 |
| Jawatankuasa Kerja Pengurusan 2009    | 19 |
| Jawatankuasa Audit 2009               | 20 |
| Pengurusan 2009                       | 20 |
| Carta Organisasi LTAT                 | 21 |
| Perutusan Pengerusi Bagi Tahun 2009   | 22 |
| Laporan Penilaian Hasil dan Impak     | 35 |
| Analisis Prestasi Kewangan            | 44 |
| Prestasi Kewangan Lima Tahun LTAT     | 45 |
| Prestasi Kewangan Lima Tahun Kumpulan | 46 |
| Laporan Bantuan Kerajaan              | 47 |
| Sijil ISO 9001                        | 48 |
| Sijil ISO/IEC 20000                   | 49 |

## PENYATA KEWANGAN

|  |     |
|--|-----|
| Sijil Ketua Audit Negara Mengenai Penyata Kewangan LTAT bagi tahun berakhir 31 Disember 2009 | 50  |
| Penyata Pengerusi Dan Seorang Lembaga Pengarah (Akaun Induk)                                 | 51  |
| Penyata Pengerusi Dan Seorang Lembaga Pengarah (Akaun Kumpulan)                              | 51  |
| Pengakuan Oleh Pegawai Utama Yang Bertanggungjawab Ke Atas Pengurusan Kewangan LTAT          | 52  |
| Penyata Kewangan Kumpulan Bagi Tahun Berakhir 31 Disember 2009                               | 53  |
| Lembaran Imbangan  | 54  |
| Penyata Pendapatan   | 56  |
| Penyata Perubahan Ekuiti   | 57  |
| Penyata Aliran Tunai   | 60  |
| Nota-Nota Kepada Penyata Kewangan  | 63  |
| Penyata Kewangan LTAT Bagi Tahun Berakhir 31 Disember 2009                                   | 111 |
| Lembaran Imbangan  | 112 |
| Penyata Pendapatan   | 113 |
| Penyata Perubahan Ekuiti   | 114 |
| Penyata Aliran Tunai   | 115 |
| Nota-Nota Kepada Penyata Kewangan  | 116 |



## DASAR KUALITI

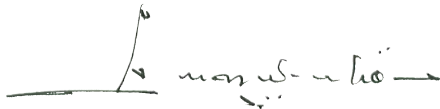
LTAT adalah komited untuk menjadi sebuah organisasi berwibawa dan mencapai tahap pengurusan dana wang caruman Anggota Angkatan Tentera yang tinggi bagi memenuhi ekspektasi pelanggan dari segi pemberian perkhidmatan dan pulangan wang caruman serta meningkatkan keberkesanan Sistem Pengurusan Kualiti secara berterusan.

| Petunjuk Prestasi Utama   | Sasaran                   |
|---|---------------------------|
| 1. Dividen, Bonus dan Bonus Khas kepada Pencarum  | 15%                       |
| 2. Pulangan Pelaburan   | 9.0%                      |
| 3. Indeks Kepuasan Pelanggan  | 90%                       |
| 4. Memproses Pengeluaran Caruman dan Bayaran Skim Khairat Kematian & Hilang Upaya dalam tempoh 24 Jam | 100%                      |
| 5. Memproses Pengeluaran Perumahan dalam tempoh 24 Jam  | 100%                      |
| 6. Nisbah Kos kepada Pendapatan   | Tidak melebihi 5.0%       |
| 7. Laporan Kewangan dan Pengurusan  | Sijil Audit Tanpa Teguran |

Yang Amat Berhormat  
Menteri Pertahanan Malaysia.

Kami, Ahli-Ahli Lembaga Tabung Angkatan Tentera, dengan segala hormatnya, mengikut Seksyen 17(4) Akta Tabung Angkatan Tentera 1973 (Akta 101), mengangkat kira-kira Lembaga bagi tahun berakhir pada 31 Disember 2009.

Bagi pihak Lembaga,



LAKSAMANA TAN SRI DATO' SRI MOHD ANWAR BIN HAJI MOHD NOR (BERSARA)  
Pengerusi





## LATAR BELAKANG

Lembaga Tabung Angkatan Tentera yang lebih dikenali dengan singkatan LTAT, telah ditubuhkan pada bulan Ogos 1972 di bawah Akta Parlimen.

### Objektif Utama

LTAT mempunyai dua objektif utama. Objektif utama yang pertama adalah mengadakan faedah persaraan dan faedah-faedah lain untuk anggota Angkatan Tentera Malaysia (ATM) lain-lain pangkat (Pencarum wajib) dan satu skim simpanan untuk pegawai-pegawai angkatan tentera dan Anggota Kerahan Angkatan Sukarela.

Objektif utama yang kedua adalah melaksanakan program-program latihan peralihan bagi anggota Angkatan Tentera yang akan atau yang telah bersara.

### Caruman

Di bawah skim persaraan, pencarum wajib dikehendaki mencarum 10% daripada gaji bulanan kepada LTAT dan kerajaan akan mencarum sebanyak 15% sebagai majikan. Di bawah skim simpanan bagi pencarum sukarela, simpanan dibenarkan sekurang-kurangnya RM25 sebulan sehingga had maksimum RM750 sebulan.

### VISI

- Menjadi sebuah organisasi yang berwibawa dan dicontohi oleh badan-badan Kerajaan dan korporat.

### MISI

LTAT telah menggariskan tiga misi penting seperti berikut:

- Mengadakan faedah persaraan dan sosioekonomi yang bermutu tinggi untuk anggota Angkatan Tentera Malaysia.
- Komited untuk membantu dalam pembangunan negara melalui pelaburan yang berhemat.
- Menerapkan nilai kualiti dan budaya kerja cemerlang di kalangan pekerja dan bekerja secara berpasukan dengan penuh dedikasi, tanggungjawab, disiplin, amanah, proaktif, dan inovatif ke arah pencapaian yang cemerlang dan berterusan.

## FAEDAH-FAEDAH BAGI ANGGOTA YANG SEDANG BERKHIDMAT

### Pengeluaran Sekaligus Termasuk Dividen Dan Bonus

Pencarum wajib yang bertaraf tidak berpencen akan dibayar semua wang simpanannya dan caruman kerajaan termasuk dividen dan bonus terkumpul secara sekaligus apabila pencarum meninggal dunia

(kepada waris), berhenti atau bersara daripada perkhidmatan, atau telah mencapai umur 50 tahun.

Pencarum wajib yang berpencen akan hanya dibayar wang simpanannya termasuk dividen dan bonus yang terkumpul sahaja secara sekaligus tanpa sumbangan kerajaan apabila pencarum meninggal dunia (kepada waris), berhenti atau bersara daripada perkhidmatan atau telah mencapai umur 50 tahun. Wang sumbangan kerajaan dikembalikan kepada Kumpulan Wang Persaraan (KWAP) untuk bayaran pencen bulanan.

Pencarum sukarela boleh mengeluarkan wang simpanannya pada bila-bila masa dan ia diberikan kelonggaran untuk menjadi ahli bagi kali kedua walaupun telah membuat pengeluaran caruman kali pertama.

Dari semasa ke semasa, LTAT juga memberi bonus khas dalam bentuk unit-unit amanah saham secara percuma kepada pencarum-pencarumnya. Bagaimanapun pemberian ini adalah bergantung kepada prestasi kewangan tahunan LTAT.

### Skim Faedah Khairat Kematian dan Hilang Upaya

Kedua-dua pencarum wajib dan pencarum sukarela secara automatik mendapat perlindungan di bawah Skim Faedah Khairat Kematian dan Hilang Upaya LTAT. Skim ini membolehkan sejumlah wang dibayar kepada pencarum yang diberhentikan atas sebab kecacatan fikiran atau tubuh badan, atau kepada waris pencarum yang meninggal dunia semasa dalam perkhidmatan.

### Pengeluaran Sebahagian Caruman Untuk Membeli Rumah

Pencarum wajib dibenar mengeluarkan tidak melebihi 40% daripada carumannya sahaja atau 10% daripada harga harta tak alih atau RM10,000 yang mana lebih rendah, untuk pembelian rumah kediaman pertama atau sebidang tanah untuk membina rumah kediaman.

## FAEDAH-FAEDAH BAGI ANGGOTA TENTERA YANG AKAN DAN TELAH BERSARA

### Program Latihan Peralihan Bagi Anggota Tentera Yang Akan Dan Telah Bersara

LTAT menawarkan pelbagai program latihan peralihan bagi anggota tentera yang akan dan telah bersara untuk menyediakan mereka untuk kerjaya kedua melalui Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT), sebuah perbadanan milik penuh LTAT yang ditubuhkan dalam tahun 1994.



## **PERBADANAN MILIKAN PENUH LEMBAGA TABUNG ANGGKATAN TENTERA**

### **Perbadanan Perwira Niaga Malaysia (PERNAMA)**

Perbadanan Perwira Niaga Malaysia atau PERNAMA, sebuah perbadanan milik penuh LTAT yang ditubuhkan dalam tahun 1983, mengendalikan rangkaian kedai-kedai runcit di kem-kem ATM di seluruh negara untuk menjual barangan pengguna, sebahagiannya bebas cukai, kepada anggota Angkatan Tentera dan keluarga mereka.

### **Perbadanan Perwira Harta Malaysia (PPHM)**

Perbadanan Perwira Harta Malaysia atau PPHM, sebuah lagi perbadanan milik penuh LTAT, telah ditubuhkan dalam tahun 1984 untuk menjalankan aktiviti perniagaan berhubung dengan pengambilan, pembelian, pemilikan, penyewaan, pemajakan, pembangunan dan penjualan harta, menawarkan perkhidmatan pengurusan projek harta tanah serta menjalankan aktiviti penyelenggaraan harta bagi pihak LTAT.

### **Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT)**

Perbadanan Hal Ehwal Bekas Angkatan Tentera atau PERHEBAT ialah perbadanan milik penuh ketiga LTAT. Ditubuhkan dalam tahun 1994, PERHEBAT menawarkan pelbagai program latihan dalam bidang kemahiran teknikal, vokasional dan keusahawanan untuk anggota Angkatan Tentera yang akan dan telah bersara.

### **Alamat**

Tingkat 12,  
Bangunan LTAT  
Jalan Bukit Bintang  
Peti Surat 11542  
50748 Kuala Lumpur

### **Juruaudit**

Ketua Audit Negara  
Malaysia

### **Bank Utama**

Affin Bank Berhad

### **Peguam-Peguam Utama**

Azam, Lim & Pang  
Hisham, Sobri & Kadir  
Azzat & Izzat

### **Laman Web**

[www.ltat.org.my](http://www.ltat.org.my)



### KOD

Lembaga Pengarah memberikan komitmen sepenuhnya dalam memastikan piawaian urus tadbir korporat yang paling tinggi dan aplikasi yang efektif, selaras dengan Prinsip Amalan Terbaik Urus Tadbir Korporat seperti yang digariskan dalam Kod Urus Tadbir Korporat Malaysia, diamalkan di Lembaga Tabung Angkatan Tentera (LTAT) dan Kumpulan sebagai satu bahagian penting di dalam pelaksanaan tanggungjawabnya dalam mengendalikan aset dan mentadbir wang pencarum LTAT. Lembaga Pengarah dengan sukacitanya melaporkan bahawa LTAT dan Kumpulan telah menerima pakai prinsip-prinsip dan mematuhi amalan terbaik seperti yang digariskan di dalam Kod tersebut.

### LEMBAGA PENGARAH

#### Komposisi Lembaga Pengarah, Panel Pelaburan dan Pengurusan

LTAT mengiktiraf kepentingan peranan yang dimainkan oleh Lembaga Pengarah, Panel Pelaburan dan Pengurusan dalam pembentukan, penentuan hala tuju dan operasinya. LTAT diterajui dan diurus oleh Lembaga Pengarah yang berpengalaman dan mahir dengan pelbagai latar belakang seperti kewangan, ekonomi, perkhidmatan awam dan perakaunan yang amat penting untuk mencapai kejayaan strategik LTAT secara menyeluruh. Lembaga Pengarah bertanggungjawab sepenuhnya atas keseluruhan urus tadbir korporat LTAT dan Kumpulan termasuk hala tuju pembangunan strategiknya serta menetapkan matlamat untuk pengurusan dan memantau pencapaian matlamat tersebut.

#### Integriti Lembaga Pengarah

Keputusan Lembaga Pengarah tidak dipengaruhi oleh mana-mana pihak dan sekiranya terdapat percanggahan kepentingan, Pengarah yang berkenaan dikehendaki untuk mengecualikan diri dalam apa-apa pertimbangan (kecuali atas undangan Lembaga) dan pengundian dalam perkara yang melibatkan kepentingan mereka, peribadi atau yang berkaitan dengan pemegang saham yang diwakili mereka.

Lembaga Pengarah ialah badan yang dibentuk untuk mentadbir dan mengurus LTAT mengikut apa-apa jua cara yang dapat memajukan kepentingan pencarum dan juga personel yang akan bersara, pesara ATM dan anggota Kerahan Angkatan Sukarela. Fungsi Lembaga juga adalah untuk mengubal dasar pentadbiran dan pengurusan serta memastikan LTAT mencapai objektifnya dengan sempurna dan cemerlang.

Lembaga Pengarah adalah terdiri daripada:

- (i) Pengerusi, iaitu Ketua Setiausaha Kementerian Pertahanan atau wakil yang dilantik oleh Menteri.
- (ii) Timbalan Pengerusi iaitu wakil daripada Kementerian Pertahanan.
- (iii) Timbalan Ketua Setiausaha Perbendaharaan.
- (iv) Ketua Eksekutif yang merupakan seorang ahli ex-officio.
- (v) Empat (4) orang ahli yang dilantik oleh Menteri untuk mewakili pencarum, seorang daripadanya hendaklah Panglima Angkatan Tentera.
- (vi) Beberapa orang ahli lain, tidak melebihi empat (4) orang yang dilantik oleh Menteri.

Ketua Eksekutif yang dilantik oleh Lembaga dan tertakluk kepada kelulusan Menteri, hendaklah bertanggungjawab atas pengurusan dan operasi LTAT dan melaksanakan semua dasar serta strategi yang ditetapkan oleh Lembaga.

#### Mesyuarat Lembaga Pengarah

Lembaga Pengarah bermesyuarat empat (4) kali setahun walaupun Seksyen 4 (4) di bawah Jadual Pertama 4 (1) Akta TAT 1973 (Akta 101) hanya memperuntukkan sekurang-kurangnya sekali bagi setiap enam (6) bulan. Pengerusi atau seseorang ahli yang bertugas sebagai Pengerusi semasa Pengerusi tidak ada dan tiga (3) orang ahli lain boleh dijadikan korum pada mana-mana mesyuarat Lembaga. Pada setiap mesyuarat, Lembaga Pengarah menimbang dan membuat keputusan ke atas cadangan yang berkaitan dengan operasi dan pentadbiran, dasar serta isu semasa dan strategik LTAT serta meluluskan penyata kewangan LTAT.

Kesemua Lembaga Pengarah diberikan maklumat yang tepat dan lengkap sebelum tiap-tiap mesyuarat untuk membolehkan mereka mendalami isu-isu yang akan dibincangkan untuk membolehkan mereka membuat keputusan yang tepat serta dapat mengambil bahagian sepenuhnya dalam mesyuarat berkenaan. Bagi membantu Lembaga menjalankan tugasnya, Lembaga boleh mendapatkan khidmat dan nasihat profesional yang bebas dalam menjalankan tugas dan tanggungjawab mereka seperti yang dinyatakan dalam peruntukan di dalam Akta TAT 1973 (Akta 101) di bawah seksyen 5 (3) dan dibiayai perbelanjaannya oleh LTAT. Bagi tahun 2009, Lembaga telah bermesyuarat sebanyak empat (4) kali.



### Persaraan dan Pelantikan Semula

Ahli Lembaga Pengarah, sebagaimana yang telah diperuntukkan dalam Akta Tabung Angkatan Tentera 1973 (Akta 101) di bawah Seksyen 4 (3) (d) (selain Panglima Angkatan Tentera) dan (e) hendaklah memegang jawatan selama tempoh tidak melebihi tiga (3) tahun, sebagaimana yang ditentukan dalam surat pelantikan mereka dan mereka layak dilantik semula. Pelantikan Panglima Angkatan Tentera adalah atas jawatannya.

### Imbuhan Lembaga Pengarah

Lembaga Pengarah yang telah dilantik boleh dibayar apa-apa elaun, termasuk elaun perjalanan dan elaun hidup, sebagaimana yang ditetapkan oleh Lembaga dari semasa ke semasa tertakluk kepada apa-apa syarat yang ditetapkan oleh Menteri.

### PANEL PELABURAN

Panel Pelaburan ialah badan yang dibentuk mengikut Seksyen 6 (1) (2) dan (3) Akta Tabung Angkatan Tentera 1973 (Akta 101) untuk membantu Lembaga melaksanakan tugas dan tanggungjawab mengenai perkara yang berkaitan dengan bidang pelaburan LTAT.

Panel Pelaburan adalah terdiri daripada:

- (i) Pengerusi yang dilantik oleh Menteri atas nasihat Lembaga Pengarah.
- (ii) Gabenor Bank Negara atau Timbalan Gabenor Bank Negara.
- (iii) Panglima Angkatan Tentera.
- (iv) Timbalan Ketua Setiausaha Perbendaharaan.
- (v) Dua (2) orang Ahli yang berpengalaman dalam perniagaan atau kewangan yang dilantik oleh Menteri.

### Mesyuarat Panel Pelaburan

Mesyuarat Panel Pelaburan biasanya diadakan sebelum Lembaga bermesyuarat dan apabila dikehendaki oleh Lembaga. Pengerusi dan dua (2) orang ahli lain adalah mencukupi untuk dijadikan korum dalam sesuatu mesyuarat Panel. Bagi tahun 2009, Panel Pelaburan telah bermesyuarat sebanyak empat (4) kali.

### Persaraan dan Perlantikan Semula

Seseorang ahli Panel Pelaburan hendaklah memegang jawatan selama tempoh yang ditetapkan oleh LTAT dan layak dilantik semula.

### Imbuhan Panel Pelaburan

Panel Pelaburan yang dilantik layak dibayar apa-apa elaun, termasuk elaun perjalanan dan elaun hidup, sebagaimana yang ditetapkan oleh Lembaga dari semasa ke semasa tertakluk kepada apa-apa syarat sebagaimana yang ditetapkan oleh Menteri.

### JAWATANKUASA LEMBAGA PENGARAH

Lembaga Pengarah dalam menjalankan tugasnya, boleh menubuhkan apa-apa jawatankuasa terdiri daripada mana-mana orang yang difikirkan layak oleh Lembaga untuk membantu dalam melaksanakan tanggungjawabnya bagi memastikan urus tadbir korporat dilaksanakan dengan baik dan teratur. Jawatankuasa penting yang diwujudkan untuk membantu Lembaga Pengarah dalam pentadbirannya adalah seperti berikut:

- Jawatankuasa Kerja Pengurusan
- Jawatankuasa Audit
- Lembaga Perolehan
- Jawatankuasa Temu Duga
- Jawatankuasa Tatatertib
- Jawatankuasa Pengurusan Kewangan dan Akaun
- Jawatankuasa Skim Gaji dan Perkhidmatan
- Jawatankuasa Keutuhan Pengurusan
- Jawatankuasa Pengurusan Risiko
- Jawatankuasa Khas Sistem Pengurusan Kualiti
- Jawatankuasa Khas Sistem Pengurusan Teknologi Maklumat

### Jawatankuasa Kerja Pengurusan

Jawatankuasa Kerja Pengurusan ialah badan yang dibentuk untuk membantu Lembaga merangka dasar, pelan dan strategi mengenai perkara yang berkaitan dengan operasi dan pentadbiran. Semua perkara yang dibincang dan diputuskan oleh Jawatankuasa Kerja Pengurusan akan dibawa ke Mesyuarat Lembaga untuk pengesahan dan kelulusan. Bagi tahun 2009, Jawatankuasa Kerja Pengurusan telah bermesyuarat sebanyak empat (4) kali.

### Komposisi Jawatankuasa Kerja Pengurusan

#### Pengerusi

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Bersara)

#### Ahli

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Ketua Setiausaha Kementerian Pertahanan**

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
**Timbalan Panglima Tentera Darat**

YBhg. Dato' Zalekha binti Hassan  
**Timbalan Ketua Setiausaha Perbendaharaan  
Malaysia**

### Jawatankuasa Audit

Jawatankuasa Audit ditubuhkan bagi membantu Lembaga dalam mengkaji, menilai, dan melaporkan perkara berkaitan dengan pengauditan yang merangkumi pelan audit, dasar dan prosedur dalaman, membincang tentang laporan audit dalaman dan laporan Ketua Audit Negara mengenai laporan kewangan dan memastikan keberkesanan





## Jawatankuasa Audit (sambungan)

sistem kawalan dalaman terhadap aktiviti LTAT. Jawatankuasa ini bermesyuarat sekurang-kurangnya sekali dalam tempoh tiga (3) bulan atau seperti yang ditentukan oleh Pengerusinya. Bagi tahun 2009, Jawatankuasa Audit telah bermesyuarat sebanyak empat (4) kali.

## Komposisi Jawatankuasa Audit

### Pengerusi

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Bersara)

### Ahli

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Ketua Setiausaha Kementerian Pertahanan**

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
**Timbalan Panglima Tentera Darat**

YBhg. Dato' Zalekha binti Hassan  
**Timbalan Ketua Setiausaha Perbendaharaan  
Malaysia**

## Lembaga Perolehan

Lembaga Perolehan adalah terdiri daripada ahli yang dilantik oleh Lembaga Pengarah untuk mengelolakan perolehan LTAT bernilai melebihi RM500,000 tetapi tidak melebihi RM100 juta bagi satu-satu jenis item, atau satu-satu kelas jenis item, atau satu-satu projek, atau satu-satu kontrak. Keahlian dan bidang kuasa Jawatankuasa Perolehan LTAT adalah seperti berikut:

## Komposisi Lembaga Perolehan

- (1) Had jumlah kewangan **melebihi RM500,000** tetapi **tidak melebihi RM20 juta**.

### Pengerusi

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Ketua Setiausaha Kementerian Pertahanan**

### Ahli

YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim  
**Timbalan Panglima Tentera Udara**

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
**Timbalan Panglima Tentera Darat**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Ketua Eksekutif**

- (2) Had jumlah kewangan **melebihi RM20 juta** tetapi **tidak melebihi RM100 juta**.

### Pengerusi

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Ketua Setiausaha Kementerian Pertahanan**

## Ahli

YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim  
**Timbalan Panglima Tentera Udara**

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
**Timbalan Panglima Tentera Darat**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Ketua Eksekutif**

Dan wakil Ketua Setiausaha Perbendaharaan  
(KSP)

(i) Puan Nurul Syahmi Binti Mohd Ramli  
**Penolong Setiausaha**  
Seksyen Bekalan Dan Perkhidmatan Bahagian  
Perolehan Kerajaan  
(Ahli Tetap)

(ii) Datin Rohani binti Md Isa  
**Ketua Penolong Setiausaha Teknikal**  
Seksyen Khidmat Perundingan Bahagian  
Perolehan Kerajaan  
(Ahli Ganti)

(3) Bagi perolehan **tidak melebihi RM100,000** adalah memadai bagi LTAT menggunakan borang Pesanan Rasmi dan ditandatangani oleh Pegawai yang diberikan kuasa.

(4) Bagi perolehan LTAT **melebihi RM100,000**, tetapi **tidak melebihi RM500,000** bagi setiap jenis item, projek atau kontrak, ahli adalah dilantik oleh Ketua Eksekutif.

(5) Bagi tender bernilai **melebihi RM100 juta**, pertimbangan dan keputusan muktamad adalah dibuat oleh Kementerian Kewangan.

Bagi tahun 2009, tiada mesyuarat Lembaga Perolehan diadakan kerana tiada keperluan.

## Jawatankuasa Temu Duga

Jawatankuasa Temu Duga adalah terdiri daripada ahli-ahli yang dilantik oleh Lembaga yang bertanggungjawab bagi menemu duga, melantik dan mengesahkan jawatan pegawai-pegawai LTAT.

## Komposisi Jawatankuasa Temu Duga

(i) Bagi Gred 25 ke atas Jawatankuasa Temu Duga adalah terdiri daripada ahli-ahli seperti yang berikut:

### Pengerusi

YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim  
**Timbalan Panglima Tentera Udara**



**Komposisi Jawatankuasa Temu Duga (sambungan)**

**Ahli**

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
**Timbalan Panglima Tentera Darat**

YBhg. Laksamana Madya Datuk Mohammed Noordin bin Ali  
**Timbalan Panglima Tentera Laut**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Ketua Eksekutif**

Bagi tahun 2009, tiada temu duga dijalankan bagi gred 25 ke atas.

(ii) Lembaga menurunkan kuasa kepada Ketua Eksekutif untuk menemu duga, melantik, dan mengesahkan jawatan LTAT Gred 23 dan ke bawah. Komposisi Jawatankuasa adalah seperti berikut:

**Untuk Gred 23:**

- (a) Ketua Eksekutif/Timbalan Ketua Eksekutif sebagai Pengerusi
- (b) Pengurus Besar Pelaburan
- (c) Pengurus Besar (Operasi)
- (d) Penolong Pengurus Besar (Perkhidmatan)

Bagi tahun 2009, sebanyak satu (1) temu duga telah diadakan bagi gred 23.

**Untuk Gred 22 ke bawah:**

- (a) Ketua Eksekutif/Timbalan Ketua Eksekutif hendaklah menjadi Pengerusi
- (b) Pengurus Besar Pelaburan
- (c) Pengurus Besar (Operasi)
- (d) Penolong Pengurus Besar (Perkhidmatan)
- (e) Pengurus Tenaga Manusia dan Pentadbiran

Bagi tahun 2009, sebanyak lapan (8) temu duga telah diadakan bagi gred 22 dan ke bawah.

**Jawatankuasa Tatatertib**

Jawatankuasa Tatatertib adalah bertanggungjawab untuk menimbang dan menentukan hukuman tatatertib ke atas pegawai dan kakitangan LTAT yang telah melanggar syarat perkhidmatan dan peraturan yang berkuat kuasa dari semasa ke semasa.

**Komposisi Jawatankuasa Tatatertib**

(i) Bagi Pegawai Kumpulan A

- a) Dua (2) ahli Lembaga yang salah seorang daripadanya hendaklah menjadi Pengerusi, tidak termasuk Timbalan Pengerusi Lembaga dan Timbalan Ketua Setiausaha Kementerian Kewangan.

b) Ketua Eksekutif

c) Pengurus Besar (Operasi) menjadi setiausaha

(ii) Bagi Pegawai Kumpulan B

a) Ketua Eksekutif hendaklah menjadi Pengerusi

b) Timbalan Ketua Eksekutif

c) Pengurus Besar (Operasi)

d) Penolong Pengurus Besar (Perkhidmatan) menjadi setiausaha

Bagi tahun 2009, tiada mesyuarat Lembaga Tatatertib diadakan kerana tiada kes tatatertib.

**Jawatankuasa Pengurusan Kewangan dan Akaun**

Jawatankuasa ini dilantik oleh Lembaga dan dianggotai oleh sekurang-kurangnya enam (6) orang Pegawai Gred 21 ke atas. Jawatankuasa tersebut adalah bertanggungjawab membantu Ketua Eksekutif untuk mengawasi, mengesan, dan menyelia semua urusan kewangan dan akaun supaya berjalan lancar dan menepati kehendak Akta Tabung Angkatan Tentera 1973 (Akta 101) dan Peraturan Kewangan yang sedia ada. Jawatankuasa ini perlu menyediakan laporan suku tahunan untuk dikemukakan kepada Ketua Setiausaha Kementerian Pertahanan.

Jawatankuasa Pengurusan Kewangan dan Akaun bermesyuarat setiap bulan atau sekurang-kurangnya tiga (3) bulan sekali. Bagi tahun 2009, Jawatankuasa ini telah bermesyuarat sebanyak sebelas (11) kali.

**Jawatankuasa Skim Gaji Dan Perkhidmatan**

Jawatankuasa ini ditubuhkan oleh Lembaga dengan tujuan untuk membuat kajian lanjut ke atas syor-syor tertentu berkenaan dengan skim perkhidmatan LTAT. Jawatankuasa ini telah bermesyuarat hanya sekali bagi tahun 2009.

**Komposisi Jawatankuasa Skim Gaji dan Perkhidmatan**

Jawatankuasa ini terdiri daripada ahli-ahli yang dilantik oleh Lembaga Pengarah seperti berikut:

**Pengerusi**

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Ketua Setiausaha Kementerian Pertahanan**

**Ahli**

YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim  
**Timbalan Panglima Tentera Udara**

YBhg. Laksamana Madya Datuk Mohammed Noordin bin Ali  
**Timbalan Panglima Tentera Laut**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Ketua Eksekutif**



### Jawatankuasa Keutuhan Pengurusan

Jawatankuasa ini ditubuhkan bertujuan untuk mewujudkan pentadbiran LTAT yang cekap, berdisiplin serta mempunyai integriti yang tinggi dalam mempertingkatkan amalan nilai murni selaras dengan matlamat wawasan LTAT khususnya dan negara amnya. Jawatankuasa ini dipertanggungjawabkan dengan perkara-perkara berikut:

- (i) Mengenal pasti, mengkaji serta memperaku pindaan kepada mana-mana undang-undang dan peraturan LTAT yang dapat mengatasi kelemahan pengurusan, mempertingkatkan kawalan terhadap perlakuan rasuah, salah guna kuasa serta penyelewengan terutamanya dalam pengurusan kewangan dan pelaburan;
- (ii) Mengenal pasti, mengkaji serta memperakukan kepada pihak berkuasa berkenaan apa-apa perubahan dalam sistem dan prosedur kerja jabatan bagi meningkatkan kecekapan, keberkesanan, ketelusan serta akauntabiliti dalam perkhidmatan;
- (iii) Melaksanakan aktiviti penggalakan, penerapan serta penghayatan nilai-nilai murni dan etika bagi memperkukuhkan tahap integriti pegawai dan kakitangan LTAT;
- (iv) Menggubal dan memperkemas Kod Etika kerja sebagai panduan kepada pegawai dan kakitangan LTAT;
- (v) Memberi pengiktirafan kepada pegawai dan kakitangan yang memberi perkhidmatan cemerlang, mereka yang mempamerkan dan menghayati nilai-nilai murni melalui aktiviti-aktiviti kerja dan sukarela serta mereka yang melaporkan penyelewengan dan salah laku dalam jabatan;
- (vi) Mengambil tindakan atau memperakukan kepada pihak berkuasa tatatertib untuk mengambil tindakan tatatertib ke atas pegawai dan kakitangan yang didapati telah melanggar mana-mana peraturan di bawah Peraturan Pegawai Lembaga Tabung Angkatan Tentera (Kelakuan dan Tatatertib) 1996 dan memberi kerjasama atau melaporkan kepada Badan Pencegah Rasuah (BPR) sebarang perlakuan rasuah dan salah guna kuasa oleh mana-mana pegawai dan kakitangan;
- (vii) Mengawas dan mengatur langkah-langkah kawalan dalaman dalam pelaksanaan tugas-tugas penyeliaan oleh pegawai kanan bagi mencegah sebarang penyelewengan dan jenayah rasuah; dan
- (viii) Mengambil tindakan pemulihan selepas sesuatu kejadian pelanggaran tatatertib atau perlakuan jenayah termasuk rasuah melalui tindakan pembetulan seperti memperketatkan kawal selia disiplin, meminda prosedur dan peraturan, memastikan prinsip ketelusan jabatan diamalkan serta meningkatkan kecekapan jabatan dan unit.

Jawatankuasa ini bermesyuarat sekurang-kurangnya sekali dalam tiga (3) bulan dan melaporkan status tindakan kepada Jawatankuasa Kerja Pengurusan Kementerian Pertahanan. Bagi tahun 2009, Jawatankuasa ini telah bermesyuarat sebanyak empat (4) kali.

### Jawatankuasa Pengurusan Risiko

Jawatankuasa ini ditubuhkan oleh Lembaga dengan tujuan untuk mengawasi pelaksanaan isu-isu yang berkaitan dengan pengurusan risiko termasuk membangunkan Rangka Pengurusan Risiko, menyemak infrastruktur pengurusan risiko, menyediakan syor-syor berkaitan risiko ke atas aktiviti-aktiviti perniagaan sedia ada dan baru dan melaporkan isu-isu berkaitan dengan risiko kepada Lembaga Pengarah.

Jawatankuasa ini dianggotai oleh semua ketua jabatan dan bermesyuarat sekurang-kurangnya empat (4) kali dalam setahun. Bagi tahun 2009, Jawatankuasa ini telah bermesyuarat sebanyak empat (4) kali.

### Jawatankuasa Khas Sistem Pengurusan Kualiti

Jawatankuasa Khas Sistem Pengurusan Kualiti ini ditubuhkan untuk membuat penambahbaikan atas keseluruhan sistem pengurusan kualiti bagi membolehkannya meningkatkan tahap penyampaian perkhidmatan kepada pencarum.

Jawatankuasa ini dianggotai oleh Timbalan Ketua Eksekutif selaku wakil Pengurusan dan Pengerusi, Pengurus-Pengurus Kanan, Ketua-Ketua Jabatan dan pegawai-pegawai yang dilantik oleh pengurusan dan bermesyuarat sekurang-kurangnya dua (2) kali setahun bagi membincang dan menilai semula sistem pengurusan wang caruman ahli dan memastikan LTAT memperoleh persijilan ISO 9001:2008. Bagi tahun 2009, mesyuarat MKSPK telah diadakan sebanyak dua (2) kali.

### Jawatankuasa Khas Pengurusan Teknologi Maklumat

Jawatankuasa Khas Pengurusan Teknologi Maklumat Pelanggan Dalaman ditubuhkan dalam tahun 2009 bertujuan untuk membuat pemantauan dan penambahbaikan atas keseluruhan sistem pengurusan teknologi maklumat bagi membolehkannya meningkatkan tahap penyampaian perkhidmatan berkaitan teknologi maklumat kepada pegawai, kakitangan LTAT dan pencarum.

Jawatankuasa ini dianggotai oleh Timbalan Ketua Eksekutif selaku Wakil Pengurusan dan Pengerusi, Pengurus-Pengurus Kanan, Ketua-Ketua Jabatan dan pegawai-pegawai yang dilantik oleh pengurusan dan bermesyuarat sekurang-kurangnya satu (1) kali setahun bagi membincang dan menilai semula sistem pengurusan teknologi maklumat di LTAT dan memastikan LTAT memperoleh persijilan ISO/IEC 20000:2005. Bagi tahun 2009, mesyuarat tersebut telah diadakan sebanyak satu (1) kali.



## KEBERTANGGUNGJAWABAN DAN PENGAUDITAN

### Laporan Kewangan

LTAT sebagai sebuah badan berkanun adalah dikehendaki untuk mengemukakan akaunnya kepada Pejabat Audit Negara bagi tujuan pengauditan setiap tahun. Akaun yang telah diaudit akan dibentangkan di Parlimen untuk kelulusan. Lembaga juga perlu memastikan yang semua rekod perakaunan dilaporkan dengan tepat dan memberi pandangan yang benar dan saksama mengenai status LTAT setakat akhir tahun kewangan, berdasarkan piawaian perakaunan yang diguna pakai.

Sebagai mematuhi peruntukan di dalam Akta TAT 1973 (Akta 101), Lembaga Pengarah hendaklah memastikan perkara-perkara berikut:

- Lembaga hendaklah, tidak lewat daripada satu bulan sebelum bermula setiap tahun kewangan, menimbang dan meluluskan suatu anggaran perbelanjaan Lembaga (termasuk perbelanjaan modal) bagi tahun yang berikutnya;
- Lembaga bertanggungjawab mengarahkan supaya penyata kewangan dan juga laporan kewangan LTAT lain disediakan menurut piawaian perakaunan yang bersesuaian dan diluluskan;
- Lembaga hendaklah memastikan kesemua laporan kewangan diaudit setiap tahun oleh Ketua Audit Negara atau seseorang juruaudit lain yang dilantik oleh Lembaga dengan kelulusan Menteri Kewangan;
- Selepas berakhir setiap tahun kewangan, setelah sahaja diaudit, Lembaga hendaklah mengarahkan supaya satu salinan penyata akaun itu dihantar kepada Menteri bersama dengan satu salinan apa-apa pandangan audit. Menteri hendaklah mengarahkan supaya satu salinan bagi tiap-tiap penyata dan pandangan itu dibentangkan di hadapan setiap satu Majlis Parlimen; dan
- Lembaga hendaklah, tidak lewat daripada tiga puluh (30) hari bulan Jun setiap tahun, mengarahkan supaya dibuat dan dihantar kepada Menteri suatu laporan berkenaan dengan aktiviti LTAT dalam tahun kewangan yang lalu dan mengandungi sebarang maklumat berhubungan dengan perjalanan dan dasar sebagaimana yang diarahkan dari semasa ke semasa oleh Menteri. Menteri hendaklah mengarahkan supaya satu salinan setiap laporan itu dibentangkan di hadapan setiap satu Majlis Parlimen.

## PERKARA-PERKARA LAIN

### Perhubungan Dengan Juruaudit

Lembaga Pengarah mewujudkan satu hubungan yang rasmi dan telus bersama-sama dengan Pejabat Ketua Audit Negara dan Juruaudit swasta bagi anak syarikat LTAT. Penemuan audit bagi LTAT diteliti oleh Ketua Eksekutif sebelum tindakan susulan dijalankan. Jawapan kepada penemuan audit akan dibentangkan secara rasmi dalam Mesyuarat Penutupan Audit dan pemantauan berterusan dijalankan oleh pegawai di setiap bahagian dan jabatan bagi teguran audit yang diterima.

### Komunikasi Dengan Pencarum

Lembaga Pengarah mengiktiraf akan pentingnya Lembaga Tabung Angkatan Tentera dalam memberi maklumat yang tepat berkenaan dengan prestasi dan perkara lain yang melibatkan kepentingan pencarum LTAT. Antara kaedah yang digunakan untuk berkomunikasi dengan pencarumnya berkenaan aktiviti dan prestasi kewangan LTAT adalah melalui Laporan Tahunan, Penyata Caruman Ahli, Hari Bersama Pelanggan, Kenyataan Akhbar, Laman Web, Taklimat dan pengumuman melalui media.

## TANGGUNGJAWAB LEMBAGA PENGARAH MENGENAI LAPORAN KEWANGAN

Lembaga Pengarah adalah bertanggungjawab memastikan Penyata Kewangan disediakan berdasarkan piawaian perakaunan yang diluluskan dan bersesuaian serta memberikan gambaran benar dan saksama berkenaan kedudukan Kewangan LTAT dan Kumpulan. Ini termasuk Keputusan dan Penyata Aliran Tunai bagi LTAT dan Kumpulan bagi tahun Penyata Kewangannya. Lembaga Pengarah hendaklah memastikan bahawa proses penyediaan penyata kewangan adalah berasaskan usaha yang berterusan (going concern) berdasarkan jangkaan munasabah dan dengan sumber yang mencukupi untuk meneruskan operasi dalam jangka masa tertentu. Lembaga Pengarah juga bertanggungjawab sepenuhnya untuk mengambil langkah bagi memastikan keselamatan aset Kumpulan dan mengurangkan risiko operasi dan kewangan.

## KAWALAN DALAMAN

Lembaga Pengarah telah mengambil tanggungjawab untuk mengenal pasti, menilai, dan mengkaji kecukupan dan keutuhan sistem kawalan dalaman LTAT bagi mematuhi undang-undang, peraturan dan garis panduan yang berkenaan. Maklumat berkenaan sistem kawalan dalaman LTAT dibentangkan menerusi Penyata Kawalan Dalaman dalam Laporan Tahunan yang memberikan tinjauan menyeluruh berhubung kedudukan kawalan dalaman LTAT.





## PENYATAAN URUS TADBIR KORPORAT

### TARIKH MESYUARAT LEMBAGA PENGARAH

| TARIKH                                      | MASA        |
|---|-------------|
| Mesyuarat 1/2009 – Selasa, 10 Mac 2009      | 9.30 Pagi   |
| Mesyuarat 2/2009 – Isnin, 15 Jun 2009       | 2.15 Petang |
| Mesyuarat 3/2009 – Selasa, 1 September 2009 | 9.30 Pagi   |
| Mesyuarat 4/2009 – Khamis, 17 Disember 2009 | 2.15 Petang |

### KEHADIRAN PADA MESYUARAT LEMBAGA PENGARAH

| NAMA AHLI LEMBAGA PENGARAH  | KEHADIRAN 2009         |
|---|------------------------|
| <b>Pengerusi LTAT</b><br>YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Bersara)   | 4 daripada 4 mesyuarat |
| <b>Timbalan Pengerusi</b><br>YBhg. Dato' Sri Abu Bakar bin Haji Abdullah<br><b>Ketua Setiausaha Kementerian Pertahanan</b>  | 1 daripada 4 mesyuarat |
| YBhg. Dato' Zalekha binti Hassan<br><b>Timbalan Ketua Setiausaha Perbendaharaan Malaysia</b>  | 3 daripada 4 mesyuarat |
| <b>Ahli-Ahli Mewakili Pencarum</b><br>YBhg. Jen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal<br><b>Panglima Angkatan Tentera</b><br>(sehingga 31 Ogos 2009) | 2 daripada 2 mesyuarat |
| YBhg. Jen. Tan Sri Dato' Sri Azizan bin Ariffin<br><b>Panglima Angkatan Tentera</b><br>(mulai 1 September 2009)   | 1 daripada 1 mesyuarat |
| YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin<br><b>Timbalan Panglima Tentera Darat</b>   | 1 daripada 4 mesyuarat |
| YBhg. Laksamana Madya Datuk Mohamed Noordin bin Ali<br><b>Timbalan Panglima Tentera Laut</b>  | 3 daripada 4 mesyuarat |
| YBhg. Lt. Jen. Datuk Seri Bashir bin Haji Abu Bakar<br><b>Timbalan Panglima Tentera Udara</b><br>(sehingga 31 Ogos 2009)  | 2 daripada 2 mesyuarat |
| YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim<br><b>Timbalan Panglima Tentera Udara</b><br>(mulai 1 September 2009)  | 1 daripada 1 mesyuarat |
| YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin<br><b>Ketua Eksekutif LTAT (Ex-Officio)</b>   | 4 daripada 4 mesyuarat |



## TARIKH MESYUARAT PANEL PELABURAN

| TARIKH                                      | MASA      |
|---|-----------|
| Mesyuarat 1/2009 – Isnin, 2 Mac 2009        | 9.30 Pagi |
| Mesyuarat 2/2009 – Isnin, 18 Mei 2009       | 9.30 Pagi |
| Mesyuarat 3/2009 – Isnin, 17 Ogos 2009      | 9.30 Pagi |
| Mesyuarat 4/2009 – Selasa, 17 November 2009 | 9.30 Pagi |

## KEHADIRAN PADA MESYUARAT PANEL PELABURAN

| NAMA AHLI PANEL PELABURAN   | KEHADIRAN 2009         |
|---|------------------------|
| <b>Pengerusi</b><br>YBhg. Jen. Tan Sri Dato' Mohd Ghazali bin Dato' Mohd Seth (Bersara)                                     | 4 daripada 4 mesyuarat |
| YBhg. Jen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal<br><b>Panglima Angkatan Tentera</b><br>(sehingga 31 Ogos 2009) | 1 daripada 2 mesyuarat |
| YBhg. Jen. Tan Sri Dato' Sri Azizan bin Ariffin<br><b>Panglima Angkatan Tentera</b><br>(mulai 1 September 2009)             | 0 daripada 1 mesyuarat |
| YBhg. Dato' Zalekha binti Hassan<br><b>Timbalan Ketua Setiausaha Perbendaharaan Malaysia</b>                                | 2 daripada 4 mesyuarat |
| YBhg. Dato' Abdul Aziz Bin Ibrahim  | 4 daripada 4 mesyuarat |
| YBhg. Datuk Haji Abdul Rahman bin Hamid   | 4 daripada 4 mesyuarat |



### TANGGUNGJAWAB

Lembaga Pengarah LTAT adalah bertanggungjawab terhadap pengekalan sistem kawalan dalaman LTAT yang sempurna dan berkesan. Walau bagaimanapun, disebabkan batasan yang terdapat dalam sebarang sistem kawalan dalaman, sistem kawalan dalaman LTAT telah diwujudkan untuk mengurus dan bukan untuk menghapus risiko kegagalan untuk mencapai matlamat organisasi secara mutlak. Ianya hanya dapat memberikan jaminan keberkesanan organisasi yang munasabah dan bukan jaminan terhadap salah nyata atau kerugian ketara.

### CIRI-CIRI UTAMA KAWALAN DALAMAN

Ciri-ciri utama kawalan dalaman LTAT adalah seperti berikut:

- Terma rujukan yang jelas menggariskan peranan dan tanggungjawab Lembaga Pengarah, Jawatankuasa Kerja Pengurusan dan Panel Pelaburan;
- Struktur organisasi yang jelas menggariskan had kuasa dan tanggungjawab di semua peringkat untuk memastikan akauntabiliti pengurusan risiko dan kawalan;
- Mesyuarat Lembaga, Jawatankuasa Kerja Pengurusan, dan Panel Pelaburan yang diadakan secara tetap untuk menilai prestasi dan mengenal pasti, membincang dan memutuskan perkara-perkara utama pengurusan risiko, pentadbiran, kewangan, dan pelaburan;
- Tanggungjawab Lembaga, Jawatankuasa Kerja Pengurusan dan Panel Pelaburan yang berkaitan adalah dicatatkan dalam Penyata Urus Tadbir Korporat;
- Mesyuarat Jawatankuasa Audit yang diadakan secara tetap untuk mengkaji, menilai, dan memberi pertimbangan terhadap laporan audit dalaman dan laporan pejabat Ketua Audit Negara tentang laporan kewangan dan keberkesanan sistem kawalan dalaman terhadap aktiviti LTAT dan seterusnya dibentangkan kepada Lembaga untuk kelulusan. Pengurusan adalah bertanggungjawab untuk mengambil tindakan susulan ke atas laporan tersebut;
- Mesyuarat Pengurusan yang diadakan oleh Ketua Eksekutif dengan Pegawai-Pegawai Kanan dan Ketua-Ketua Jabatan secara mingguan memberi penekanan kepada proses penilaian dan pengawasan terhadap pengurusan risiko, prestasi pendapatan, perkhidmatan pelanggan, kewangan, pentadbiran, pelaburan, dan sistem kualiti.
- Peraturan Kewangan menggariskan secara keseluruhan dasar dan prosedur bagi pengurusan hal ehwal kewangan dan perakaunan LTAT untuk rujukan pegawai dan kakitangan melaksanakan tanggungjawab harian dan dikemas kini dari semasa ke semasa mengikut kesesuaian;
- Pelan Strategik LTAT bagi setiap tujuh tahun dan belanjawan tahunan disediakan oleh pengurusan dan dikaji semula oleh Jawatankuasa Kerja Pengurusan dan diluluskan oleh Lembaga;
- Manual prosedur dan arahan kerja yang didokumentasikan menggariskan dengan jelas prosedur kawalan dalaman dalam melaksanakan tugas harian bagi aktiviti-aktiviti LTAT yang merupakan sebahagian daripada Sistem Pengurusan Kualiti ISO 9001:2008 dan ISO/IEC 20000:2005. Dokumen ini disemak, diaudit, dan dikemas kini dari semasa ke semasa;
- Sistem pembangunan dan penilaian program latihan pegawai dan kakitangan bertujuan memastikan kakitangan adalah kompeten dan mempunyai latihan yang mencukupi untuk melaksanakan tugas dan tanggungjawab mereka;
- Sistem komunikasi maklumat di mana laporan kewangan bulanan, laporan syarikat-syarikat pelaburan LTAT, Petunjuk Keberkesanan Prestasi dan sebarang laporan kelemahan dan perubahan profil risiko dilaporkan kepada Pengurusan, Jawatankuasa Kerja Pengurusan, Panel Pelaburan dan Lembaga; dan
- Polisi keselamatan teknologi maklumat menggariskan polisi dan prosedur yang penting bagi menjamin aset-aset teknologi maklumat dilindungi secukupnya dari segi kerahsiaan, keutuhan, dan ketersediaan maklumat, data, dan penggunaannya di LTAT.



## FUNGSI JABATAN AUDIT DALAMAN

Fungsi utama audit dalaman adalah untuk memberi jaminan yang munasabah kepada Lembaga bahawa sistem kawalan dalaman berfungsi dengan sempurna, berkesan, dan ketelusannya dikekalkan.

Fungsi audit dalaman adalah untuk menjalankan kajian semula ke atas sistem kawalan dalaman bagi aktiviti-aktiviti penting LTAT dan Kumpulannya berpandukan Pelan Tahunan Audit Dalaman yang dibentangkan kepada Jawatankuasa Audit untuk kelulusan. Proses audit dalaman mengambil pendekatan berasaskan risiko dan merangka pelan dan strategi audit berasaskan profil-profil risiko berkaitan dengan unit-unit perniagaan.

Semua laporan audit dalaman adalah dibentangkan untuk perbincangan Jawatankuasa Audit. Pengurusan adalah bertanggungjawab bagi memastikan tindakan pembetulan diambil atas kelemahan-kelemahan yang dilaporkan dalam tempoh masa yang ditetapkan. Jawatankuasa Audit mempunyai akses penuh kepada kedua-dua juruaudit dalaman dan juruaudit daripada pejabat Ketua Audit Negara.

## PENGURUSAN RISIKO

LTAT adalah komited untuk memastikan Rangka Kerja Pengurusan Risiko memainkan peranan utama dalam usaha untuk mewujudkan satu urus tadbir korporat yang baik di LTAT. Oleh itu, LTAT telah menyediakan Rangka Kerja Pengurusan Risiko bagi memastikan risiko diambil kira dalam semua proses membuat keputusan dan bagi membolehkan tindakan wajar diambil untuk meminimumkan pendedahan kepada risiko setelah risiko tersebut dikenal pasti.

Sehubungan dengan hal itu, LTAT telah menubuhkan Jawatankuasa Pengurusan Risiko di peringkat tertinggi dan unit-unit pengurusan risiko di setiap jabatan. Satu jabatan Pengurusan Risiko juga ditubuhkan bertujuan menguruskan risiko secara lebih berkesan. Memandangkan kepada cabaran masa hadapan yang lebih getir, LTAT terus memperketatkan pemantauan ke atas situasi risiko bagi memastikan langkah-langkah pengurusan risiko yang sesuai dapat diambil.

## PEMANTAUAN DAN KAJIAN KECUKUPAN DAN KETELUSAN SISTEM KAWALAN DALAMAN

Proses-proses pemantauan, pengkajian kecukupan, dan ketelusan sistem kawalan LTAT termasuklah:

- Pengamatan yang cermat dan tindakan susulan penambahbaikan yang berterusan oleh Ketua Eksekutif, Pegawai-pegawai Kanan, dan Ketua-ketua Jabatan dalam mesyuarat Pengurusan mingguan tentang keberkesanan sistem kawalan dalaman dan pengurusan risiko;
- Pengakuan tetap oleh Ketua Eksekutif dan Lembaga mengenai keberkesanan sistem kawalan dalaman setiap tahun di dalam laporan kewangan tahunan;
- Pemeriksaan berkala terhadap pematuhan prosedur kawalan dalaman dan pengkajian semula semua penemuan dan syor-syor audit dalaman tersebut oleh Jawatankuasa Audit dalam mesyuaratnya yang diadakan secara tetap;
- Pengesahan pematuhan piawaian sistem pengurusan kualiti melalui Sijil ISO 9001:2008 dan sistem pengurusan teknologi maklumat untuk pelanggan dalaman melalui Sijil ISO/IEC 20000:2005 daripada Lloyds Register Quality Assurance, juruaudit bertauliah oleh pihak Kerajaan; dan
- Pengesahan daripada Pejabat Ketua Audit Negara melalui Sijil Ketua Audit Negara terhadap Laporan Kewangan dan Laporan Pengurusan.

Pengurusan akan terus mengambil langkah-langkah untuk memperkukuhkan persekitaran kawalan dalaman LTAT.

## KESIMPULAN

Bagi tahun 2009, tiada sebarang kerugian yang matan berlaku yang disebabkan oleh kelemahan kawalan dalaman LTAT dan Kumpulannya.

Sistem kawalan dalaman LTAT dan Kumpulannya meliputi pengurusan risiko serta kawalan kewangan, operasi, dan pematuhan kawalan. Manakala risiko yang boleh diinsuranskan, atau perlindungan insuransnya boleh dibeli serta risiko lain yang dihadapi oleh Kumpulan (kecuali syarikat-syarikat bersekutu) adalah dilaporkan dan diurus oleh Lembaga Pengarah yang berkenaan. Lembaga berpendapat bahawa sistem kawalan Kumpulan LTAT adalah baik dan mencukupi bagi memelihara pelaburan para pemegang saham, kepentingan pelanggan, dan aset-aset Kumpulan.





## LEMBAGA PENGARAH LTAT 2009

### Duduk dari kiri

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
(Timbalan Pengerusi)

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar  
bin Haji Mohd Nor (Bersara)  
(Pengerusi)

YBhg. Jen. Tan Sri Dato' Sri Azizan bin Ariffin  
(Panglima Angkatan Tentera)

### Berdiri dari kiri

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
(Ketua Eksekutif)

YBhg. Laksamana Madya Datuk Mohammed Noordin  
bin Ali

YBhg. Dato' Zalekha binti Hassan

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin

YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim

YBhg. Datuk Haji Abdul Aziz bin Ismail  
(Timbalan Ketua Eksekutif)



## LEMBAGA PENGARAH LTAT 2009

### Pengerusi

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd. Nor (Bersara)  
P.G.A.T., P.M.N., P.S.A.T., P.S.D., S.J.M.K., S.S.A.P., S.S.I.S., S.P.T.S., D.H.M.S., D.C.S.M., D.P.M.S., D.P.T.S.,  
P.A.T., J.S.M., J.S.D., P.M.P., K.A.T., K.M.N., B.K.T., D.P.K.T (Brunei), OLH (France), OMRI (Italy), Yudha  
Dharma Utama (Indonesia), White Elephant, First Class Knight Grand Cross (Thailand), PLH (Philippines), NI(M)  
(Pakistan), LOM (USA), P.P.S., P.P.A., MSc EBM (Warwick), jssc, psc

### Timbalan Pengerusi

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
S.S.A.P., S.I.M.P., D.S.D.K., D.I.M.P., K.M.N., A.M.N.  
**Ketua Setiausaha Kementerian Pertahanan**

### Timbalan Ketua Setiausaha Perbendaharaan Malaysia

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.

### Ahli-ahli mewakili Pencarum

YBhg. Jen. Tan Sri Dato' Sri Azizan bin Ariffin  
P.G.A.T., P.S.M., P.S.A.T., S.S.A.P., S.I.M.P., S.P.T.S., D.S.A.P., D.H.M.S., D.S.D.K., P.A.T., J.M.N., J.S.D, K.A.T.,  
P.J.M., P.P.S., P.P.A., ndc, psc, TUDM  
**Panglima Angkatan Tentera**  
(mulai 1 September 2009)

YBhg. Jen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal  
P.G.A.T, P.M.N., P.S.M., P.S.A.T., S.P.M.P., S.S.D.K., S.S.A.P., S.I.M.P., S.P.T.J., S.P.K.K., S.P.T.S., D.S.A.P.,  
D.I.M.P., D.H.M.S., D.G.M.K., P.A.T., J.M.N., K.A.T., A.M.N., D.P.K.T. (Brunei), PLOH (Philippines), mpat, psc,  
MM (AIM) Manila, Hon PhD(Mgmt)(UMS), Hon PhD (Mgmt) (UNITAR)  
**Panglima Angkatan Tentera**  
(sehingga 31 Ogos 2009)

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
P.J.N., P.S.A.T., S.I.M.P., S.P.K.K., D.P.K.K., D.G.M.K., D.M.S.M, D.S.D.K., P.M.W., P.A.T., J.M.N., S.D.K.,  
K.M.N., A.S.K., A.M.K., Legion of Honor (Phil), AMIM, MSc (NDU), mpat, lmt, psc  
**Timbalan Panglima Tentera Darat**

YBhg. Laksamana Madya Datuk Mohammed Noordin bin Ali  
P.S.A.T., P.J.N., S.I.M.P., D.I.M.P., D.G.M.K., P.A.T., J.S.M., S.D.K., K.A.T., K.M.N., P.P.T.(Sel),  
B.C.K., P.P.S., P.P.A., mpat, psc  
**Timbalan Panglima Tentera Laut**

YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim  
P.S.A.T., P.J.N, P.S.D., S.I.M.P., D.S.A.P., D.I.M.P., P.A.T., J.M.N., D.J.N., A.M.K., P.J.M., MSc, MA,  
Dip, Mngt, Sci, ndc, mpat, psc, jt, TUDM  
**Timbalan Panglima Tentera Udara**  
(mulai 1 September 2009)

YBhg. Lt. Jen. Datuk Seri Bashir bin Haji Abu Bakar  
P.S.A.T., P.J.N, S.M.W., S.I.M.P., S.P.K.K., D.P.K.K., D.S.A.P., D.I.M.P., P.A.T., J.S.M., S.M.P., K.A.T., P.P.A.,  
fadc, dssc, mpat, psc, jt, TUDM  
**Timbalan Panglima Tentera Udara**  
(sehingga 31 Ogos 2009)

### Ahli yang dilantik oleh Menteri

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
P.S.M., S.P.S.K., D.S.A.P., D.P.M.P., S.M.P., P.M.P., A.S.K., K.M.N., A.M.P., P.P.T., CLH (France)  
**Ketua Eksekutif (Ex-Officio)**





## PANEL PELABURAN LTAT 2009

### Duduk dari kiri

YBhg. Jen. Tan Sri Dato' Sri Azizan bin Ariffin  
(Panglima Angkatan Tentera)

YBhg. Jen. Tan Sri Dato' Mohd Ghazali bin  
Dato' Mohd Seth (Bersara)  
(Pengerusi Panel Pelaburan)

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar  
bin Haji Mohd Nor (Bersara)  
(Pengerusi LTAT)

### Berdiri dari kiri

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
(Ketua Eksekutif)

YBhg. Dato' Abdul Aziz bin Ibrahim

YBhg. Dato' Zalekha binti Hassan

YBhg. Datuk Haji Abdul Rahman bin Hamid

YBhg. Datuk Haji Abdul Aziz bin Ismail  
(Timbalan Ketua Eksekutif)



## PANEL PELABURAN LTAT 2009

### Pengerusi

YBhg. Jen. Tan Sri Dato' Mohd Ghazali bin Dato' Mohd Seth (Bersara)  
P.G.A.T., P.M.N., P.S.M., S.P.M.J., S.I.M.P., D.H.M.S., P.N.B.S., J.M.N., P.P.C., jssc, psc.

### Ahli-ahli

YBhg. Jen. Tan Sri Dato' Sri Azizan bin Ariffin  
P.G.A.T., P.S.M., P.S.A.T., S.S.A.P., S.I.M.P., S.P.T.S., D.S.A.P., D.H.M.S., D.S.D.K., P.A.T., J.M.N., J.S.D, K.A.T.,  
P.J.M., P.P.S., P.P.A., ndc, psc, TUDM

**Panglima Angkatan Tentera**  
(mulai 1 September 2009)

YBhg. Jen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal  
P.G.A.T., P.M.N., P.S.M., P.S.A.T., S.P.M.P., S.S.D.K., S.S.A.P., S.I.M.P., S.P.T.J., S.P.K.K., S.P.T.S., D.S.A.P.,  
D.I.M.P., D.H.M.S., D.G.M.K., P.A.T., J.M.N., K.A.T., A.M.N., D.P.K.T. (Brunei), PLOH (Philippines), mpat, psc,  
MM (AIM) Manila, Hon PhD(Mgmt)(UMS), Hon PhD (Mgmt) (UNITAR)

**Panglima Angkatan Tentera**  
(sehingga 31 Ogos 2009)

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.  
**Timbalan Ketua Setiausaha Perbendaharaan Malaysia**

YBhg. Dato' Abdul Aziz bin Ibrahim  
D.P.M.T., S.M.T.

YBhg. Datuk Haji Abdul Rahman bin Hamid  
P.J.N., K.M.N.

## JAWATANKUASA KERJA PENGURUSAN 2009

### Pengerusi

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Bersara)  
P.G.A.T., P.M.N., P.S.A.T., P.S.D., S.J.M.K., S.S.A.P., S.S.I.S., S.P.T.S., D.H.M.S., D.C.S.M., D.P.M.S., D.P.T.S.,  
P.A.T., J.S.M., J.S.D., P.M.P., K.A.T., K.M.N., B.K.T., D.P.K.T (Brunei), OLH (France), OMRI (Italy), Yudha  
Dharma Utama (Indonesia), White Elephant, First Class Knight Grand Cross (Thailand), PLH (Philippines),  
NI(M) (Pakistan), LOM (USA), P.P.S., P.P.A., MSc EBM (Warwick), jssc, psc

### Ahli-ahli

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
S.S.A.P., S.I.M.P., D.S.D.K., D.I.M.P., K.M.N., A.M.N.  
**Ketua Setiausaha Kementerian Pertahanan**

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.  
**Timbalan Ketua Setiausaha Perbendaharaan Malaysia**

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
P.J.N., P.S.A.T., S.I.M.P., S.P.K.K., D.P.K.K., D.G.M.K., D.M.S.M, D.S.D.K., P.A.T., J.M.N., S.D.K., K.M.N.,  
A.S.K., A.M.K., Legion of Honor (Phil), AMIM, MSc (NDU), mpat, lmt, psc  
**Timbalan Panglima Tentera Darat**





## JAWATANKUASA AUDIT 2009

### Pengerusi

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Bersara)  
P.G.A.T., P.M.N., P.S.A.T., P.S.D., S.J.M.K., S.S.A.P., S.S.I.S., S.P.T.S., D.H.M.S., D.C.S.M., D.P.M.S., D.P.T.S.,  
P.A.T., J.S.M., J.S.D., P.M.P., K.A.T., K.M.N., B.K.T., D.P.K.T (Brunei), OLH (France), OMRI (Italy), Yudha  
Dharma Utama (Indonesia), White Elephant, First Class Knight Grand Cross (Thailand), PLH (Philippines),  
NI(M) (Pakistan), LOM (USA), P.P.S., P.P.A., MSc EBM (Warwick), jssc, psc

### Ahli-ahli

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
S.S.A.P., S.I.M.P., D.S.D.K., D.I.M.P., K.M.N., A.M.N.  
**Ketua Setiausaha Kementerian Pertahanan**

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.  
**Timbalan Ketua Setiausaha Perbendaharaan Malaysia**

YBhg. Lt. Jen. Datuk Zulkifeli bin Mohd Zin  
P.J.N., P.S.A.T., S.I.M.P., S.P.K.K., D.P.K.K., D.G.M.K., D.M.S.M, D.S.D.K., P.A.T., J.M.N., S.D.K., K.M.N.,  
A.S.K., A.M.K., Legion of Honor (Phil), AMIM, MSc (NDU), mpat, lmt, psc  
**Timbalan Panglima Tentera Darat**

## PENGURUSAN 2009

### Ketua Eksekutif

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
P.S.M., S.P.S.K., D.S.A.P., D.P.M.P., S.M.P., P.M.P.,

### Timbalan Ketua Eksekutif

YBhg. Datuk Haji Abdul Aziz bin Ismail  
D.M.S.M., J.S.M., K.M.N., A.M.P., A.M.N.

### Pengurus Besar Pelaburan I

YBhg. Datuk Zakaria bin Sharif  
D.M.S.M., K.M.N.

### Pengurus Besar (Operasi)

Puan Rathiyah binti Hassan  
A.M.N.

### Pengurus Besar (Kewangan)

Puan Muslemah binti Jaafar  
A.M.N.

### Pengurus Besar Pelaburan II

Tuan Haji Roslan bin Abu Talib

### Penolong Pengurus Besar (Pelaburan)

Tuan Haji Dziauddin bin Azizan  
A.M.N.

### Penolong Pengurus Besar (Perkhidmatan)

Tuan Haji Mohd Yunus bin Ahmad

### Penolong Pengurus Besar (Kewangan)

Puan Ho Chai Suan  
A.M.N.

### Penolong Pengurus Besar (Perancangan Strategik & Pelaksanaan Kualiti)

Encik Mohd Saubae bin Roslan  
A.M.N.

### Penolong Pengurus Besar (Pengurusan Risiko)

Puan Hajah Saira Banu binti Chara Din

### Pengurus Pelaburan

Puan Boo Phaik Suan  
Puan Hajah Norihan binti Akhiruddin

### Pengurus Kewangan

Encik Musa bin Bachik  
Encik Mohamed Roslan Al-Husni bin Mohamed

### Pengurus Tenaga Manusia & Pentadbiran

Puan Hajah Noorlaily binti Ibrahim

### Pengurus Hal Ehwal Korporat & Pelanggan

Puan Sharifah Salmah binti Syed Ahmad

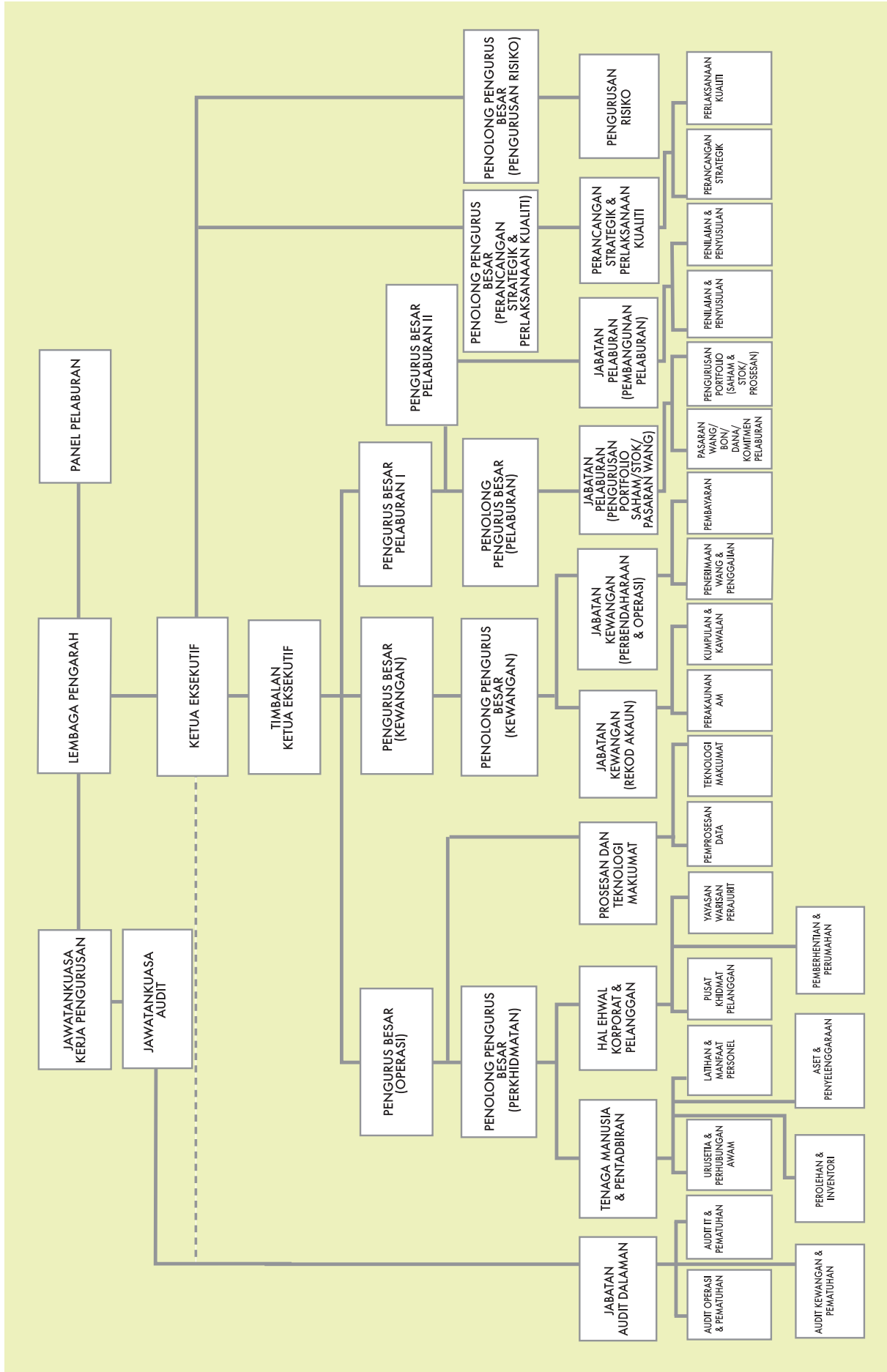
### Pengurus Prosesan & Teknologi Maklumat

Puan Hajah Shariffah Azlina binti Syed Hussain

### Pengurus Audit Dalaman

Puan Putri Rozita binti Abdul Rahman

# CARTA ORGANISASI LTAT



## Perutusan Pengerusi Bagi Tahun 2009







DYMM Seri Paduka Baginda Yang di-Pertuan Agong Tuanku Mizan Zainal Abidin telah berkenan untuk berangkat merasmikan Hospital Angkatan Tentera di Jalan Genting Klang, Kuala Lumpur yang dibina oleh Perbadanan Perwira Harta Malaysia, sebuah perbadanan milik penuh LTAT.  
 DYMM Seri Paduka Baginda Yang di-Pertuan Agong Tuanku Mizan Zainal Abidin at the official opening of Hospital Angkatan Tentera, Jalan Genting Klang, Kuala Lumpur built by Perbadanan Perwira Harta Malaysia, a wholly-owned corporation of LTAT.

## PERUTUSAN PENERUSI

Tahun 2009 merupakan tahun yang penuh cabaran bagi LTAT. Pertumbuhan ekonomi negara yang masih perlahan akibat krisis ekonomi global telah memberi cabaran yang berat kepada LTAT untuk mengekalkan prestasi cemerlangnya. Walau bagaimanapun beberapa strategi pengukuhan ekonomi negara seperti dua pakej rangsangan ekonomi serta pelaksanaan dasar monetari yang akomodatif telah dapat membantu pertumbuhan positif ekonomi negara pada suku keempat berbanding penguncupan di sepanjang sembilan bulan pertama 2009 dan menjadikan penguncupan keseluruhan Keluaran Dalam Negara Kasar (KDNK) bagi tahun 2009 1.7% berbanding anggaran awal penguncupan 3.0%. Senario ini menjanjikan prospek yang lebih baik kepada prestasi LTAT.

Berdasarkan senario ekonomi semasa, saya dengan sukacitanya, bagi pihak Lembaga, membentangkan Laporan Tahunan dan Penyata Kewangan Lembaga Tabung Angkatan Tentera yang ketiga puluh tujuh dan Penyata Kewangan Kumpulan LTAT yang kedua puluh lapan bagi tahun berakhir 31 Disember 2009.

## LAPORAN PRESTASI

Bagi tahun kewangan berakhir 31 Disember 2009, LTAT berjaya memperoleh jumlah pendapatan sebanyak RM554.7 juta, menurun 7.0% berbanding RM596.5 juta yang diperoleh dalam tahun 2008. Pencapaian ini menggambarkan cabaran berat yang dihadapi oleh LTAT untuk mengekalkan prestasi

cemerlangnya dalam keadaan ekonomi yang belum pulih sepenuhnya. Walau bagaimanapun keadaan ini dijangka akan bertambah baik dan meningkat semula berdasarkan keadaan ekonomi negara dan global yang terus menunjukkan pertumbuhan yang positif.

Bagi tahun 2009, pendapatan dividen daripada pelaburan LTAT di dalam syarikat-syarikat pelaburan disebut harga dan tidak disebut harga serta saham keutamaan boleh tebus terkumpul merupakan penyumbang terbesar dengan menyumbang sebanyak RM322.1 juta atau 58.1% daripada jumlah pendapatan. Pendapatan daripada sumber ini susut 7.0% berbanding RM346.5 juta bagi tahun 2008, mencerminkan operasi syarikat-syarikat pelaburan LTAT turut merasai kesan dari prestasi ekonomi semasa.

Pendapatan dari keuntungan penjualan saham menyumbang sebanyak RM122.8 juta atau 22.1% kepada jumlah pendapatan iaitu susut 37.3% berbanding RM195.9 juta bagi tahun 2008. Prestasi ini mencerminkan keadaan pasaran saham yang masih rendah. Walau bagaimanapun pengurusan portfolio telah menunjukkan peningkatan 17.5% dengan jumlah pendapatan dari aktiviti ini meningkat kepada RM9.4 juta berbanding RM8.0 juta yang dicatat dalam tahun 2008.

Dalam tahun yang dilapor, sebanyak RM45.7 juta atau 8.2% daripada jumlah pendapatan merupakan pendapatan yang diterima daripada deposit tetap dan deposit-deposit jangka pendek. Pendapatan dari sumber ini menurun 18.4% berbanding RM56.0 juta bagi tahun 2008 disebabkan penggunaan modal



Y.A. Bhg. Datin Paduka Seri Rosmah Mansor menerima replika cek sumbangan LTAT bagi Tabung Kempen Hari Pahlawan 2009 yang disampaikan oleh Pengerusi LTAT, Y.Bhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (B).

Y.A. Bhg. Datin Paduka Seri Rosmah Mansor receiving a replica of cheque from Chairman of LTAT, Y.Bhg. Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (R) for LTAT's contribution to the National Warriors' Campaign Fund 2009.

### LAPORAN PRESTASI (sambungan)

yang tinggi dalam aktiviti pelaburan ekuiti bagi merebut peluang-peluang baru pembelian saham dalam keadaan pasaran yang rendah.

Pendapatan sewaan bangunan bagi tahun yang dilapor sebanyak RM14.3 juta atau 2.6% daripada jumlah pendapatan, meningkat 3.5% berbanding RM13.8 juta dalam tahun 2008. Dalam tahun 2009, LTAT telah memperoleh pendapatan sebanyak RM372,000 melalui pelaburannya dalam Dana Infrastruktur Bank Pembangunan Islam (IDBIF) yang berpusat di Bahrain, iaitu pelaburan luar Malaysia pertama LTAT, menurun 62.5% berbanding RM993,000 yang diperolehi bagi tahun sebelumnya. Penurunan pendapatan ini adalah disebabkan sebahagian modal pelaburan LTAT telah mencapai tempoh matang dan dikembalikan.

Bagi tahun yang dilapor, pendapatan lain LTAT yang termasuk yuran perkhidmatan pengurusan, faedah bayaran balik pinjaman kakitangan, keuntungan penjualan harta tanah, loji dan peralatan serta keuntungan nilai saksama daripada pelaburan harta tanah, menurun kepada RM5.2 juta berbanding RM10.2 juta tahun sebelumnya.

### DIVIDEN DAN BONUS

LTAT amat komited untuk memastikan dana yang diamanahkan diuruskan dengan baik dan teratur bagi memastikan pulangan yang maksimum kepada pencarum LTAT dalam bentuk dividen, bonus serta faedah-faedah lain. Bagi tahun 2009, LTAT berjaya mengisytiharkan dividen dan bonus sebanyak 14%, menurun 2% dari kadar 16% pada tahun 2008.

Walaupun kadar ini menurun berbanding tahun lalu namun ianya masih kompetitif berbanding dengan kadar simpanan tetap dan kadar yang diisytihar oleh agensi-agensi yang mempunyai tanggungjawab yang serupa. Dividen dan bonus ini merangkumi dividen sebanyak 7%, bonus sebanyak 1% dan 6% bonus khas dalam bentuk unit-unit amanah saham secara percuma kepada para pencarum yang aktif dan melibatkan pembayaran berjumlah RM575.2 juta, menurun sedikit berbanding RM616.5 juta yang dibayar bagi tahun 2008.

Pencapaian LTAT yang agak baik serta pembayaran dividen dan bonus yang kompetitif dan konsisten ini sebahagian besarnya adalah hasil daripada dasar dan strategi LTAT yang melabur secara berhemah dan memberi keutamaan kepada pelaburan di dalam syarikat-syarikat yang besar dan kukuh. Strategi jangka panjang LTAT bukan hanya untuk bertahan menentang kesan krisis ekonomi tetapi yang lebih penting mengambil peluang pelaburan baru dalam keadaan ekonomi semasa untuk pencapaian yang lebih cemerlang. LTAT akan terus berusaha untuk mengenal pasti dan mengambil bahagian di dalam pelaburan baru yang menguntungkan serta berpotensi tinggi dan pada masa yang sama mengambil langkah-langkah tertentu untuk mengukuhkan dan menyusun semula portfolio pelaburan semasa bagi tujuan mengoptimumkan pulangan untuk kebaikan jangka panjang para pencarumnya.

### PEMBELIAN EKUITI

Langkah kerajaan memperkenalkan beberapa inisiatif di dalam tahun 2009 bagi memastikan pasaran modal Malaysia kekal sebagai platform yang menarik bagi pelabur asing dan tempatan telah membantu melonjakkan prestasi pasaran ekuiti tempatan. LTAT





Boustead Holdings Berhad, syarikat subsidiari LTAT telah menerima anugerah berprestij BrandLaureate Award 2008/2009. YBhg. Tan Sri Dato' Lodin Wok Kamaruddin, Ketua Eksekutif LTAT dan selaku Pengarah Urusan syarikat kumpulan telah menerima anugerah tersebut.

*Boustead Holdings Berhad, subsidiary of LTAT is one of the recipients of the prestigious BrandLaureate Award 2008/2009. YBhg. Tan Sri Dato' Lodin Wok Kamaruddin, Chief Executive of LTAT and as Group Managing Director received the award.*



### PEMBELIAN EKUITI (sambungan)

telah mengambil kesempatan semasa pasaran ekuiti berada di dalam keadaan lemah untuk membeli saham-saham berpotensi tinggi yang mempunyai asas yang kukuh serta prestasi kewangan yang baik. Dalam tahun yang dilapor, LTAT telah melabur di dalam beberapa buah syarikat baru dan membuat penambahan pelaburan di dalam syarikat-syarikat sedia ada dengan jumlah keseluruhan RM923.7 juta, susut 26.2% berbanding RM1,252.3 juta pada tahun 2008. Pelaburan ini meliputi pelaburan dalam syarikat-syarikat subsidiari berjumlah RM431.9 juta, syarikat-syarikat bersekutu RM38.7 juta dan pelaburan-pelaburan lain yang merangkumi pelaburan ekuiti dalam syarikat-syarikat tersenarai di Bursa Malaysia dan syarikat usahasama berjumlah RM294.4 juta, pelaburan melalui pengurus-pengurus portfolio berjumlah RM64.4 juta serta pembelian waran dan saham keutamaan boleh tebus berjumlah RM69.0 juta. Di samping itu, LTAT juga telah menambahkan pelaburannya dalam sektor harta tanah berjumlah RM25.2 juta.

Setakat 2009, pelaburan terkumpul LTAT pada nilai kos dalam syarikat-syarikat subsidiari berjumlah RM2,601.9 juta, syarikat-syarikat bersekutu berjumlah RM277.7 juta, pelaburan-pelaburan lain merangkumi saham disebut harga, saham tidak disebut harga, saham keutamaan boleh tebus terkumpul tidak disebut harga, pelaburan di luar Malaysia dan bon Sukuk Al-Musyarakah berjumlah RM2,885.5 juta dan pelaburan jangka pendek berjumlah RM214.7 juta, menjadikan jumlah keseluruhan pelaburan sebanyak RM5,979.8 juta.

### OPERASI PASARAN WANG

Operasi pasaran wang LTAT melibatkan pengurusan wang lebihan bertujuan untuk memaksimumkan pulangan dan membiayai komitmen jangka panjang

pelaburan dan bayaran pengeluaran wang caruman ahli. Dalam tahun yang dilapor, LTAT melabur RM591.3 juta dalam deposit tetap, deposit jangka pendek dan bil-bil dagangan yang memberi pulangan sebanyak RM45.7 juta.

Bagi tahun 2009, baki deposit tetap berjumlah RM1.2 juta yang disimpan bagi tempoh 92 hari hingga 184 hari pada kadar pulangan 2.0% setahun. Baki deposit jangka pendek konvensional pula berjumlah RM264.2 juta, disimpan pada kadar di antara 2.35% hingga 2.55% setahun bagi tempoh 31 hari hingga 62 hari. Baki simpanan jangka pendek Al-Wadiah berjumlah RM111.8 juta disimpan bagi tempoh 31 hari hingga 64 hari dan pada kadar di antara 2.25% hingga 2.45% setahun.

Di dalam tahun yang dilapor, baki simpanan bil-bil dagangan konvensional adalah berjumlah RM135.9 juta bagi tempoh 22 hari hingga 429 hari dan pada kadar di antara 2.0% hingga 2.50% setahun manakala simpanan bil-bil dagangan Al-Wadiah adalah berjumlah RM78.2 juta yang dibeli bagi tempoh 22 hari hingga 422 hari dan disimpan pada kadar keuntungan di antara 1.95% sehingga 2.50% setahun. Di samping itu, LTAT juga ada membuat pelaburan di dalam bon sukuk berjumlah RM300 juta yang disimpan bagi tempoh 8 1/2 tahun pada kadar pulangan 11.0% setahun.

### PERBADANAN LTAT

#### PERBADANAN PERWIRA NIAGA MALAYSIA (PERNAMA)

PERNAMA, sebuah perbadanan milik penuh LTAT, telah ditubuhkan di bawah peruntukan Seksyen 23, Akta TAT 1973 (Akta 101) bagi tujuan menjalankan aktiviti perniagaan peruncitan, pemborongan, pengedaran, import dan eksport, sewa beli barang-barang dan juga memberi khidmat pengurusan.



Kedai PERNAMA yang baru di buka di Desa Pulada, Ulu Tiram, Johor Bahru.

PERNAMA's newly opened retail outlet at Desa Pulada, Ulu Tiram, Johor Bahru.

### PERBADANAN LTAT (sambungan)

### PERBADANAN PERWIRA NIAGA MALAYSIA (PERNAMA)

Dalam tahun 2009, PERNAMA mengendalikan 70 buah kedai di kem-kem tentera di seluruh negara. Rangkaian kedai runcit PERNAMA ini menawarkan pelbagai barangan pengguna, sebahagiannya bebas cukai, kepada anggota angkatan tentera dan keluarga mereka, anggota ATM yang telah bersara, anggota Angkatan Tentera Komanwel dan juga Askar Wataniah yang menjalani latihan sekurang-kurangnya 72 jam dalam satu masa.

Secara keseluruhannya, PERNAMA dapat meneruskan fungsi-fungsi kebajikan dan sosialnya kepada warga Angkatan Tentera Malaysia dengan jayanya dalam tahun 2009 ini. Walaupun sektor peruncitan Malaysia menyaksikan syarikat-syarikat peruncitan seperti Carrefour, Giant, Tesco dan Jusco bersaing hebat untuk menawarkan barangan pada harga patut dan murah, tindakan proaktif PERNAMA mengadakan promosi jualan tertentu di sepanjang tahun telah berjaya melonjakkan jualan PERNAMA bagi tahun 2009.

PERNAMA telah mencatatkan jumlah pendapatan berjumlah RM196.4 juta, meningkat 11.7% berbanding RM175.9 juta bagi tahun 2008. Hasil jualan juga meningkat 12.4% kepada RM167.8 juta berbanding RM149.3 juta bagi tahun 2008. Senario peruncitan PERNAMA pada tahun 2009 menyaksikan peningkatan kunjungan pelanggan ke kedai-kedai PERNAMA. Ini adalah kerana tarikan promosi barangan 'PRIHATIN' yang mana sebanyak 15

barangan asas keperluan dapur seperti beras, tepung, susu, kicap, mee segera, minyak masak, minuman dalam tin dan minuman dalam botol ditawarkan kepada anggota tentera pada harga jauh lebih rendah berbanding pasaran.

Keuntungan sebelum cukai PERNAMA bagi tahun 2009 adalah RM15.7 juta, meningkat 10.1% berbanding RM14.2 juta yang dicatat bagi tahun 2008. Pencapaian baik PERNAMA dalam tahun 2009 telah membolehkannya membayar dividen kepada LTAT sebanyak 12.0% iaitu sama seperti tahun sebelumnya.

### PERBADANAN PERWIRA HARTA MALAYSIA (PPHM)

PPHM, sebuah lagi perbadanan milik penuh LTAT, telah ditubuhkan dalam tahun 1984 dengan objektif untuk mengambil bahagian yang aktif dalam sektor hartanah dan pembinaan.

Bagi tahun 2009, PPHM telah mencatat jumlah perolehan operasi berjumlah RM13.3 juta, menurun 79.8% berbanding RM65.9 juta bagi tahun sebelumnya. Penurunan ini adalah disebabkan PPHM telah berjaya menyiapkan projek Hospital Angkatan Tentera di kem Genting Kelang, Kuala Lumpur pada Julai 2009. Tumpuan PPHM dalam tahun 2009 dan seterusnya adalah kepada penyiapan unit-unit rumah dan rumah kedai di Taman LTAT di Bukit Jalil, Kuala Lumpur. Oleh itu sebahagian besar perolehan PPHM adalah dari yuran pengurusan Projek Taman LTAT dan yuran pengurusan penyelenggaraan bangunan. PPHM telah mencatat keuntungan sebelum cukai berjumlah RM490,200 meningkat 36.3% berbanding RM359,700 bagi tahun sebelumnya.



Pelatih-pelatih PERHEBAT sedang giat menjalani kursus Mekanik Kenderaan Motor di Pusat Kejuruteraan Automotif, IKK, PERHEBAT.

*PERHEBAT's trainees undergoing Vehicle Mechanic Course at the Automotive Engineering Centre, IKK, PERHEBAT.*

### PERBADANAN HAL EHWAL BEKAS ANGKATAN TENTERA (PERHEBAT)

**PERHEBAT** adalah perbadanan milik penuh ketiga LTAT yang ditubuhkan dalam bulan Ogos 1994 untuk melaksanakan pelbagai program pembangunan sosioekonomi dan kebajikan untuk anggota-anggota Angkatan Tentera Malaysia yang akan dan telah bersara.

Walau bagaimanapun, mulai 1 Januari 2002 PERHEBAT dikehendaki untuk menumpukan aktiviti-aktivitinya hanya kepada program-program latihan, latihan semula dan pendidikan untuk anggota-anggota angkatan tentera yang akan dan telah bersara sahaja. Aktiviti-aktiviti seperti penempatan pekerjaan, program dan perkhidmatan kebajikan dan pembangunan usahawan diambil alih oleh Jabatan Hal Ehwal Veteran (JHEV), Kementerian Pertahanan.

Bagi tahun 2009, PERHEBAT telah berjaya melaksanakan fungsi utamanya iaitu mengendalikan perkhidmatan latihan melalui program keusahawanan, teknikal dan vokasional. Secara keseluruhan, pelaksanaan Latihan Peralihan yang merangkumi semua kategori telah dilaksanakan dengan teratur dan mengikut sebagaimana yang dinyatakan dalam Dasar Latihan

Peralihan PERHEBAT. Dalam tahun yang dilapor, PERHEBAT telah menerima geran kerajaan dari Kementerian Pertahanan melalui LTAT, sebanyak RM28.9 juta bagi membiayai perbelanjaan operasi dan pelbagai program latihan dan pendidikan untuk faedah anggota-anggota ATM yang akan dan telah bersara.

PERHEBAT telah berjaya melatih seramai 1,249 orang anggota ATM yang akan bersara melalui 8 pusat iaitu Pusat Kejuruteraan Automotif, Pusat Binaan dan Kejuruteraan, Pusat Kejuruteraan Elektrik dan Elektronik, Pusat Media dan ICT, Pusat Pembangunan Usahawan, Pusat Pelancongan dan Perhotelan, Pusat Keselamatan dan Kesihatan Pekerjaan serta Pusat Pengurusan Perkhidmatan Makanan dan Sajian. Bagi tajaan luar kursus Latihan Peralihan pula, PERHEBAT telah menaja seramai 492 orang pelatih termasuk 1 kursus baru iaitu kursus perladangan yang dikendalikan oleh Syarikat Harina Consultancy dengan

pengambilan seramai 3 orang. Bagi kursus-kursus Pasca Latihan Peralihan, PERHEBAT telah berjaya melatih seramai 494 orang anggota ATM yang bersara untuk mengikuti Program Gerak Wira yang telah dikendalikan oleh PERHEBAT Cawangan Negeri dan di Kompleks PERHEBAT sendiri.

Dalam tahun 2009 juga, PERHEBAT telah berjaya menjalankan program latihan penyesuaian iaitu Program Pra Latihan Peralihan Bersepadu selama 2 minggu dengan kehadiran 4,253 orang anggota iaitu melebihi sasaran 4,000 orang. Dalam tahun yang dilaporkan, PERHEBAT telah dapat mengekalkan pengiktirafan kualiti dan telah beralih kepada Sijil ISO 9001:2008.

### ASET

Pada 31 Disember 2009, jumlah aset LTAT ialah RM7,518.4 juta berbanding RM7,168.4 juta bagi tahun 2008, meningkat sebanyak 4.9%. Jumlah aset terkumpul LTAT ini terdiri daripada Akaun Caruman Ahli sebanyak RM6,315.0 juta, Kumpulan Wang Rizab sebanyak RM120.0 juta dan Keuntungan Terkumpul sebanyak RM920.6 juta. Wang Caruman Ahli merupakan 84.0% daripada tuntutan terhadap jumlah aset LTAT.





Rumah-rumah kos rendah dan kos sederhana rendah di Taman LTAT, Bukit Jalil yang telah siap dibina dan dijual kepada anggota ATM yang layak.

*Low cost and medium low cost houses at Taman LTAT, Bukit Jalil built and sold to eligible ATM members.*

### PRESTASI KUMPULAN

Di peringkat Kumpulan, jumlah keuntungan sebelum cukai bagi tahun 2009 ialah RM1,245.1 juta, menurun 10.4% berbanding RM1,389.7 juta bagi tahun sebelumnya. Jumlah aset Kumpulan pula ialah RM52,050.7 juta, meningkat 6.9% berbanding RM48,677.2 juta bagi tahun 2008.

### CARUMAN AHLI

Jumlah wang caruman yang diterima dalam tahun 2009 ialah RM615.2 juta, meningkat sebanyak 3.7% berbanding RM593.5 juta bagi tahun 2008. Jumlah pembayaran balik kepada pencarum yang tamat perkhidmatan dengan angkatan tentera dalam tahun 2009 ialah RM607.9 juta dan merangkumi pembayaran pengeluaran biasa berjumlah RM587.5 juta dan pembayaran pengeluaran bagi tujuan membeli rumah sebanyak RM20.4 juta. Dalam tahun 2009, sebanyak 5,198 pengeluaran caruman dan 4,059 pengeluaran perumahan telah dibuat oleh pencarum LTAT berbanding 4,609 pengeluaran caruman dan 2,984 pengeluaran perumahan yang dibuat dalam tahun 2008. Baki kumulatif wang caruman pada 31 Disember 2009 ialah RM6,315.0 juta, meningkat 7.9% berbanding RM5,851.5 juta pada 31 Disember 2008.

### PENGAGIHAN KEUNTUNGAN

Jumlah pendapatan yang boleh diagihkan bagi tahun 2009 ialah RM1,503.3 juta. Jumlah ini meliputi untung bersih sebanyak RM460.9 juta dan baki permulaan keuntungan terkumpul pada 1 Januari 2009 berjumlah RM1,042.4 juta. Pengagihan yang dibuat dalam tahun adalah seperti berikut:

|   | RM<br>Juta | RM<br>Juta     |
|---|------------|----------------|
| Baki keuntungan Terkumpul pada 1 Januari 2008                         |            | 1,042.4        |
| Untung Bersih bagi tahun  |            | 460.9          |
| <b>Jumlah Pendapatan Terkumpul</b>                                    |            | <b>1,503.3</b> |
| <b>TOLAK:</b>   |            |                |
| <b>Agihan</b>   |            |                |
| Dividen pada 7.0%   | 404.6      |                |
| Bonus pada 1.0%   | 52.6       |                |
| Faedah Amanah Saham pada 6.0%   | 118.0      |                |
| Skim Faedah Khairat Kematian & Hilang Upaya                           | 4.5        |                |
| Kumpulan Wang Rizab   | 3.0        | <b>582.7</b>   |
| <b>Baki Keuntungan Terkumpul selepas agihan pada 31 Disember 2009</b> |            | <b>920.6</b>   |



Sesi taklimat kepada anggota-anggota ATM dari Institut Pengurusan Tentera Darat (IPDA) yang diadakan di Bangunan LTAT.

*A briefing session to ATM members from Institut Pengurusan Tentera Darat (IPDA) held at LTAT's Building.*



## SISTEM PENYAMPAIAN

Bagi tahun 2009, LTAT telah berjaya memenuhi sebahagian besar dari tanggungjawabnya untuk menyediakan perkhidmatan terbaik dengan meningkatkan sistem penyampaian secara berterusan di samping memberikan pulangan yang lumayan kepada pencarum-pencarumnya.

## FAEDAH-FAEDAH SAMPINGAN

### Skim Faedah Khairat Kematian dan Hilang Upaya

Tahun 2009 merupakan tahun kedua puluh tiga LTAT membuat pembayaran di bawah Skim Faedah Khairat Kematian dan Hilang Upaya. Di bawah Skim ini, faedah khairat kematian dibayar kepada tanggungan pencarum yang meninggal dunia semasa dalam perkhidmatan dengan Angkatan Tentera Malaysia, manakala faedah hilang upaya dibayar kepada pencarum yang diberhentikan daripada perkhidmatan atas sebab-sebab kecacatan fikiran atau tubuh badan. Dalam tahun yang dilaporkan, LTAT membuat bayaran sebanyak RM4.5 juta di bawah skim ini, sama jumlah yang dibayar dalam tahun 2008. Daripada jumlah ini, RM3.5 juta dibayar kepada 160 waris pencarum di bawah Skim Faedah Khairat Kematian berbanding RM3.8 juta dibayar kepada 162 waris pencarum bagi tahun sebelumnya manakala RM1.0 juta pula dibayar kepada 53 ahli di bawah Skim Faedah Hilang Upaya berbanding RM0.7 juta dibayar kepada 54 ahli dalam tahun 2008.

### Skim Pengeluaran Perumahan

Di bawah skim ini, pencarum wajib dibenar mengeluarkan tidak melebihi 40% daripada carumannya sahaja atau 10% dari harga harta tak alih atau RM10,000 yang mana lebih rendah, untuk membeli rumah kediaman pertama atau sebidang tanah untuk membina rumah kediaman. Dalam tahun yang dilaporkan, sebanyak RM20.4 juta telah dikeluarkan oleh 4,059 pencarum

berbanding RM16.2 juta yang dikeluarkan oleh 2,984 pencarum dalam tahun 2008.

### Kemudahan E-kiosk

Perkhidmatan e-Kiosk ini disediakan oleh LTAT untuk membantu pencarum-pencarum mendapatkan maklumat dengan cekap dan efisien seperti menyemak kedudukan caruman dan mencetak penyata caruman, menyemak status penamaan waris dan cap jari, dan menyemak syarat-syarat kelayakan bagi pengeluaran caruman dan kemudahan mencetak maklumat pencarum bagi tujuan mengemaskini cap jari pencarum dan mengemaskini penamaan waris.

Kemudahan e-Kiosk juga telah dipertingkatkan dengan menyediakan kemudahan pautan ke laman web Perbadanan-perbadanan LTAT bagi menyalurkan maklumat dan hebahan terkini daripada Perbadanan Perwira Niaga Malaysia (PERNAMA), Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT) Perbadanan Perwira Harta Malaysia (PPHM) dan Yayasan Warisan Perajurit (YWP).

LTAT juga telah memantapkan sistem penyampaiannya melalui penambahan bilangan mesin e-kiosk di seluruh Negara kepada 51 unit dalam tahun 2009 dari 28 unit dalam tahun 2008 dan merancang memasang 10 unit lagi dalam tahun 2010 berdasarkan kepada penggunaan yang menggalakkan oleh pencarum LTAT.

### Program Taklimat Dan Sehari Bersama Pelanggan

Dalam Tahun 2009, LTAT telah berjaya mengadakan 136 program Taklimat dan program Sehari Bersama Pelanggan berbanding dengan 125 program yang diadakan dalam tahun 2008, bagi memberi maklumat terkini mengenai kegiatan-kegiatan LTAT kepada anggota ATM di unit-unit tentera di seluruh Malaysia termasuk Sabah dan Sarawak.





Juruaudit dari syarikat LRQA semasa sesi audit untuk Persijilan ISO/IEC 20000:2005 di bawah skop Pengurusan Perkhidmatan Teknologi Maklumat Untuk Pelanggan Dalam LTAT.

*Auditor from LRQA during the auditing session for ISO/IEC 20000:2005 Certification under the Scope of Provision of IT Services Management System To LTAT's Internal Customers.*

### FAEDAH-FAEDAH SAMPINGAN (sambungan)

#### Persijilan MS ISO 9000 Dan ISO 20000

Prestasi baik LTAT juga adalah hasil usaha bersungguh-sungguh LTAT untuk meningkat dan menambah baik sistem penyampaian dan pengurusan operasinya. Bagi memastikan sistem pengurusan dan pemberian perkhidmatan yang berkualiti, LTAT telah berjaya mengekalkan persijilan Sijil ISO 9001:2008 di bawah Skop Penyediaan Skim Kumpulan Wang Persaraan Untuk anggota ATM serta mendapatkan persijilan ISO/IEC 20000:2005 di bawah skop Perkhidmatan Teknologi Maklumat Untuk Pelanggan Dalam. LTAT merupakan satu-satunya agensi kerajaan yang memiliki persijilan ISO/IEC 20000 di Malaysia pada masa ini.

#### Pengurusan Risiko

Dalam tahun 2009, peranan Jabatan Pengurusan Risiko telah dipertingkatkan dalam usaha untuk mewujudkan amalan urus tadbir korporat yang cemerlang di LTAT terutama dalam membuat penilaian aspek risiko pelaburan secara lebih terperinci bagi pelaburan-pelaburan yang akan diceburi dan portfolio pelaburan yang sedia ada selain membantu mewujudkan sistem pengurusan risiko di Perbadanan-perbadanan LTAT serta memantau dengan rapi pelaksanaan dan pencapaian KPI di LTAT.

#### Pengurusan Integriti LTAT

Dalam tahun 2009, LTAT telah berjaya mencapai sasaran Pelan Tindakan Integritinya yang diwujudkan secara bersepadu yang melibatkan semua bahagian, jabatan dan unit merangkumi semua aspek dan aktiviti di LTAT. Pengurusan Integriti LTAT adalah berdasarkan kepada tujuh (7) teras utama bermatlamat untuk membendung gejala rasuah, penyelewengan, salah guna kuasa, meningkatkan kecekapan dalam sistem penyampaian perkhidmatan, meningkatkan urus

tadbir korporat, melaksanakan hal ehwal pengurusan korporat melalui tindakan memantapkan strategi pelaburan dan pengurusan modal insan.

#### Syarikat Berkaitan Kerajaan (GLC)

LTAT terus menyokong program transformasi syarikat Berkaitan Kerajaan (GLC) yang menasaskan supaya GLC menunjuk hasil yang nyata dan mapan. Sehubungan dengan itu, LTAT terus memantau dengan rapi pelaksanaan inisiatif-inisiatif di bawah program ini oleh syarikat-syarikat kumpulannya terutama Boustead Holdings Berhad, Affin Holdings Berhad dan Perbadanan milik penuh LTAT seperti PERNAMA, PPHM dan PERHEBAT.

#### TANGGUNGJAWAB SOSIAL KORPORAT

LTAT terus komited untuk melaksanakan program-program tanggungjawab sosial korporatnya dengan menyediakan pelbagai kemudahan dan bantuan kewangan untuk kesejahteraan warga tentera terutama di dalam bidang latihan, pendidikan, kebajikan, pemilikan rumah kediaman dan biasiswa kepada anak-anak warga tentera yang layak. Diantara faedah-faedah tersebut adalah seperti berikut:

#### Yayasan Warisan Perajurit

Dalam tahun 2009, Yayasan Warisan Perajurit (YWP) yang ditubuhkan dalam tahun 2000 oleh kumpulan syarikat LTAT yang diterajui oleh Boustead Holdings Berhad telah menawarkan biasiswa berjumlah RM3.9juta kepada 3,976 orang anak anggota ATM yang mencapai kejayaan cemerlang dalam peperiksaan Ujian Penilaian Sekolah Rendah (UPSR) dan Penilaian Menengah Rendah (PMR) dan yang mendapat tawaran di Institut Pengajian Tinggi Awam (IPTA). Selain daripada itu, YWP juga telah membuat pembayaran bantuan sara hidup kepada 55 orang bekas perajurit dengan jumlah bantuan bagi tahun 2009 berjumlah RM234,900.



YB Dato' Seri Dr. Ahmad Zahid bin Hamidi, Menteri Pertahanan menyerahkan sebuah bas sumbangan daripada LTAT dan syarikat kumpulannya kepada wakil Pusat Pemulihan Dalam Komuniti ATM.

YB Dato' Seri Dr. Ahmad Zahid bin Hamidi, Minister of Defence presenting a bus contributed by LTAT and its Group of companies to representative of Pusat Pemulihan Dalam Komuniti ATM.



## TANGGUNGJAWAB SOSIAL KORPORAT (sambungan)

### Yayasan Warisan Perajurit

Sehingga kini, YWP telah memberi sumbangan berbentuk biasiswa dan sumbangan lain kepada 34,404 orang warga tentera dan keluarga dengan nilai sebanyak RM32.9 juta. LTAT akan melaksanakan pendekatan yang lebih berkesan lagi di dalam pemberian biasiswa ini di masa-masa hadapan supaya lebih banyak keluarga dapat di bantu melalui pendekatan 'role-model' di mana seorang ahli keluarga akan dikenal pasti untuk diberi biasiswa dan bimbingan supaya berjaya dalam akademik dan menjadi 'role model' dalam keluarga tersebut.

Selain dari bantuan kewangan, LTAT juga telah membuat sumbangan sebuah bas bernilai RM350,000 kepada Pusat Pemulihan Dalam Komuniti ATM dan melalui YWP telah menyumbang sejumlah 5,062 naskah Al-Quran Bertajwid berserta Terjemahan kepada pegawai-pegawai ATM.

### Sumbangan Wang Bagi Pencapaian Cemerlang Di dalam Peperiksaan PMR dan SPM

Dalam tahun 2009, LTAT telah membuat sumbangan sebanyak RM407,350 kepada 571 anak anggota ATM yang mencapai kejayaan yang cemerlang di dalam peperiksaan Penilaian Menengah Rendah (PMR) dan Sijil Pelajaran Malaysia (SPM).

### Sumbangan-Sumbangan Lain

Dalam tahun 2009, LTAT telah menyumbang 2 unit mesin dialisis bernilai RM86,000 kepada Pusat Perubatan Haemodialisis Yayasan Veteran ATM, RM250,000 kepada Persatuan Bekas Tentera

Malaysia sebagai sumbangan kepada Tabung Kempen Hari Pahlawan 2009 dan RM75,000 kepada Tabung Kebajikan Angkatan Tentera sebagai sumbangan bungkusan Hari Raya untuk warga tentera yang bertugas di perbatasan semasa perayaan Hari Raya Aidilfitri.

LTAT dan syarikat-syarikat Kumpulannya juga telah menyumbang sebanyak RM57,220 kepada Tabung Kebajikan Angkatan Tentera dan RM65,650 lagi kepada badan-badan sukan dan kebajikan lain di bawah Kementerian Pertahanan bagi membantu membiayai aktiviti-aktiviti tahunan badan-badan tersebut.

Dalam tahun 2009, perbadanan-perbadanan milik LTAT juga turut melaksanakan tanggung jawab sosial korporat kepada anggota tentera yang masih berkhidmat dan yang telah bersara serta keluarga mereka. Sebagai contohnya PERNAMA telah menyediakan skim subsidi bagi 15 barangan ruji seperti beras, tepung, susu, kicap, mee segera, minyak masak, minuman dalam tin, minuman dalam botol dan minuman lain dengan menjual barangan tersebut pada harga jauh lebih murah dari harga pasaran bertujuan membantu warga tentera menangani kenaikan harga barang dan kos hidup.

### Skim Perumahan Kos Rendah dan Sederhana Rendah

Dalam tahun 2009, LTAT telah berjaya membina lebih banyak rumah kos rendah dan sederhana rendah untuk dijual kepada anggota ATM yang layak. Sehingga kini sebanyak 1,544 buah rumah kos rendah dan sederhana rendah telah dibina dan dijual kepada anggota-anggota ATM yang layak di kawasan projek perumahan Mutiara Rini di Johor, projek perumahan Mutiara Damansara di Selangor dan projek perumahan Taman LTAT di Bukit Jalil, Kuala Lumpur. LTAT dan syarikat kumpulannya yang diterajui oleh



Kontinjen LTAT yang mengambil bahagian dalam Sukan Badan-Badan Berkanun yang diadakan di Langkawi, Kedah.

LTAT's contingent participating in the Sukan Badan-Badan Berkanun at Langkawi, Kedah.

**TANGGUNGJAWAB SOSIAL KORPORAT (sambungan)**

**Skim Perumahan Kos Rendah dan Sederhana Rendah**

Boustead Holdings Berhad akan terus membina lebih banyak rumah-rumah kediaman untuk dijual kepada anggota tentera yang layak pada masa hadapan.

**PEMBANGUNAN SUMBER MANUSIA**

Sejajar dengan saranan kerajaan agar modal insan perlu dilengkapi dengan kepakaran, kemahiran, sikap yang positif dan berintegriti, dan kesediaan minda yang sesuai dengan keperluan semasa bagi kecemerlangan negara dan organisasi maka LTAT tidak ketinggalan untuk membuat peruntukan yang sewajarnya bagi memperkasakan modal insan agar dapat membantu mempertingkatkan produktiviti yang

lebih cemerlang dan menjadikan LTAT sebuah organisasi yang berprestasi dan berpendapatan tinggi.

Strategi LTAT untuk melabur dengan secara proaktif di dalam pembangunan modal insan melalui latihan dan pendidikan telah membuahkan hasil berpandukan kepada peningkatan pengetahuan dan kecekapan yang diperolehi kakitangannya. Dalam tahun yang dilapor, LTAT berjaya mengatur pelbagai program latihan untuk kakitangannya meliputi bidang-bidang motivasi, kualiti, integriti dan produktiviti, kewangan dan pelaburan, kemahiran komputer, multimedia dan teknologi maklumat. Semua pegawai dan kakitangan LTAT telah berjaya mencapai sasaran petunjuk prestasi menghadiri kursus sekurang-kurangnya 45 jam setahun. Di samping itu, LTAT juga menawarkan insentif dalam bentuk pemberian pendahuluan dan biasiswa kepada kakitangan yang berminat untuk melanjutkan pelajaran ke peringkat yang lebih tinggi.

**PETUNJUK PRESTASI UTAMA**

Dalam tahun 2009, pencapaian petunjuk prestasi utama LTAT adalah seperti berikut:

| Petunjuk Prestasi Utama  | Sasaran 2009              | Pencapaian 2009           |
|--|---------------------------|---------------------------|
| 1. Kadar Dividen, Bonus & Bonus Khas kepada Pencarum                                       | 15%                       | 14%                       |
| 2. Pulangan Pelaburan  | 7.3%                      | 8.8%                      |
| 3. Indeks Kepuasan Pelanggan   | 90%                       | 92%                       |
| 4. Memproses Pengeluaran Caruman, Skim Khairat Kematian & Hilang Upaya dalam tempoh 24 jam | 100%                      | 100%                      |
| 5. Memproses Pengeluaran Perumahan dalam tempoh 24 jam                                     | 100%                      | 100%                      |
| 6. Nisbah Kos kepada Pendapatan  | Tidak melebihi 5.0%       | 4.6%                      |
| 7. Laporan Kewangan dan Pengurusan   | Sijil Audit Tanpa Teguran | Sijil Audit Tanpa Teguran |





Bangunan Pejabat Surian Tower milik LTAT di Mutiara Damansara, Selangor berjaya disiapkan dalam tahun 2009.  
*Surian Tower an office building at Mutiara Damansara, Selangor owned by LTAT was successfully completed in 2009.*

Pertumbuhan mapan dan dinamik LTAT adalah hasil daripada falsafah operasi yang pragmatik, kekuatan dari kedudukan kewangan yang sihat, perniagaan yang pelbagai dan semangat keusahawanan yang berwawasan. LTAT dan kumpulan anak syarikatnya akan terus berusaha mencapai pertumbuhan yang stabil dan memberangsangkan di dalam semua aktiviti. LTAT akan terus meningkatkan usahanya untuk mengenal pasti peluang-peluang pelaburan baru yang menguntungkan di samping memperkukuhkan lagi pelaburan yang sedia ada. Pelan Perancangan Strategik 7 tahun (tempoh 2007-2013) akan menjadi panduan strategi dan hala tuju aktiviti LTAT.

Di samping itu, LTAT juga adalah komited untuk membantu menjayakan rancangan transformasi Kerajaan supaya dapat menyumbang dengan lebih efektif kepada pertumbuhan ekonomi negara dan menjayakan strategi pelaksanaan Rancangan Malaysia Kesepuluh (RMK-10), Model Ekonomi Baru (MEB) dan peningkatan produktiviti. LTAT adalah komited untuk mewujudkan dan

melaksanakan amalan urus tadbir korporat yang terbaik, dan menguruskan dana wang caruman ahli serta aset yang dipertanggungjawabkan secara cekap dan berkesan bagi memperoleh pulangan yang tinggi.

## LEMBAGA DAN PANEL PELABURAN

Lembaga Pengarah dan Panel Pelaburan adalah komited kepada amalan kualiti secara menyeluruh di dalam menawarkan faedah dan perkhidmatan yang bermutu tinggi kepada pencarum LTAT. Bagi tujuan ini, Lembaga Pengarah dan Panel Pelaburan akan terus berusaha untuk mengenal pasti peluang pelaburan baru yang menguntungkan dan berdaya maju untuk meningkatkan aktiviti pelaburan LTAT. Lembaga Pengarah dan Panel Pelaburan juga akan terus mengamalkan dasar dan strategi untuk mengendalikan aset dan dana LTAT dengan cekap dan berkesan bagi mendapatkan pulangan yang sebaik-baiknya melalui perancangan korporat dan penyusunan semula pelaburan LTAT dengan penuh teliti dan rapi.

## PENGHARGAAN

Bagi pihak Lembaga Pengarah, saya amat mengalu-alukan pelantikan YBhg. Jen. Tan Sri Dato' Sri Azizan bin Ariffin, Panglima Angkatan Tentera sebagai ahli Lembaga Pengarah dan Panel Pelaburan mulai 1 September 2009, dan pelantikan YBhg. Lt. Jen. Datuk Haji Shahron bin Haji Ibrahim, Timbalan Panglima Tentera Udara sebagai ahli Lembaga Pengarah mulai 1 September 2009.

## PROSPEK MASA DEPAN

Senario ekonomi negara pada setengah tahun pertama 2009 banyak dipengaruhi oleh cabaran ekonomi global akibat krisis ekonomi dalam tahun 2008/2009. Keadaan ini banyak memberi pengalaman kepada LTAT dalam merancang dasar dan strateginya untuk menghadapi apa jua bentuk cabaran yang mendatang. LTAT telah berjaya memperoleh kejayaan demi kejayaan untuk memenuhi objektif penubuhannya.

Saya ingin merakamkan setinggi-tinggi penghargaan dan terima kasih kepada YBhg. Jen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal, mantan Panglima Angkatan Tentera yang telah tamat perkhidmatan sebagai ahli Lembaga Pengarah dan Panel Pelaburan pada 31 Ogos 2009, dan juga ingin merakamkan penghargaan kepada YBhg. Lt. Jen. Datuk Seri Bashir bin Haji Abu Bakar, mantan Timbalan Panglima Tentera Udara yang telah tamat perkhidmatan sebagai ahli Lembaga Pengarah pada 31 Ogos 2009.



Pegawai dan kakitangan LTAT yang mengambil bahagian di dalam Kempen Derma Darah.

*LTAT's staff participating in Blood Donation Campaign.*

### **PENGHARGAAN (sambungan)**

Saya ingin mengambil kesempatan ini untuk merakamkan ucapan setinggi-tinggi penghargaan kepada ahli-ahli Lembaga Pengarah, Panel Pelaburan serta Pengurusan dan kakitangan LTAT di atas dedikasi, usaha dan sumbangan mereka kepada kejayaan LTAT bagi tahun ini.

Akhir sekali, saya ingin merakamkan ucapan terima kasih kepada semua Jabatan dan Agensi Kerajaan, Badan-badan Perniagaan dan orang perseorangan di atas sokongan dan sumbangan berterusan mereka kepada Lembaga Tabung Angkatan Tentera.

**LAKSAMANA TAN SRI DATO' SRI MOHD ANWAR  
BIN HAJI MOHD NOR (BERSARA)**

Pengerusi





## PROGRAM PEMBANGUNAN E-KIOSK

### OBJEKTIF

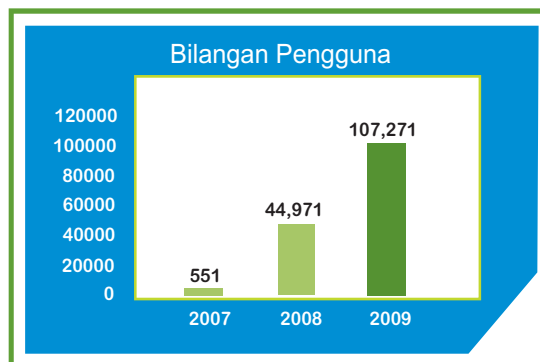
Membolehkan ahli:

- Menyemak kedudukan caruman dan mencetak penyata caruman.
- Menyemak status penamaan waris dan cap jari.
- Menyemak syarat-syarat kelayakan bagi pengeluaran caruman dan kemudahan mencetak maklumat pencarum bagi tujuan mengemaskini cap jari pencarum dan mengemaskini penamaan waris.

### KEMUDAHAN PAUTAN E-KIOSK



| Tahun                  | Bilangan e-Kiosk | Bilangan pengguna |
|------------------------|------------------|-------------------|
| 2007<br>(Mulai 24 Okt) | 2                | 551               |
| 2008                   | 28               | 44,971            |
| 2009                   | 51               | 107,271           |





LOKASI PENEMPATAN E-KIOSK LTAT



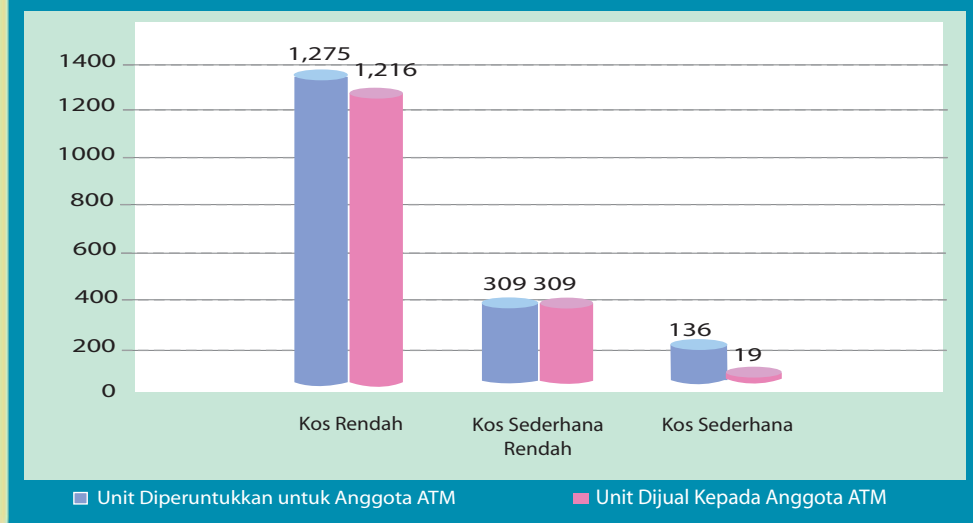


PROGRAM PEMBANGUNAN PERUMAHAN



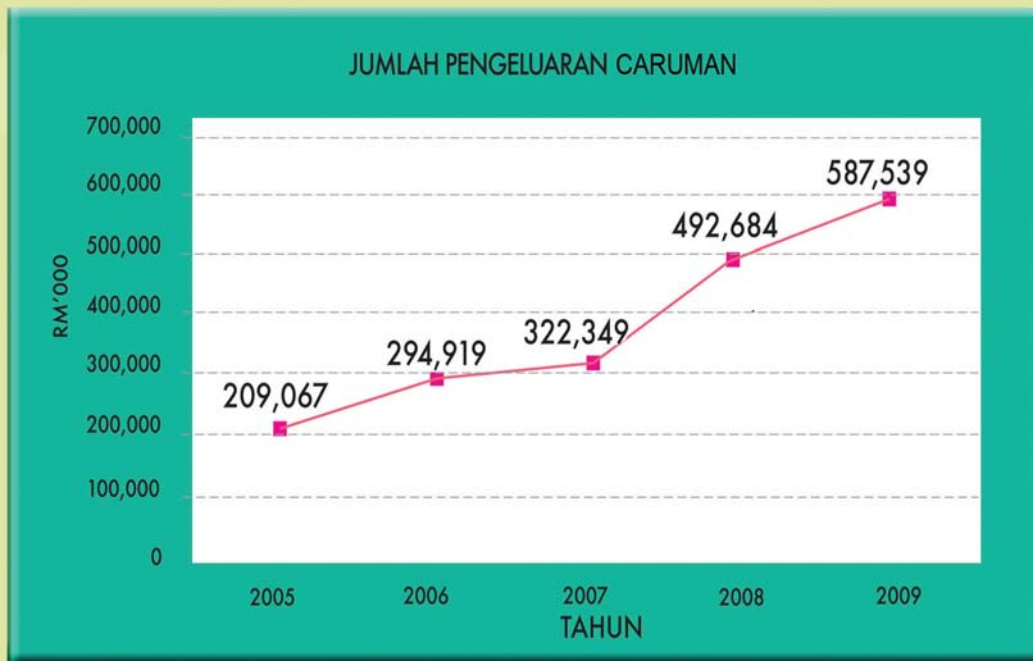
| Lokasi                      | Jenis Perumahan Sehingga Tahun 2009 | Unit Diperuntukkan kepada Anggota ATM | Unit Dijual Kepada Anggota ATM | Dijual % |
|-----------------------------|-------------------------------------|---------------------------------------|--------------------------------|----------|
| MUTIARA RINI, JOHOR         | Kos Rendah                          | 528                                   | 469                            | 88.8     |
| MUTIARA DAMANSARA, SELANGOR | Kos Rendah                          | 247                                   | 247                            | 100      |
|                             | Kos Sederhana Rendah                | 117                                   | 117                            | 100      |
| BUKIT JALIL, KUALA LUMPUR   | Kos Rendah                          | 500                                   | 500                            | 100      |
|                             | Kos Sederhana Rendah                | 192                                   | 192                            | 100      |
|                             | Kos Sederhana                       | 136                                   | 19                             | 14.0     |
| Jumlah                      |                                     | 1,720                                 | 1,544                          | 89.8     |

UNIT-UNIT DIJUAL KEPADA PENCARUM



FAEDAH SKIM PENGELUARAN

| SKIM PENGELUARAN CARUMAN   | SKIM PENGELUARAN PERUMAHAN   | SKIM FAEDAH KHAIRAT KEMATIAN HILANG UPAYA  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Apabila pencarum berhenti atau bersara daripada perkhidmatan atau yang telah mencapai umur 50 tahun.</li> </ul> | <ul style="list-style-type: none"> <li>• Pencarum dibenar mengeluarkan tidak melebihi 40% daripada carumannya atau 10% dari harga harta tak alih atau RM10,000 yang mana rendah untuk pembelian rumah kediaman pertama atau sebidang tanah untuk membina rumah kediaman</li> </ul> | <ul style="list-style-type: none"> <li>• Faedah khairat kematian dibayar kepada tanggungan pencarum yang meninggal dunia semasa dalam perkhidmatan dengan Angkatan Tentera Malaysia, manakala faedah hilang upaya dibayar kepada pencarum yang diberhentikan daripada perkhidmatan atas sebab-sebab kecacatan fikiran atau tubuh badan.</li> </ul> |







FAEDAH SKIM PENGELUARAN

JUMLAH PENGELUARAN PERUMAHAN



SKIM FAEDAH KHAIRAT KEMATIAN & HILANG UPAYA





PROGRAM BERSAMA PELANGGAN

OBJEKTIF

Untuk mempertingkatkan sistem penyampaian perkhidmatan dan memberi manfaat yang lebih baik kepada anggota ATM

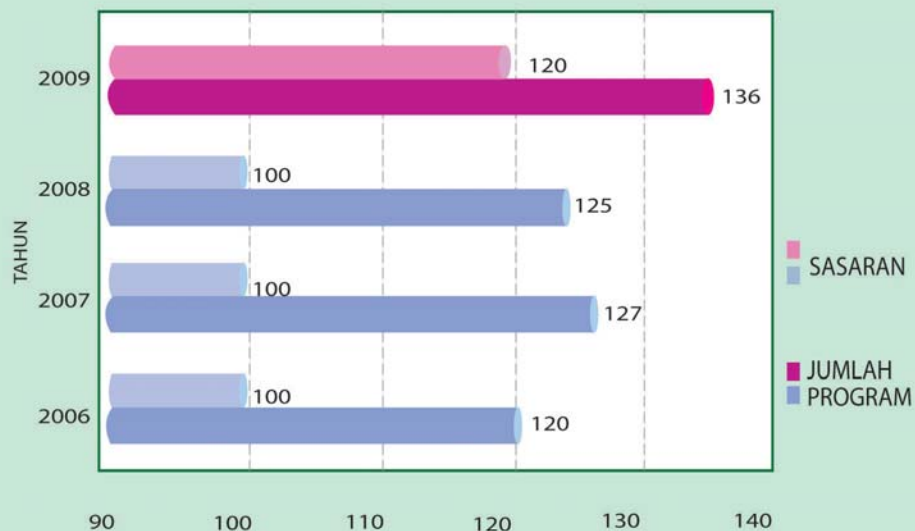
Menjalankan kajian kepuasan pelanggan Untuk memastikan maklumat terkini sampai kepada penjarum

IMPAK

Anggota angkatan tentera dapat berkomunikasi dengan lebih baik melalui sesi soal jawab pada setiap penghujung program

LTAT dapat meningkatkan penyampaian perkhidmatan dan memberi manfaat yang lebih baik kepada anggota ATM

BILANGAN PROGRAM

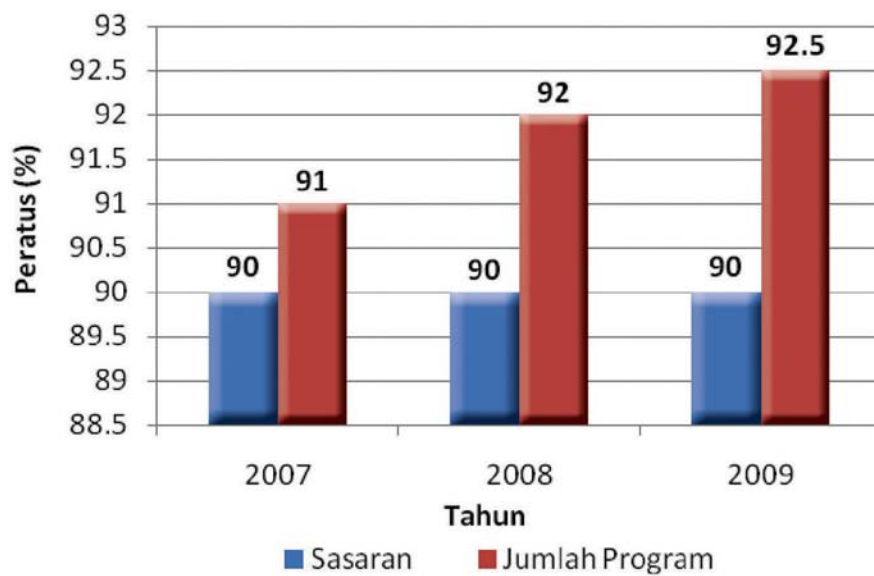




KAJIAN KEPUASAN PELANGGAN



INDEKS KEPUASAN PELANGGAN





**PROGRAM ANUGERAH KECEMERLANGAN AKADEMIK**



LTAT menyumbang wang tunai kepada anak-anak anggota ATM melalui Anugerah Kecemerlangan Akademik ATM yang diwujudkan pada tahun 1991 bertujuan untuk memberi pengiktirafan kepada anak-anak anggota ATM yang mencapai tahap kecemerlangan dalam bidang akademik di peringkat PMR dan SPM supaya ianya menjadi satu galakan atau insentif kepada semua anak-anak anggota-anggota ATM.



Anak-anak anggota ATM yang mencapai Kecemerlangan dalam bidang akademik di peringkat PMR dan SPM.



Sehingga tahun 2009, seramai 5,243 orang anak-anak anggota ATM telah menerima anugerah ini yang melibatkan pembayaran berjumlah RM3,555,685.

**Pencapaian Mengikut Tahun Peperiksaan**

| TAHUN PEMBAYARAN | BILANGAN PENERIMA |              | JUMLAH PENERIMA | JUMLAH PEMBAYARAN (RM) |
|------------------|-------------------|--------------|-----------------|------------------------|
|                  | SPM               | PMR          |                 |                        |
| 1992             | 20                | 36           | 56              | 39,000                 |
| 1993             | 26                | 20           | 46              | 40,000                 |
| 1994             | 27                | 33           | 60              | 49,400                 |
| 1995             | 18                | 75           | 93              | 57,000                 |
| 1996             | 31                | 107          | 138             | 87,000                 |
| 1997             | 24                | 112          | 136             | 83,650                 |
| 1998             | 25                | 185          | 210             | 122,675                |
| 1999             | 29                | 200          | 229             | 133,230                |
| 2000             | 75                | 233          | 308             | 196,000                |
| 2001             | 53                | 262          | 315             | 215,800                |
| 2002             | 82                | 300          | 382             | 250,600                |
| 2003             | 95                | 281          | 376             | 255,000                |
| 2004             | 117               | 291          | 408             | 277,500                |
| 2005             | 112               | 283          | 395             | 270,900                |
| 2006             | 148               | 309          | 457             | 332,080                |
| 2007             | 164               | 337          | 501             | 342,550                |
| 2008             | 174               | 388          | 562             | 395,950                |
| 2009             | 158               | 413          | 571             | 407,350                |
| <b>JUMLAH</b>    | <b>1,378</b>      | <b>3,865</b> | <b>5,243</b>    | <b>3,555,685</b>       |





## SUMBANGAN MELALUI YAYASAN WARISAN PERAJURIT (YWP)

## OBJEKTIF

- LTAT dan syarikat kumpulannya menyediakan pelbagai kemudahan dan bantuan kewangan untuk keselesaan anggota ATM dan bekas anggota ATM serta biasiswa kepada anak-anak anggota-anggota ATM yang layak.

## SASARAN

- Menawarkan biasiswa kepada anak-anak anggota ATM yang mencapai kejayaan cemerlang dalam peperiksaan Ujian Penilaian Sekolah Rendah (UPSR) dan Penilaian Menengah Rendah (PMR), dan yang mendapat tawaran di institusi-institusi Pengajian Tinggi Awam (IPTA).
- Pemberian biasiswa juga dipanjangkan kepada anak-anak bekas anggota ATM yang cemerlang di dalam peperiksaan UPSR dan PMR.
- Pemberian biasiswa *Role Model* bagi anak-anak anggota ATM yang berpotensi di dalam bidang pelajaran supaya menjadi contoh (Role Model) bagi ahli keluarga mereka yang lain.
- Pemberian Bantuan Sara Hidup secara *topping-up* kepada bekas anggota ATM yang hilang upaya.

## PENCAPAIAN

- Setakat tahun 2009, YWP telah membuat pembiayaan kepada 34,404 orang penerima berjumlah RM32,960,458 kepada anggota tentera yang masih berkhidmat dan telah bersara serta anak-anak anggota ATM.



## PRESTASI KEWANGAN LIMA TAHUN LTAT

| I. PENDAPATAN (RM JUTA)                                       | TAHUN BERAKHIR 31 DISEMBER |       |       |       |       |
|---|----------------------------|-------|-------|-------|-------|
|   | 2009                       | 2008  | 2007  | 2006  | 2005  |
| 1. JUMLAH PENDAPATAN<br>(Termasuk Pendapatan-Pendapatan Lain) | 554.7                      | 596.5 | 616.9 | 468.9 | 465.1 |
| 2. PERBELANJAAN KENDALIAN                                     | 30.7                       | 28.5  | 23.9  | 24.6  | 19.5  |
| 3. NISBAH KOS KEPADA<br>PENDAPATAN (%)                        | 4.6                        | 4.5   | 3.9   | 5.2   | 4.2   |
| 4. UNTUNG BERSIH BAGI TAHUN                                   | 460.9                      | 525.9 | 579.1 | 476.6 | 435.8 |
| 5. JUMLAH DIVIDEN, BONUS DAN<br>BONUS KHAS KEPADA AHLI (%)    | 14.0                       | 16.0  | 16.0  | 15.0  | 15.75 |

| II. DATA LEMBARAN IMBANGAN (RM JUTA)                           | TAHUN BERAKHIR 31 DISEMBER |         |         |         |         |
|--|----------------------------|---------|---------|---------|---------|
|  | 2009                       | 2008    | 2007    | 2006    | 2005    |
| 1. JUMLAH ASET   | 7,518.4                    | 7,168.4 | 6,657.2 | 5,983.2 | 5,457.6 |
| 2. HARTA TANAH, LOJI DAN PERALATAN                             | 32.6                       | 179.3   | 135.8   | 66.9    | 106.3   |
| 3. NISBAH PUSINGAN ASET (%)<br>(Berdasarkan Jumlah Pendapatan) | 7.4                        | 8.3     | 9.3     | 7.8     | 8.6     |
| 4. PELABURAN   | 5,922.2                    | 5,794.9 | 4,832.8 | 4,240.2 | 4,506.0 |
| • Syarikat subsidiari  | 2,599.3                    | 2,192.5 | 2,021.9 | 1,816.8 | 1,633.2 |
| • Syarikat bersekutu   | 271.8                      | 230.5   | 241.5   | 274.7   | 285.7   |
| • Pelaburan-pelaburan lain                                     | 2,836.4                    | 3,166.1 | 2,233.5 | 1,600.1 | 1,846.3 |
| • Pelaburan Jangka Pendek                                      | 214.7                      | 205.8   | 335.9   | 548.6   | 740.8   |
| 5. TUNAI DAN KESETARAAN TUNAI                                  | 633.6                      | 489.5   | 1,031.0 | 1,136.3 | 537.0   |
| 6. ASET SEMASA BERSIH  | 1,184.8                    | 982.6   | 1,620.0 | 1,868.1 | 1,447.7 |
| 7. AKAUN CARUMAN AHLI  | 6,315.0                    | 5,851.5 | 5,257.0 | 4,654.2 | 4,168.1 |
| 8. KUMPULAN WANG RIZAB   | 120.0                      | 117.0   | 105.1   | 93.1    | 83.4    |
| 9. KEUNTUNGAN TERKUMPUL  | 920.6                      | 1,042.4 | 1,149.4 | 1,138.1 | 1,125.3 |
| 10. LIABILITI BUKAN SEMASA                                     | 3.6                        | 3.0     | 2.3     | 2.1     | 1.9     |

## PRESTASI KEWANGAN LIMA TAHUN KUMPULAN

| I. PENDAPATAN (RM JUTA)                                       | TAHUN BERAKHIR 31 DISEMBER |          |         |         |         |
|---|----------------------------|----------|---------|---------|---------|
|   | 2009                       | 2008     | 2007    | 2006    | 2005    |
| 1. JUMLAH PENDAPATAN<br>(Termasuk pendapatan-pendapatan lain) | 8,155.7                    | 10,193.8 | 9,011.9 | 7,200.8 | 4,573.8 |
| 2. KEUNTUNGAN SEBELUM CUKAI                                   | 1,245.1                    | 1,389.7  | 1,466.2 | 1,010.8 | 695.1   |
| 3. UNTUNG BERSIH BAGI TAHUN                                   | 1,070.9                    | 1,316.3  | 1,246.6 | 911.4   | 613.1   |

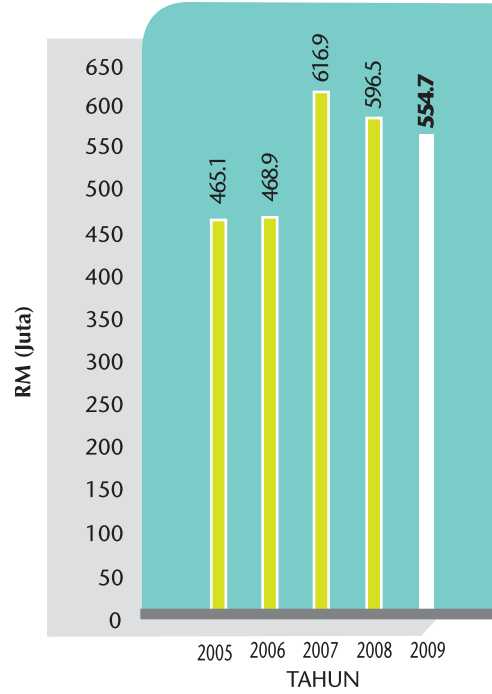
| II. DATA LEMBARAN IMBANGAN (RM JUTA)                           | TAHUN BERAKHIR 31 DISEMBER |          |          |          |          |
|--|----------------------------|----------|----------|----------|----------|
|  | 2009                       | 2008     | 2007     | 2006     | 2005     |
| 1. JUMLAH ASET   | 52,050.7                   | 48,677.3 | 47,847.1 | 43,990.3 | 39,088.9 |
| 2. HARTA TANAH, LOJI DAN PERALATAN                             | 2,467.3                    | 2,621.3  | 2,356.2  | 2,170.2  | 1,751.4  |
| 3. NISBAH PUSINGAN ASET (%)<br>(Berdasarkan Jumlah Pendapatan) | 15.7                       | 20.9     | 18.8     | 16.4     | 11.7     |
| 4. PELABURAN   | 13,124.3                   | 11,601.8 | 10,698.2 | 10,354.9 | 11,457.1 |
| • Syarikat bersekutu   | 856.3                      | 802.7    | 776.4    | 1,235.0  | 1,163.1  |
| • Pelaburan Dalam Entiti kawalan Bersama                       | 108.0                      | 96.4     | 97.7     | 108.4    | 0.7      |
| • Pelaburan-pelaburan lain                                     | 3,334.7                    | 4,130.3  | 3,158.5  | 2,177.4  | 2,819.7  |
| • Sekuriti DiPegang Untuk Diurus niaga                         | 8,579.2                    | 6,343.9  | 6,292.3  | 6,297.1  | 6,783.2  |
| • Pelaburan Jangka Pendek                                      | 246.1                      | 228.5    | 373.3    | 537.0    | 690.4    |
| 5. TUNAI DAN KESETARAAN TUNAI                                  | 7,339.9                    | 8,489.3  | 10,948.4 | 9,354.2  | 4,703.1  |
| 6. ASET SEMASA BERSIH  | 2,365.3                    | 1,341.6  | 2,899.0  | 3,343.3  | 2,217.8  |
| 7. AKAUN CARUMAN AHLI  | 6,315.0                    | 5,851.5  | 5,257.0  | 4,654.2  | 4,168.1  |
| 8. RIZAB-RIZAB   | 782.3                      | 661.1    | 495.7    | 414.5    | 531.6    |
| 9. KUMPULAN WANG   | 9.9                        | 10.0     | 13.9     | 14.9     | 15.1     |
| 10. KEUNTUNGAN TERKUMPUL                                       | 2,429.2                    | 2,395.8  | 2,239.2  | 2,134.2  | 1,798.4  |
| 11. KEPENTINGAN MINORITI                                       | 3,036.4                    | 2,403.8  | 2,731.2  | 2,233.9  | 2,005.1  |
| 12. LIABILITI BUKAN SEMASA                                     | 772.1                      | 1,263.9  | 1,785.0  | 1,525.6  | 1,708.4  |



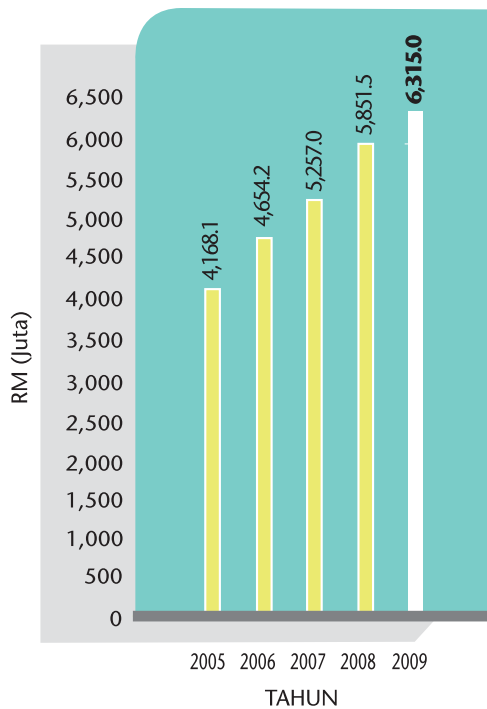
**ASET**  
Tahun Berakhir 31 Disember



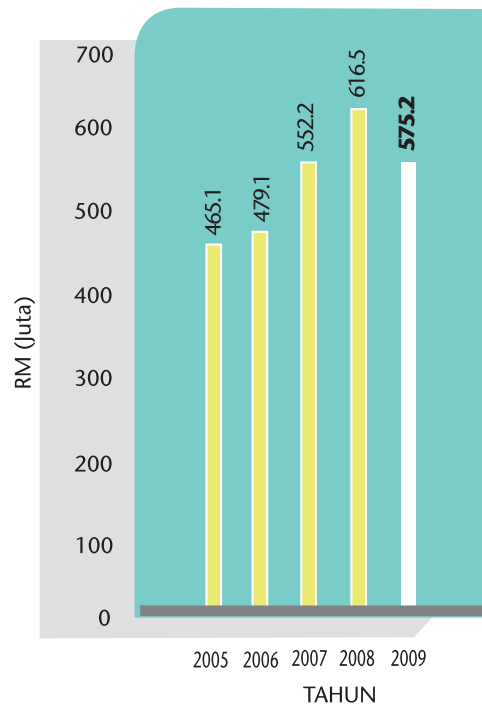
**JUMLAH PENDAPATAN**  
Tahun Berakhir 31 Disember



**AKAUN CARUMAN AHLI**  
Tahun Berakhir 31 Disember



**JUMLAH DIVIDEN,  
BONUS & BONUS KHAS**  
Tahun Berakhir 31 Disember





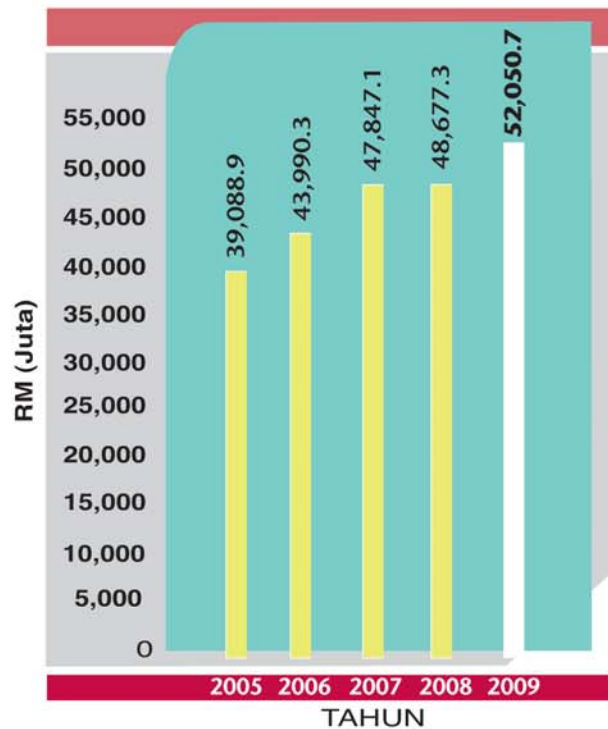
### JUMLAH PENDAPATAN

Tahun Berakhir 31 Disember



### ASET

Tahun Berakhir 31 Disember







PERHEBAT sebuah perbadanan milik penuh LTAT, ditubuhkan dalam tahun 1994 menawarkan pelbagai program latihan dalam bidang kemahiran teknikal, vokasional dan keusahawanan untuk anggota-anggota Angkatan Tentera Malaysia yang akan dan telah bersara. Kerajaan telah memperuntukkan geran permulaan sebanyak RM30.0 juta dan geran tahunan RM26.0 juta untuk membiayai kos operasi dan program-program PERHEBAT. Walau bagaimanapun bagi tahun 2009, PERHEBAT telah menerima geran Kerajaan melalui LTAT sebanyak RM28.9 juta bagi menjalankan aktiviti-aktivitinya.



## SIJIL KELULUSAN

Ini adalah untuk mengesahkan bahawa Sistem Pengurusan Kualiti:

### **Lembaga Tabung Angkatan Tentera Kuala Lumpur Malaysia**

telah diluluskan oleh Lloyd's Register Quality Assurance kepada  
Piawaian-piawaian Sistem Pengurusan Kualiti Berikut:

**ISO 9001:2008**  
**EN ISO 9001:2008**  
**BS EN ISO 9001:2008**  
**MS ISO 9001:2008**

Sistem Pengurusan Kualiti tersebut merangkumi:

**Penyediaan skim kumpulan wang persaraan untuk anggota  
angkatan tentera Malaysia.**

No. Sijil  
Kelulusan : KLR 0403648

Kelulusan Asal: 05 April 2002

Sijil Semasa: 04 Jun 2009

Sijil Tamat: 04 April 2011

Dikeluarkan Oleh: Lloyd's Register of Shipping (M) Bhd.  
untuk dan bagi pihak Lloyd's Register Quality Assurance Ltd.



Dokumen ini tertakluk kepada peruntukan di muka sebelah.  
Suite 21-04, Level 21, Menara Tan & Tan, 207 Jalan Tun Razak, 50400 Kuala Lumpur, Malaysia. Registered Number: 111008-K  
Kelulusan ini dilakukan mengikut prosedur penilaian dan pensijilan LRQA dan diawasi oleh LRQA.  
Penggunaan Lambang Akreditasi UKAS menandakan Akreditasi dari segi aktiviti-aktiviti yang dirangkumi oleh Sijil Akreditasi Nombor 001.  
Macro Revision 13



## CERTIFICATE OF APPROVAL

This is to certify that the IT Service Management System of:

**Lembaga Tabung Angkatan Tentera  
Kuala Lumpur  
Malaysia**

has been approved by Lloyd's Register Quality Assurance  
to the following IT Service Management Standards:

**ISO/IEC 20000-1:2005**

The IT Service Management System is applicable to:

**The IT service management system that supports the  
provision of IT services to LTAT's internal customers.**

Approval  
Certificate No: KLR 6006667

Original Approval: 16 October 2009

Current Certificate: 16 October 2009

Certificate Expiry: 15 October 2012

Issued by: Lloyd's Register of Shipping (M) Bhd  
for and on behalf of Lloyd's Register Quality Assurance Ltd.



This document is subject to the provision on the reverse  
Suite 21-04, Level 21, Menara Tan & Tan, 207 Jln Tun Razak, 50400 Kuala Lumpur, Malaysia. Registered Number 111008-K  
This approval is carried out in accordance with the LRQA assessment and certification procedures and monitored by LRQA.  
The use of the itSMF Mark indicates recognition in respect of the itSMF IT Service Management Scheme  
Macro Revision 1.1



## SIJIL KETUA AUDIT NEGARA MENGENAI PENYATA KEWANGAN LEMBAGA TABUNG ANGKATAN TENTERA BAGI TAHUN BERAKHIR 31 DISEMBER 2009

Saya telah mengaudit Penyata Kewangan Lembaga Tabung Angkatan Tentera dan Kumpulan bagi tahun berakhir 31 Disember 2009. Pihak pengurusan bertanggungjawab terhadap Penyata Kewangan ini. Tanggungjawab saya adalah mengaudit dan memberi pendapat terhadap Penyata Kewangan tersebut.

Pengauditan telah dilaksanakan mengikut Akta Audit 1957 dan berpandukan piawaian pengauditan yang diluluskan. Piawaian tersebut menghendaki pengauditan dirancang dan dilaksanakan untuk mendapat kepastian yang munasabah sama ada Penyata Kewangan adalah bebas daripada kesilapan atau ketinggalan yang ketara. Pengauditan itu termasuk memeriksa rekod dan dokumen secara semak uji, menyemak bukti yang menyokong angka dan memastikan pendedahan yang mencukupi dalam Penyata Kewangan. Penilaian juga dibuat terhadap prinsip perakaunan yang digunakan, unjuran signifikan oleh pengurusan dan persembahan Penyata Kewangan secara keseluruhan. Saya percaya pengauditan yang dilaksanakan memberi asas yang munasabah terhadap pendapat saya.

Pada pendapat saya, Penyata Kewangan ini memberi gambaran yang benar dan saksama terhadap kedudukan kewangan Lembaga Tabung Angkatan Tentera dan Kumpulan pada 31 Disember 2009, hasil operasi dan aliran tunai untuk tahun tersebut berdasarkan piawaian perakaunan yang diluluskan.

Saya telah mempertimbangkan Penyata Kewangan dan laporan juruaudit bagi semua subsidiari yang tidak diaudit oleh saya seperti yang dinyatakan dalam nota kepada Penyata Kewangan disatukan. Saya berpuas hati bahawa Penyata Kewangan berkenaan telah disatukan dengan Penyata Kewangan Lembaga Tabung Angkatan Tentera adalah dalam bentuk dan kandungan yang sesuai dan wajar bagi tujuan penyediaan Penyata Kewangan disatukan. Saya juga telah menerima maklumat dan penjelasan yang memuaskan sebagaimana yang dikehendaki bagi tujuan tersebut.

Laporan juruaudit mengenai Penyata Kewangan subsidiari berkenaan tidak mengandungi sebarang pemerhatian yang boleh menjejaskan Penyata Kewangan yang disatukan.

**(TAN SRI DATO' SETIA HAJI AMBRIN BIN BUANG)**  
KETUA AUDIT NEGARA  
MALAYSIA

PUTRAJAYA  
27 APRIL 2010

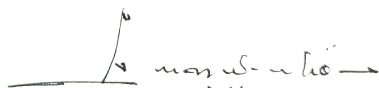




## PENYATA PENERUS DAN SEORANG AHLI LEMBAGA PENGARAH AKAUN INDUK

Kami, **Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd. Nor (Bersara)** dan **Dato' Sri Abu Bakar bin Haji Abdullah** yang merupakan Pengerusi dan salah seorang Ahli Lembaga Pengarah **Lembaga Tabung Angkatan Tentera** dengan ini menyatakan bahawa, pada pendapat Lembaga Pengarah, Penyata Kewangan yang mengandungi Lembaran Imbangan, Penyata Pendapatan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya, adalah disediakan untuk menunjukkan pandangan yang benar dan saksama berkenaan kedudukan Lembaga Tabung Angkatan Tentera pada 31 Disember 2009 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

Bagi pihak Lembaga,




**LAKSAMANA TAN SRI DATO' SRI  
MOHD ANWAR BIN HAJI MOHD NOR  
(Bersara)**

**PENERUS**

**TARIKH: 26 APRIL 2010  
KUALA LUMPUR**

Bagi pihak Lembaga,



**DATO' SRI ABU BAKAR BIN HAJI ABDULLAH**

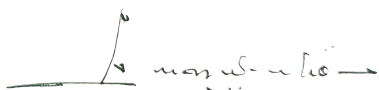
**TIMBALAN PENERUS**

**TARIKH: 26 APRIL 2010  
KUALA LUMPUR**

## PENYATA PENERUS DAN SEORANG AHLI LEMBAGA PENGARAH AKAUN KUMPULAN

Kami, **Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Bersara)** dan **Dato' Sri Abu Bakar bin Haji Abdullah** yang merupakan Pengerusi dan salah seorang Ahli Lembaga Pengarah **Lembaga Tabung Angkatan Tentera** dengan ini menyatakan bahawa, pada pendapat Lembaga Pengarah, Penyata Kewangan yang mengandungi Lembaran Imbangan, Penyata Pendapatan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya, adalah disediakan untuk menunjukkan pandangan yang benar dan saksama berkenaan kedudukan Lembaga Tabung Angkatan Tentera pada 31 Disember 2009 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

Bagi pihak Lembaga,




**LAKSAMANA TAN SRI DATO' SRI  
MOHD ANWAR BIN HAJI MOHD NOR  
(Bersara)**

**PENERUS**

**TARIKH: 26 APRIL 2010  
KUALA LUMPUR**

Bagi pihak Lembaga,



**DATO' SRI ABU BAKAR BIN HAJI ABDULLAH**

**TIMBALAN PENERUS**

**TARIKH: 26 APRIL 2010  
KUALA LUMPUR**

**PENGAKUAN OLEH PEGAWAI UTAMA YANG  
BERTANGGUNGJAWAB KE ATAS PENGURUSAN KEWANGAN  
LEMBAGA TABUNG ANGGKATAN TENTERA**

Saya, **Tan Sri Dato' Haji Lodin bin Wok Kamaruddin**, pegawai utama yang bertanggungjawab ke atas pengurusan kewangan dan rekod-rekod perakaunan **Lembaga Tabung Angkatan Tentera**, dengan ikhlasnya mengakui bahawa Lembaran Imbangan, Penyata Pendapatan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai dalam kedudukan kewangan yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya mengikut sebaik-baik pengetahuan dan kepercayaan saya, adalah betul dan saya membuat ikrar ini dengan sebenarnya mempercayai bahawa ia adalah benar dan atas kehendak-kehendak Akta Akaun Berkanun, 1960.

Sebenar dan  
sesungguhnya diakui  
oleh penama di atas di  
KUALA LUMPUR  
pada 5 MAC 2010

)  
)  
)  
)



TAN SRI DATO' HAJI LODIN BIN WOK KAMARUDDIN

Di hadapan saya,



PESURUHJAYA SUMPAH

No: 86, Tingkat Bawah  
Jalan Putra  
50350 KUALA LUMPUR

**PENYATA KEWANGAN KUMPULAN**  
Bagi Tahun Berakhir 31 Disember 2009

**KANDUNGAN**

|  |           |
|--|-----------|
| <b>Lembaran Imbangan</b>                 | <b>54</b> |
| <b>Penyata Pendapatan</b>                | <b>56</b> |
| <b>Penyata Perubahan Ekuiti</b>          | <b>57</b> |
| <b>Penyata Aliran Tunai</b>              | <b>60</b> |
| <b>Nota-nota Kepada Penyata Kewangan</b> | <b>63</b> |

**LEMBARAN IMBANGAN**

Pada 31 Disember 2009

|   | Nota | Kumpulan          |                | LTAT             |                |
|---|------|-------------------|----------------|------------------|----------------|
|   |      | 2009<br>RM'000    | 2008<br>RM'000 | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>ASET</b>   |      |                   |                |                  |                |
| <b>Aset Bukan Semasa</b>                            |      |                   |                |                  |                |
| Harta tanah, loji dan peralatan                     | 3    | <b>2,467,259</b>  | 2,621,332      | <b>32,627</b>    | 179,313        |
| Aset biologi  | 4    | <b>356,493</b>    | 357,142        | -                | -              |
| Pembangunan harta tanah                             | 5    | <b>335,605</b>    | 318,821        | <b>125,702</b>   | 125,371        |
| Pelaburan harta tanah                               | 6    | <b>1,431,088</b>  | 776,510        | <b>308,478</b>   | 137,419        |
| Sewa pajak tanah prabayaran                         | 7    | <b>192,251</b>    | 188,822        | <b>168</b>       | 170            |
| Prabayaran jangka panjang                           | 8    | <b>132,923</b>    | 134,050        | -                | -              |
| Perbelanjaan kapal peronda luar persisir            | 9    | <b>455,341</b>    | 455,341        | -                | -              |
| Aset-aset tidak ketara                              | 10   | <b>1,180,405</b>  | 1,225,692      | -                | -              |
| Syarikat-syarikat subsidiari                        | 11   | -                 | -              | <b>2,599,271</b> | 2,192,529      |
| Syarikat-syarikat bersekutu                         | 12   | <b>856,322</b>    | 802,662        | <b>271,786</b>   | 230,465        |
| Pelaburan dalam entiti kawalan bersama              | 13   | <b>107,979</b>    | 96,384         | -                | -              |
| Pelaburan-pelaburan lain                            | 14   | <b>3,334,737</b>  | 4,130,258      | <b>2,836,444</b> | 3,166,115      |
| Aset cukai tertunda                                 | 15   | <b>129,266</b>    | 137,576        | -                | -              |
| <b>Jumlah Aset Bukan Semasa</b>                     |      | <b>10,979,669</b> | 11,244,590     | <b>6,174,476</b> | 6,031,382      |
| <b>Aset Semasa</b>                                  |      |                   |                |                  |                |
| Pembangunan harta tanah dalam pelaksanaan Inventori | 16   | <b>68,631</b>     | 107,964        | <b>40,526</b>    | 58,635         |
| Hutang daripada pelanggan dalam kontrak             | 17   | <b>285,613</b>    | 288,756        | <b>13,705</b>    | -              |
| Pelaburan jangka pendek                             | 18   | <b>118,541</b>    | 83,870         | -                | -              |
| Penghutang  | 19   | <b>246,124</b>    | 228,520        | <b>214,709</b>   | 205,786        |
| Deposit   | 20   | <b>23,957,396</b> | 21,744,909     | <b>441,356</b>   | 383,120        |
| Sekuriti dipegang untuk urus niaga                  | 21   | <b>890,735</b>    | 1,493,842      | <b>591,317</b>   | 455,252        |
| Wang tunai dan baki bank                            | 22   | <b>8,579,229</b>  | 6,343,923      | -                | -              |
|   | 23   | <b>6,296,945</b>  | 7,053,470      | <b>42,322</b>    | 34,253         |
| <b>Jumlah Aset Semasa</b>                           |      | <b>40,443,214</b> | 37,345,254     | <b>1,343,935</b> | 1,137,046      |
| Aset dipegang untuk jualan                          | 24   | <b>627,846</b>    | 87,412         | -                | -              |
|   |      | <b>41,071,060</b> | 37,432,666     | <b>1,343,935</b> | 1,137,046      |
| <b>JUMLAH ASET</b>                                  |      | <b>52,050,729</b> | 48,677,256     | <b>7,518,411</b> | 7,168,428      |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.



## LEMBARAN IMBANGAN (Sambungan)

Pada 31 Disember 2009

|                                       | Nota | Kumpulan          |                | LTAT             |                |
|---------------------------------------|------|-------------------|----------------|------------------|----------------|
|                                       |      | 2009<br>RM'000    | 2008<br>RM'000 | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>EKUITI DAN LIABILITI</b>           |      |                   |                |                  |                |
| Akaun Caruman Ahli                    | 25   | <b>6,315,013</b>  | 5,851,514      | <b>6,315,013</b> | 5,851,514      |
| Kumpulan Wang                         | 26   | <b>9,919</b>      | 10,018         | -                | -              |
| Rizab-Rizab                           | 27   | <b>782,310</b>    | 661,088        | <b>119,985</b>   | 117,030        |
| Keuntungan Berkumpul                  |      | <b>2,429,242</b>  | 2,395,763      | <b>920,625</b>   | 1,042,484      |
|                                       |      | <b>9,536,484</b>  | 8,918,383      | <b>7,355,623</b> | 7,011,028      |
| Kepentingan Minoriti                  |      | <b>3,036,408</b>  | 2,403,846      | -                | -              |
| <b>Jumlah Ekuiti</b>                  |      | <b>12,572,892</b> | 11,322,229     | <b>7,355,623</b> | 7,011,028      |
| <b>Liabiliti Bukan Semasa</b>         |      |                   |                |                  |                |
| Ganjaran persaraan                    | 28   | <b>9,563</b>      | 8,829          | <b>3,646</b>     | 2,976          |
| Pinjaman jangka panjang               | 29   | <b>610,580</b>    | 1,124,719      | -                | -              |
| Pemiutang                             | 30   | <b>24,806</b>     | 17,412         | -                | -              |
| Liabiliti cukai tertunda              | 15   | <b>127,128</b>    | 112,977        | -                | -              |
| <b>Jumlah Liabiliti Bukan Semasa</b>  |      | <b>772,077</b>    | 1,263,937      | <b>3,646</b>     | 2,976          |
| <b>Liabiliti Semasa</b>               |      |                   |                |                  |                |
| Peruntukan faedah unit amanah         | 31   | <b>118,041</b>    | 106,540        | <b>118,041</b>   | 106,540        |
| Pinjaman                              | 32   | <b>35,597,782</b> | 33,644,582     | -                | -              |
| Hutang kepada pelanggan dalam kontrak | 18   | <b>525,102</b>    | 630,250        | -                | -              |
| Akaun Dormant                         | 33   | <b>969</b>        | -              | <b>969</b>       | -              |
| Pemiutang                             | 30   | <b>2,197,334</b>  | 1,486,038      | <b>40,132</b>    | 47,884         |
| Cukai                                 |      | <b>26,860</b>     | 223,680        | -                | -              |
| <b>Jumlah Liabiliti Semasa</b>        |      | <b>38,466,088</b> | 36,091,090     | <b>159,142</b>   | 154,424        |
| Liabiliti dipegang untuk jualan       | 24   | <b>239,672</b>    | -              | -                | -              |
|                                       |      | <b>38,705,760</b> | 36,091,090     | <b>159,142</b>   | 154,424        |
| <b>Jumlah Liabiliti</b>               |      | <b>39,477,837</b> | 37,355,027     | <b>162,788</b>   | 157,400        |
| <b>JUMLAH EKUITI DAN LIABILITI</b>    |      | <b>52,050,729</b> | 48,677,256     | <b>7,518,411</b> | 7,168,428      |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.

**PENYATA PENDAPATAN**

Bagi Tahun Berakhir 31 Disember 2009

|   | Nota | Kumpulan           |                | LTAT            |                |
|---|------|--------------------|----------------|-----------------|----------------|
|   |      | 2009<br>RM'000     | 2008<br>RM'000 | 2009<br>RM'000  | 2008<br>RM'000 |
| Pendapatan  | 34   | <b>7,746,066</b>   | 9,736,222      | <b>516,543</b>  | 629,558        |
| Pendapatan-pendapatan lain  | 35   | <b>409,661</b>     | 457,605        | <b>3,278</b>    | 1,795          |
| Hasil pembangunan harta tanah   |      | <b>4,760</b>       | 17,229         | <b>4,760</b>    | 17,229         |
| Perbelanjaan pembangunan harta tanah                                      |      | <b>(30,236)</b>    | (21,633)       | <b>(30,236)</b> | (23,338)       |
| Perbelanjaan faedah - institusi bank                                      |      | <b>(642,860)</b>   | (846,848)      | -               | -              |
| Peruntukan/pelaras semula dan kerugian pinjaman, pembiayaan dan pelaburan | 36   | <b>(180,542)</b>   | (173,582)      | <b>6,048</b>    | (61,385)       |
| Kerugian kerosakan pelaburan dan harta tanah, loji dan peralatan          |      | <b>(13,888)</b>    | (74,429)       | -               | -              |
| Perubahan inventori untuk barang siap dan kerja dalam perlaksanaan        |      | <b>(28,910)</b>    | 17,425         | -               | -              |
| Pembelian barang siap dan kerja dalam perlaksanaan                        |      | <b>(2,455,906)</b> | (4,144,169)    | -               | -              |
| Bahan mentah dan barangan digunakan                                       |      | <b>(1,577,622)</b> | (1,705,367)    | -               | -              |
| Perbelanjaan kakitangan   |      | <b>(776,966)</b>   | (741,041)      | <b>(19,936)</b> | (19,421)       |
| Susut nilai dan pelunasan   |      | <b>(175,154)</b>   | (168,992)      | <b>(6,192)</b>  | (6,262)        |
| Perbelanjaan pengurusan   |      | <b>(982,815)</b>   | (852,051)      | <b>(10,841)</b> | (9,054)        |
|   |      | <b>1,295,588</b>   | 1,500,369      | <b>463,424</b>  | 529,122        |
| Kos pembiayaan  |      | <b>(139,585)</b>   | (166,936)      | -               | -              |
| Bahagian keuntungan syarikat bersekutu                                    |      | <b>88,858</b>      | 67,723         | -               | -              |
| Bahagian kerugian entiti kawalan bersama                                  |      | <b>216</b>         | (11,499)       | -               | -              |
| <b>Untung sebelum cukai</b>   | 37   | <b>1,245,077</b>   | 1,389,657      | <b>463,424</b>  | 529,122        |
| Cukai   | 38   | <b>(174,193)</b>   | (73,379)       | <b>(2,552)</b>  | (3,192)        |
| <b>Untung bersih bagi tahun</b>   |      | <b>1,070,884</b>   | 1,316,278      | <b>460,872</b>  | 525,930        |
| <b>Diagihkan kepada:</b>  |      |                    |                |                 |                |
| <b>Kumpulan/LTAT</b>  |      | <b>700,345</b>     | 857,917        | <b>460,872</b>  | 525,930        |
| <b>Kepentingan minoriti</b>   |      | <b>370,539</b>     | 458,361        | -               | -              |
|   |      | <b>1,070,884</b>   | 1,316,278      | <b>460,872</b>  | 525,930        |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.

## PENYATA PERUBAHAN EKUITI

Bagi Tahun Berakhir 31 Disember 2009

| Kumpulan  | Nota | Akaun<br>Caruman<br>Ahli<br>RM'000 | Kumpulan<br>Wang<br>(nota 26)<br>RM'000 | Rizab-rizab<br>(nota 27)<br>RM'000 | Keuntungan<br>Terkumpul<br>RM'000 | Jumlah<br>RM'000 | Kepentingan<br>Minoriti<br>RM'000 | Jumlah<br>Ekuiti<br>RM'000 |
|---|------|------------------------------------|---|------------------------------------|-----------------------------------|------------------|-----------------------------------|----------------------------|
| <b>2009</b>   |      |                                    |   |                                    |                                   |                  |                                   |                            |
| <b>Baki pada 1 Januari</b>  |      | 5,851,514                          | 10,018                                  | 661,088                            | 2,395,763                         | 8,918,383        | 2,403,846                         | 11,322,229                 |
| Untung/(rugi) tidak diiktiraf dalam penyata pendapatan:                                   |      |                                    |   |                                    |                                   |                  |                                   |                            |
| Perubahan struktur kumpulan   |      | -                                  | -                                       | (3,744)                            | (2,440)                           | (6,184)          | 1,111                             | (5,073)                    |
| Pelupusan sebahagian pelaburan dalam syarikat subsidiari                                  |      | -                                  | -                                       | -                                  | -                                 | -                | 24,678                            | 24,678                     |
| Muhibah timbul daripada pengambilalihan tambahan syarikat subsidiari                      |      | -                                  | -                                       | -                                  | -                                 | -                | 22,662                            | 22,662                     |
| Perubahan ke atas rizab turun naik pelaburan  |      | -                                  | -                                       | 29,033                             | -                                 | 29,033           | 31,985                            | 61,018                     |
| Premium ke atas terbitan saham oleh syarikat subsidiari kepada kepentingan minoriti       |      | -                                  | -                                       | 37                                 | -                                 | 37               | 267,762                           | 267,799                    |
| Perubahan pertukaran wang   |      | -                                  | -                                       | 5,004                              | -                                 | 5,004            | 3,815                             | 8,819                      |
| Peruntukan cukai tertunda diambil kira semula   |      | -                                  | -                                       | (6,472)                            | -                                 | (6,472)          | (7,132)                           | (13,604)                   |
| Perlindungan nilai aliran tunai   |      | -                                  | -                                       | 12,372                             | -                                 | 12,372           | 8,248                             | 20,620                     |
|   |      | -                                  | -                                       | 36,230                             | (2,440)                           | 33,790           | 353,129                           | 386,919                    |
| Untung bersih bagi tahun  |      | -                                  | -                                       | -                                  | 700,345                           | 700,345          | 370,539                           | 1,070,884                  |
| Pengasingan ke akaun dormant  |      | (969)                              | -                                       | -                                  | -                                 | (969)            | -                                 | (969)                      |
| Pelarasan caruman   | 39   | -                                  | -                                       | -                                  | -                                 | -                | -                                 | -                          |
| Caruman diterima pada tahun   |      | 615,241                            | -                                       | -                                  | -                                 | 615,241          | -                                 | 615,241                    |
| Pengeluaran caruman pada tahun  |      | (587,539)                          | -                                       | -                                  | -                                 | (587,539)        | -                                 | (587,539)                  |
| Pengeluaran perumahan pada tahun  |      | (20,447)                           | -                                       | -                                  | -                                 | (20,447)         | -                                 | (20,447)                   |
| Dividen pada kadar 7% (2008: 7%) pada tahun dan pada kadar 7% (2008: 7%) atas pengeluaran |      | 404,592                            | -                                       | -                                  | (404,592)                         | -                | -                                 | -                          |
| Bonus dikreditkan pada kadar 1% (2008: 3%) pada tahun                                     |      | 52,621                             | -                                       | -                                  | (52,621)                          | -                | -                                 | -                          |
| Rizab direalisasikan pada tahun   |      | -                                  | -                                       | (1,789)                            | 1,789                             | -                | -                                 | -                          |
| Geran diterima dalam tahun  |      | -                                  | 1,882                                   | -                                  | -                                 | 1,882            | -                                 | 1,882                      |
| Pelunasan kumpulan wang skim pinjaman pembangunan usahawan                                |      | -                                  | -                                       | -                                  | -                                 | -                | -                                 | -                          |
| Pelunasan kumpulan wang pembangunan aset tetap  |      | -                                  | (1,639)                                 | -                                  | -                                 | (1,639)          | -                                 | (1,639)                    |
| Peruntukan hutang ragu/lapuk  |      | -                                  | -                                       | -                                  | -                                 | -                | -                                 | -                          |
| Bayaran di bawah skim faedah kematian dan hilang upaya                                    |      | -                                  | -                                       | -                                  | (4,522)                           | (4,522)          | -                                 | (4,522)                    |
| Faedah unit amanah pada kadar 6% (2008: 6%) pada tahun                                    |      | -                                  | -                                       | -                                  | (118,041)                         | (118,041)        | -                                 | (118,041)                  |
| Pindahan (ke)/dari keuntungan terkumpul   |      | -                                  | (342)                                   | 86,781                             | (86,439)                          | -                | -                                 | -                          |
| Terbitan saham bagi kepentingan minoriti oleh syarikat subsidiari                         |      | -                                  | -                                       | -                                  | -                                 | -                | 55,257                            | 55,257                     |
| Dividen perlu dibayar kepada kepentingan minoriti oleh syarikat subsidiari                |      | -                                  | -                                       | -                                  | -                                 | -                | (146,363)                         | (146,363)                  |
| <b>Baki pada 31 Disember</b>  |      | 6,315,013                          | 9,919                                   | 782,310                            | 2,429,242                         | 9,536,484        | 3,036,408                         | 12,572,892                 |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.

## PENYATA PERUBAHAN EKUITI (Sambungan)

Bagi Tahun Berakhir 31 Disember 2009

| Kumpulan  | Nota | Akaun Caruman Ahli<br>RM'000 | Kumpulan Wang<br>(nota 26)<br>RM'000 | Rizab-rizab<br>(nota 27)<br>RM'000 | Keuntungan<br>Terkumpul<br>RM'000 | Jumlah<br>RM'000 | Kepentingan<br>Minoriti<br>RM'000 | Jumlah<br>Ekuiti<br>RM'000 |
|---|------|------------------------------|--------------------------------------|------------------------------------|-----------------------------------|------------------|-----------------------------------|----------------------------|
| 2008  |      |                              |                                      |                                    |                                   |                  |                                   |                            |
| Baki pada 1 Januari   |      | 5,256,991                    | 13,892                               | 495,689                            | 2,239,192                         | 8,005,764        | 2,731,203                         | 10,736,967                 |
| Untung/(rugi) tidak diiktiraf dalam penyata pendapatan:                                   |      |                              |                                      |                                    |                                   |                  |                                   |                            |
| Perubahan struktur kumpulan   |      | -                            | -                                    | 42,108                             | -                                 | 42,108           | (638,557)                         | (596,449)                  |
| Pelupusan sebahagian pelaburan dalam syarikat subsidiari                                  |      | -                            | -                                    | -                                  | -                                 | -                | -                                 | -                          |
| Muhibah timbul daripada pengambilalihan tambahan syarikat subsidiari                      |      | -                            | -                                    | -                                  | -                                 | -                | (39,941)                          | (39,941)                   |
| Perubahan ke atas rizab turun naik pelaburan  |      | -                            | -                                    | (24,863)                           | -                                 | (24,863)         | (27,360)                          | (52,223)                   |
| Premium ke atas terbitan saham oleh syarikat subsidiari kepada kepentingan minoriti       |      | -                            | -                                    | 75,232                             | -                                 | 75,232           | 54,012                            | 129,244                    |
| Perubahan pertukaran wang   |      | -                            | -                                    | (4,692)                            | -                                 | (4,692)          | (3,091)                           | (7,783)                    |
| Peruntukan cukai tertunda diambil kira semula   |      | -                            | -                                    | 5,765                              | -                                 | 5,765            | 6,338                             | 12,103                     |
| Perlindungan nilai aliran tunai   |      | -                            | -                                    | (12,372)                           | -                                 | (12,372)         | (8,248)                           | (20,620)                   |
|   |      | -                            | -                                    | 81,178                             | -                                 | 81,178           | (656,847)                         | (575,669)                  |
| Untung bersih bagi tahun  |      | -                            | -                                    | -                                  | 857,917                           | 857,917          | 458,361                           | 1,316,278                  |
| Pelarasan caruman   | 39   | (4)                          | -                                    | -                                  | -                                 | (4)              | -                                 | (4)                        |
| Caruman diterima pada tahun   |      | 593,513                      | -                                    | -                                  | -                                 | 593,513          | -                                 | 593,513                    |
| Pengeluaran caruman pada tahun  |      | (492,684)                    | -                                    | -                                  | -                                 | (492,684)        | -                                 | (492,684)                  |
| Pengeluaran perumahan pada tahun  |      | (16,241)                     | -                                    | -                                  | -                                 | (16,241)         | -                                 | (16,241)                   |
| Dividen pada kadar 7% (2007: 7%) pada tahun dan pada kadar 7% (2007: 7%) atas pengeluaran |      | 366,943                      | -                                    | -                                  | (366,943)                         | -                | -                                 | -                          |
| Bonus dikreditkan pada kadar 3% (2007: 3%) pada tahun                                     |      | 142,996                      | -                                    | -                                  | (142,996)                         | -                | -                                 | -                          |
| Rizab direalisasikan pada tahun   |      | -                            | -                                    | -                                  | -                                 | -                | -                                 | -                          |
| Geran diterima dalam tahun  |      | -                            | 1,331                                | -                                  | -                                 | 1,331            | -                                 | 1,331                      |
| Pelunasan kumpulan wang skim pinjaman pembangunan usahawan                                |      | -                            | (107)                                | -                                  | -                                 | (107)            | -                                 | (107)                      |
| Pelunasan kumpulan wang pembangunan aset tetap  |      | -                            | (1,231)                              | -                                  | -                                 | (1,231)          | -                                 | (1,231)                    |
| Peruntukan hutang ragu/lapuk  |      | -                            | -                                    | -                                  | -                                 | -                | -                                 | -                          |
| Bayaran di bawah skim faedah kematian dan hilang upaya                                    |      | -                            | -                                    | -                                  | (4,513)                           | (4,513)          | -                                 | (4,513)                    |
| Faedah unit amanah pada kadar 6% (2007: 6%) pada tahun                                    |      | -                            | -                                    | -                                  | (106,540)                         | (106,540)        | -                                 | (106,540)                  |
| Pindahan (ke)/dari keuntungan terkumpul   |      | -                            | (3,867)                              | 84,221                             | (80,354)                          | -                | -                                 | -                          |
| Terbitan saham bagi kepentingan minoriti oleh syarikat subsidiari                         |      | -                            | -                                    | -                                  | -                                 | -                | 11,796                            | 11,796                     |
| Dividen perlu dibayar kepada kepentingan minoriti oleh syarikat subsidiari                |      | -                            | -                                    | -                                  | -                                 | -                | (140,667)                         | (140,667)                  |
| Baki pada 31 Disember   |      | 5,851,514                    | 10,018                               | 661,088                            | 2,395,763                         | 8,918,383        | 2,403,846                         | 11,322,229                 |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.



## PENYATA PERUBAHAN EKUITI (Sambungan)

Bagi Tahun Berakhir 31 Disember 2009

| LTAT  | Nota | Akaun<br>Caruman<br>Ahli<br>RM'000 | Kumpulan<br>Wang<br>Rizab<br>RM'000 | Keuntungan<br>Terkumpul<br>RM'000 | Jumlah<br>RM'000 |
|---|------|------------------------------------|-------------------------------------|-----------------------------------|------------------|
| <b>2009</b>   |      |                                    |                                     |                                   |                  |
| <b>Baki pada 1 Januari</b>  |      | <b>5,851,514</b>                   | <b>117,030</b>                      | <b>1,042,484</b>                  | <b>7,011,028</b> |
| Untung bersih bagi tahun  |      | -                                  | -                                   | 460,872                           | 460,872          |
| Pengasingan ke Akaun Dormant  |      | (969)                              | -                                   | -                                 | (969)            |
| Pindahan dari/(ke) kumpulan wang rizab  |      | -                                  | 2,955                               | (2,955)                           | -                |
| Pelarasan caruman   | 39   | -                                  | -                                   | -                                 | -                |
| Caruman diterima pada tahun   |      | 615,241                            | -                                   | -                                 | 615,241          |
| Dividen pada kadar 7% (2008: 7%) pada tahun dan pada kadar 7% (2008: 7%) atas pengeluaran |      | 404,592                            | -                                   | (404,592)                         | -                |
| Bonus pada kadar 1% (2008: 3%) pada tahun   |      | 52,621                             | -                                   | (52,621)                          | -                |
| Pengeluaran caruman pada tahun  |      | (587,539)                          | -                                   | -                                 | (587,539)        |
| Pengeluaran perumahan pada tahun  |      | (20,447)                           | -                                   | -                                 | (20,447)         |
| Faedah unit amanah pada kadar 6% (2008: 6%) pada tahun                                    |      | -                                  | -                                   | (118,041)                         | (118,041)        |
| Bayaran di bawah skim faedah kematian dan hilang upaya                                    |      | -                                  | -                                   | (4,522)                           | (4,522)          |
| <b>Baki pada 31 Disember</b>  |      | <b>6,315,013</b>                   | <b>119,985</b>                      | <b>920,625</b>                    | <b>7,355,623</b> |
| <b>2008</b>   |      |                                    |                                     |                                   |                  |
| Baki pada 1 Januari   |      | 5,256,991                          | 105,140                             | 1,149,436                         | 6,511,567        |
| Untung bersih bagi tahun  |      | -                                  | -                                   | 525,930                           | 525,930          |
| Pindahan dari/(ke) kumpulan wang rizab  |      | -                                  | 11,890                              | (11,890)                          | -                |
| Pelarasan caruman   | 39   | (4)                                | -                                   | -                                 | (4)              |
| Caruman diterima pada tahun   |      | 593,513                            | -                                   | -                                 | 593,513          |
| Dividen pada kadar 7% (2007: 7%) pada tahun dan pada kadar 7% (2007: 7%) atas pengeluaran |      | 366,943                            | -                                   | (366,943)                         | -                |
| Bonus pada kadar 3% (2007: 3%) pada tahun   |      | 142,996                            | -                                   | (142,996)                         | -                |
| Pengeluaran caruman pada tahun  |      | (492,684)                          | -                                   | -                                 | (492,684)        |
| Pengeluaran perumahan pada tahun  |      | (16,241)                           | -                                   | -                                 | (16,241)         |
| Faedah unit amanah pada kadar 6% (2007: 6%) pada tahun                                    |      | -                                  | -                                   | (106,540)                         | (106,540)        |
| Bayaran di bawah skim faedah kematian dan hilang upaya                                    |      | -                                  | -                                   | (4,513)                           | (4,513)          |
| <b>Baki pada 31 Disember</b>  |      | <b>5,851,514</b>                   | <b>117,030</b>                      | <b>1,042,484</b>                  | <b>7,011,028</b> |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.

# PENYATA ALIRAN TUNAI

Bagi Tahun Berakhir 31 Disember 2009

|   | Nota | Kumpulan       |                | LTAT           |                |
|---|------|----------------|----------------|----------------|----------------|
|   |      | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Aliran Tunai Dari Aktiviti-Aktiviti Operasi</b>                    |      |                |                |                |                |
| Penerimaan tunai daripada pendapatan-pendapatan lain                  |      | 371,307        | 361,803        | 14             | 117            |
| Penerimaan tunai dari pelanggan                                       |      | 7,318,185      | 9,227,167      | 3,707          | 4,282          |
| Penerimaan sewaan daripada syarikat-syarikat subsidiari               |      | -              | -              | 995            | 1,287          |
| Penerimaan sewaan lain  |      | 7,726          | 6,864          | 105            | 37             |
| Bayaran kepada PERHEBAT   |      | -              | -              | (26,000)       | (27,705)       |
| Bayaran tunai kepada kakitangan dan pembekal                          |      | (5,941,093)    | (7,581,086)    | (32,215)       | (30,738)       |
| Perolehan semula pinjaman yang telah dihapus kira                     |      | 138,267        | 240,767        | -              | -              |
| Pembayaran balik kumpulan wang skim pinjaman kakitangan               |      | 342            | 344            | -              | -              |
| Penerimaan tunai daripada geran                                       |      | 26,895         | 30,579         | 26,000         | 27,705         |
| <b>(Penambahan)/Pengurangan dalam aset kendalian:</b>                 |      |                |                |                |                |
| Pendahuluan kumpulan wang kepada pelanggan                            |      | (2,914,518)    | (2,991,539)    | -              | -              |
| Sekuriti dipegang untuk urus niaga                                    |      | 265,731        | (111,275)      | -              | -              |
| Tanah yang diwartakan untuk dijual                                    |      | -              | 521            | -              | -              |
| Penghutang perdagangan  |      | (38,971)       | 815,911        | -              | -              |
| Aset-aset lain  |      | 159,802        | (147,603)      | -              | -              |
| <b>(Pengurangan)/Penambahan dalam liabiliti kendalian:</b>            |      |                |                |                |                |
| Deposit daripada pelanggan  |      | 1,683,664      | 1,798,771      | -              | -              |
| Deposit dan penempatan daripada bank-bank dan institusi kewangan lain |      | 1,258,387      | (190,367)      | -              | -              |
| Bil dan penerimaan jurubank   |      | (41,978)       | 9,546          | -              | -              |
| Liabiliti-liabiliti lain  |      | 41,477         | (20,154)       | -              | -              |
| Jumlah terhutang kepada Cagamas                                       |      | 286,128        | (350,422)      | -              | -              |
| Pemiutang perdagangan   |      | 37,389         | (807,219)      | -              | -              |
| Tunai janaan dari/(digunakan untuk) operasi                           |      | 2,658,740      | 292,608        | (27,394)       | (25,015)       |
| Bayaran faedah  |      | (653,626)      | (846,897)      | -              | -              |
| Bayaran cukai pendapatan dan zakat                                    |      | (210,764)      | (235,824)      | -              | -              |
| Bayaran ke atas faedah unit amanah                                    |      | (106,540)      | (96,371)       | (106,540)      | (96,371)       |
| Bayaran di bawah skim faedah kematian dan hilang upaya                |      | (4,522)        | (4,513)        | (4,522)        | (4,513)        |
| Faedah persaraan  |      | (51)           | (97)           | (49)           | (31)           |
| Tunai bersih dari/(digunakan untuk) aktiviti-aktiviti operasi         |      | 1,683,237      | (891,094)      | (138,505)      | (125,930)      |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.

## PENYATA ALIRAN TUNAI (Sambungan)

Bagi Tahun Berakhir 31 Disember 2009

|  | Nota | Kumpulan       |                | LTAT           |                |
|--|------|----------------|----------------|----------------|----------------|
|  |      | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Aliran Tunai Dari Aktiviti-Aktiviti Pelaburan</b>                       |      |                |                |                |                |
| Pembelian harta tanah, loji dan peralatan                                  |      | (458,634)      | (636,565)      | (3,775)        | (49,955)       |
| Penjualan harta tanah, loji dan peralatan                                  |      | 14,727         | 54,413         | 34             | 24             |
| Penjualan aset perladangan   |      | -              | 88,300         | -              | -              |
| Pembangunan harta tanah  |      | (331)          | (6,952)        | (331)          | (347)          |
| Pembelian pelaburan harta tanah  |      | (63,175)       | 834            | (25,249)       | -              |
| Penerimaan sewaan dari pelaburan harta tanah                               |      | 13,294         | 12,508         | 13,294         | 12,508         |
| Penjualan sewa pajak tanah prabayaran                                      |      | 2,111          | 1,318          | -              | -              |
| Pembelian aset-aset tidak ketara   |      | (932)          | (7,554)        | -              | -              |
| Pembelian saham syarikat subsidiari  |      | (27,085)       | -              | -              | -              |
| Pelaburan tambahan di dalam syarikat subsidiari                            |      | (1,000)        | (553,725)      | (431,927)      | (110,166)      |
| Penjualan sebahagian syarikat subsidiari                                   |      | (666)          | 36,939         | -              | -              |
| Pelaburan tambahan syarikat-syarikat bersekutu                             |      | (38,683)       | (26)           | (38,683)       | (26)           |
| Penjualan pelaburan bersekutu  |      | 4,708          | -              | 3,848          | -              |
| Pemulangan modal syarikat-syarikat bersekutu                               |      | -              | 11,053         | -              | 11,053         |
| Penerimaan pendapatan lain dari syarikat bersekutu                         |      | 1,958          | 1,384          | 1,958          | 1,384          |
| Pembelian saham entiti kawalan bersama                                     |      | (7,633)        | (10,181)       | -              | -              |
| Pembelian pelaburan-pelaburan lain   |      | (2,497,161)    | (1,295,273)    | (294,425)      | (902,622)      |
| Penjualan pelaburan-pelaburan lain   |      | 35,942         | 522,437        | 1,010          | -              |
| Pemulangan modal pelaburan lain  |      | 644            | 20,002         | 644            | 20,002         |
| Pendapatan pelaburan lain  |      | -              | 6,743          | -              | 6,743          |
| Pemulangan modal pelaburan di luar Malaysia                                |      | 283            | 290            | 283            | 290            |
| Pembelian saham keutamaan boleh tebus                                      |      | (56,000)       | (58,148)       | (69,000)       | (200,148)      |
| Pembangunan harta tanah dalam pelaksanaan                                  |      | 2,737          | (7,971)        | 2,737          | (7,971)        |
| Penerimaan dari penjualan pelaburan harta tanah                            |      | 9,792          | -              | -              | -              |
| Penerimaan dari aset dipegang untuk jualan                                 |      | 21,250         | -              | -              | -              |
| Penerimaan dari jualan harta tanah lelongan                                |      | 45,870         | -              | -              | -              |
| Penerimaan dari lesen rumah diskaun  |      | 120            | -              | -              | -              |
| Pembelian sekuriti pegangan dan dagangan                                   |      | -              | (3,586)        | -              | (3,586)        |
| Penjualan sekuriti pegangan dan dagangan                                   |      | 803,021        | 372,872        | 803,021        | 372,872        |
| Pemulangan modal saham sekuriti pegangan dan dagangan                      |      | -              | 386            | -              | 386            |
| Pelaburan dalam pengurusan portfolio                                       |      | (64,418)       | (35,789)       | (64,418)       | (35,789)       |
| Pemulangan kecairan oleh pengurusan portfolio                              |      | 62,278         | 30,516         | 62,278         | 30,516         |
| Penerimaan faedah  |      | 271,345        | 66,971         | 45,546         | 59,353         |
| Dividen diterima daripada syarikat-syarikat subsidiari                     |      | -              | -              | 126,565        | 107,351        |
| Dividen diterima daripada syarikat bersekutu                               |      | 32,927         | 49,901         | 29,927         | 23,417         |
| Dividen diterima daripada pelaburan-pelaburan lain                         |      | 89,609         | 113,512        | 42,416         | 108,744        |
| Dividen diterima daripada National Islamic Exchange Traded Funds           |      | -              | 136            | -              | 136            |
| Penerimaan daripada pelaburan di luar Malaysia                             |      | 960            | 404            | 960            | 404            |
| Dividen diterima daripada saham keutamaan boleh tebus terkumpul-subsidiari |      | -              | -              | 4,411          | 2,946          |
| Dividen diterima daripada saham keutamaan boleh tebus terkumpul-bersekutu  |      | 397            | 1,945          | 397            | 1,945          |
| Dividen diterima daripada sekuriti pegangan dan dagangan                   |      | 5,470          | 10,407         | 5,470          | 10,407         |
| Bayaran balik cukai kredit dari LHDN                                       |      | 66,530         | 93,770         | 58,416         | 39,805         |
| Tunai bersih (digunakan untuk)/dari aktiviti-aktiviti pelaburan            |      | (1,729,745)    | (1,118,729)    | 275,407        | (500,324)      |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.

## PENYATA ALIRAN TUNAI (Sambungan)

Bagi Tahun Berakhir 31 Disember 2009

|  | Nota | Kumpulan           |                | LTAT             |                |
|--|------|--------------------|----------------|------------------|----------------|
|  |      | 2009<br>RM'000     | 2008<br>RM'000 | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>Aliran Tunai Dari Aktiviti-Aktiviti Pembiayaan</b>            |      |                    |                |                  |                |
| Penerimaan caruman ahli  |      | <b>615,807</b>     | 594,094        | <b>615,807</b>   | 594,094        |
| Pengeluaran caruman ahli   |      | <b>(608,575)</b>   | (509,329)      | <b>(608,575)</b> | (509,329)      |
| Kumpulan wang pembangunan aset tetap                             |      | <b>1,979</b>       | -              | -                | -              |
| Penambahan bersih daripada pinjaman lain                         |      | <b>(547,468)</b>   | 198,559        | -                | -              |
| Bayaran ke atas faedah   |      | <b>(181,466)</b>   | (248,633)      | -                | -              |
| Terbitan saham kepada kepentingan minoriti                       |      | <b>310,841</b>     | 14,583         | -                | -              |
| Bayaran ke atas dividen kepada kepentingan minoriti              |      | <b>(181,656)</b>   | (191,398)      | -                | -              |
| Penerimaan daripada pinjaman jangka panjang                      |      | <b>297,293</b>     | 343,479        | -                | -              |
| Bayaran balik pinjaman jangka panjang                            |      | <b>(809,647)</b>   | (650,102)      | -                | -              |
| Bayaran ke atas pinjaman sewa pajak                              |      | <b>(145)</b>       | (13)           | -                | -              |
| Tunai bersih (digunakan untuk)/dari aktiviti-aktiviti pembiayaan |      | <b>(1,103,037)</b> | (448,760)      | <b>7,232</b>     | 84,765         |
| (Pengurangan)/Penambahan bersih tunai dan kesetaraan tunai       |      | <b>(1,149,545)</b> | (2,458,583)    | <b>144,134</b>   | (541,489)      |
| Turun naik tukaran mata wang asing                               |      | <b>99</b>          | (468)          | -                | -              |
| Tunai dan kesetaraan tunai pada 1 Januari                        |      | <b>8,489,347</b>   | 10,948,398     | <b>489,505</b>   | 1,030,994      |
| Tunai dan kesetaraan tunai pada 31 Disember                      | 40   | <b>7,339,901</b>   | 8,489,347      | <b>633,639</b>   | 489,505        |

Nota-nota yang dilampirkan merupakan bahagian pelengkap penyata kewangan ini.



# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 1. LATAR BELAKANG DAN AKTIVITI UTAMA

Lembaga Tabung Angkatan Tentera yang lebih dikenali dengan singkatan LTAT, telah ditubuhkan pada bulan Ogos 1972 di bawah Akta Parlimen. Pejabat berdaftar adalah di Tingkat 12, Bangunan LTAT, Jalan Bukit Bintang, Peti Surat 11542, 50748 Kuala Lumpur.

Aktiviti utama Lembaga Tabung Angkatan Tentera (LTAT) mengikut Akta Tabung Angkatan Tentera 1973 (Akta 101) adalah bagi mentadbir dan melabur kumpulan wang caruman anggota-anggota Angkatan Tentera Lain-Lain Pangkat yang mencarum secara wajib dan Pegawai Angkatan Tentera dan Anggota Kerahan Angkatan Sukarela yang mencarum secara sukarela. Aktiviti ini meliputi proses mengumpul, mengurus dan melabur dana wang caruman dalam pembangunan harta tanah (nota 5), pelaburan harta tanah (nota 6), sewa pajak tanah prabayaran (nota 7), syarikat-syarikat subsidiari (nota 11), syarikat-syarikat bersekutu (nota 12), pelaburan-pelaburan lain (nota 14), pelaburan jangka pendek (nota 19) dan deposit (nota 21).

LTAT juga melaksanakan program-program latihan peralihan bagi anggota Angkatan Tentera yang akan atau yang telah bersara.

## 2. DASAR-DASAR UTAMA PERAKAUNAN

### 2.1 Asas Penyediaan

Penyata kewangan Kumpulan dan LTAT adalah disediakan menurut Piawaian Pelaporan Kewangan (FRS) yang diterima pakai dan diluluskan di Malaysia bagi entiti selain daripada entiti swasta yang dikeluarkan oleh Lembaga Piawaian Perakaunan Malaysia (MASB). Pada 1 Januari 2009, Kumpulan dan LTAT telah menerima pakai FRS yang baru dan disemak semula yang berkuat kuasa bagi tempoh perakaunan bermula pada atau selepas 1 Januari 2009 seperti yang disenaraikan dalam Nota 2.3.

Penyata kewangan Kumpulan dan LTAT telah disediakan mengikut kelaziman kos sejarah kecuali pelaburan harta tanah yang dinyatakan pada nilai saksama.

Penyata kewangan dikemukakan dalam Ringgit Malaysia (RM) dan semua nilai dibundarkan kepada ribu yang terdekat ('000), kecuali dinyatakan sebaliknya.

### 2.2 Ringkasan dasar-dasar utama perakaunan

#### (a) Pelaburan dalam syarikat-syarikat subsidiari dan Asas Penyatuan

##### (i) Pelaburan dalam syarikat-syarikat subsidiari

Syarikat-syarikat subsidiari ialah syarikat-syarikat di mana Kumpulan mempunyai kuasa untuk mengawal dasar-dasar kewangan dan operasi bagi memperoleh faedah daripada kegiatan-kegiatannya. Kewujudan dan kesan daripada potensi hak untuk mengundi yang boleh dilaksanakan atau boleh ubah akan dipertimbangkan apabila menilai sama ada Kumpulan mempunyai kuasa ke atas entiti lain.

Bagi LTAT, pelaburan disebut harga dan tidak disebut harga dalam syarikat subsidiari yang telah dihapuskan semasa penyatuan dinyatakan pada kos setelah ditolak peruntukan rosot nilai kekal pelaburan. Bagi syarikat subsidiari yang telah memberhentikan operasi, perbezaan antara kos pelaburan dengan amaun yang boleh didapatkan semula berdasarkan Aset Ketara Bersih (NTA) syarikat akan dilupuskan ke penyata pendapatan.

Butir-butir syarikat-syarikat subsidiari disenaraikan di Nota 11.

##### (ii) Asas Penyatuan

Penyata kewangan Kumpulan termasuk penyata kewangan LTAT dan syarikat-syarikat subsidiarinya yang disediakan sehingga akhir tahun. Penyata kewangan syarikat-syarikat subsidiari disediakan pada tarikh bersamaan dengan laporan LTAT.

Syarikat-syarikat subsidiari disatukan dari tarikh kawalan mula dikuatkuasakan sehingga tarikh kawalan sebenarnya tamat. Dalam penyediaan penyata kewangan Kumpulan, urus niaga antara syarikat dalam Kumpulan, baki dan keuntungan atau kerugian yang belum direalisasikan dihapuskan sepenuhnya. Dasar perakaunan yang sama diguna pakai dalam penyata kewangan Kumpulan untuk transaksi-transaksi dan perkara-perkara yang sama.

Pengambilalihan syarikat-syarikat subsidiari diakaunkan mengikut kaedah perakaunan pembelian. Kaedah perakaunan pembelian mengambil kira pengambilalihan aset-aset, liabiliti-liabiliti dan liabiliti-liabiliti luar jangka pada tarikh pembelian sebagai kos pengambilalihan pada nilai saksama. Kos pengambilalihan diambil kira sebagai nilai saksama agregat instrumen-instrumen ekuiti yang diterbitkan, aset-aset dan liabiliti-liabiliti yang diambil alih atau ditanggung termasuk kos secara langsung yang berpunca daripada pengambilalihan pada tarikh pertukaran.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (a) Pelaburan dalam syarikat-syarikat subsidiari dan Asas Penyatuan (sambungan)

##### (ii) Asas Penyatuan (sambungan)

Lebih perbezaan antara kos pengambilalihan berbanding kepentingan Kumpulan dalam nilai saksama bersih aset-aset, liabiliti-liabiliti dan liabiliti-liabiliti luar jangka yang boleh dikenal pasti diiktiraf sebagai muhibah.

Lebih perbezaan antara kepentingan Kumpulan dengan kos pengambilalihan dalam nilai saksama bersih aset-aset, liabiliti-liabiliti dan liabiliti-liabiliti luar jangka yang boleh dikenal pasti diiktiraf ke penyata pendapatan.

Kepentingan minoriti mewakili bahagian untung atau rugi dan aset bersih dalam subsidiari-subsidiari yang tidak dipegang oleh Kumpulan. Kepentingan minoriti diambil kira mengikut nilai saksama aset-aset dan liabiliti-liabiliti pada tarikh pengambilalihan.

#### (b) Pelaburan dalam syarikat-syarikat bersekutu

Syarikat bersekutu ditakrifkan sebagai sebuah syarikat yang bukan subsidiari, di mana Kumpulan mempunyai kepentingan jangka panjang di antara 20% sehingga 50% dan mempunyai pengaruh yang berkesan di dalam penentuan dasar operasi dan kewangan syarikat berkenaan.

Pelaburan dalam syarikat bersekutu diakaunkan dalam penyata kewangan Kumpulan mengikut kaedah perakaunan ekuiti. Penyata pendapatan Kumpulan termasuk bahagian keuntungan tolak kerugian Kumpulan selepas cukai berdasarkan akaun terakhir syarikat sekutu yang telah diaudit. Pelaburan Kumpulan dalam syarikat bersekutu dinyatakan pada kos campur pelarasan bagi menggambarkan perubahan bahagian keuntungan dan kerugian Kumpulan dalam syarikat bersekutu. Perakaunan ekuiti akan diberhentikan apabila jumlah pelaburan dalam syarikat bersekutu mencapai jumlah sifar, melainkan jika Kumpulan mempunyai obligasi atau obligasi terjamin terhadap syarikat bersekutu tersebut.

Muhibah atau muhibah negatif merupakan perbezaan di antara kos pelaburan dengan bahagian Kumpulan dalam nilai saksama bersih aset-aset, liabiliti-liabiliti dan liabiliti luar jangka yang boleh dikenal pasti pada tarikh pembelian.

Bahagian untung tolak rugi dan rizab-rizab Kumpulan dalam syarikat bersekutu yang diperolehi atau dilupuskan adalah diambil kira dalam penyata kewangan Kumpulan dari tarikh pembelian atau sehingga tarikh pelupusan.

Bagi LTAT, pelaburan disebut harga dan tidak disebut harga dalam syarikat bersekutu dinyatakan pada kos setelah ditolak peruntukan rosot nilai kekal pelaburan. Bagi syarikat bersekutu yang telah memberhentikan operasi, perbezaan antara kos pelaburan dengan amaun yang boleh didapatkan semula berdasarkan Aset Ketara Bersih (NTA) syarikat akan dilupuskan ke penyata pendapatan.

Butir-butir syarikat-syarikat bersekutu disenaraikan di Nota 12.

#### (c) Pelaburan dalam entiti kawalan bersama (Syarikat Usahasama)

Kumpulan mempunyai kepentingan dalam usahasama entiti kawalan bersama. Usahasama ialah pengaturan berkontrak di mana dua atau lebih pihak menjalankan sesuatu aktiviti ekonomi tertakluk kepada kawalan bersama dan entiti kawalan bersama adalah satu usahasama melibatkan pengwujudan sebuah entiti berasingan di mana setiap pihak terlibat mempunyai kepentingan.

Pelaburan di dalam entiti kawalan bersama diakaunkan dalam penyata kewangan Kumpulan mengikut kaedah perakaunan ekuiti dan diiktiraf pada kos. Pelaburan Kumpulan dalam entiti kawalan bersama termasuk muhibah yang boleh dikenal pasti semasa pembelian setelah ditolak sebarang kerugian rosot nilai terkumpul.

Pelaburan di dalam entiti kawalan bersama diakaunkan dalam penyata kewangan Kumpulan mengikut kaedah perakaunan ekuiti seperti dinyatakan dalam nota 2.2(b).

Bagi penjualan pelaburan ini, perbezaan di antara penerimaan jualan bersih dan amaun dibawa dinyatakan ke penyata pendapatan.

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (d) Pelaburan-pelaburan lain

Pelaburan-pelaburan lain disebut harga dan tidak disebut harga adalah pegangan kurang daripada 20% yang dibeli dan dipegang tidak kurang daripada dua belas (12) bulan, dinyatakan pada kos setelah ditolak peruntukan rosot nilai kekal pelaburan.

Bagi pelaburan-pelaburan lain disebut harga dan tidak disebut harga yang telah memberhentikan operasi, perbezaan antara kos pelaburan dengan amaun yang boleh didapatkan semula berdasarkan Aset Ketara Bersih (NTA) syarikat akan dilupuskan ke penyata pendapatan.

Syarikat-syarikat dalam sektor bank dan kewangan mengklasifikasikan portfolio sekuritinya mengikut kategori-kategori berikut: sekuriti tersedia untuk dijual dan sekuriti dipegang hingga matang. Pengelasan sekuriti-sekuriti tersebut akan ditentukan pada peringkat permulaan.

#### (i) Sekuriti tersedia untuk dijual

Sekuriti tersedia untuk dijual adalah aset-aset kewangan bukan derivatif yang diletakkan dalam kategori ini atau yang tidak dikelaskan sebagai sekuriti dipegang untuk urusan niaga mahupun sekuriti dipegang hingga matang.

Pada permulaannya, sekuriti-sekuriti ini akan diiktiraf pada nilai saksama. Pelaburan dalam instrumen-instrumen ekuiti yang tiada harga pasaran disebut harga dalam pasaran yang aktif dan nilai saksamanya tidak boleh ditentukan dengan betul, akan dinyatakan pada kos.

Sebarang pelarasan keuntungan atau kerugian daripada perubahan nilai saksama akan terus diiktiraf ke dalam ekuiti menerusi penyata perubahan ekuiti kecuali bagi kerugian rosot nilai dan keuntungan atau kerugian pertukaran matawang asing. Apabila aset kewangan ini dinyahiktiraf, keuntungan atau kerugian terkumpul yang diiktiraf dalam ekuiti sebelum ini akan dipindahkan ke penyata pendapatan.

Rosot nilai sekuriti tersedia untuk dijual akan dinilai apabila terdapat bukti rosot nilai yang objektif. Kerugian belum realisasi terkumpul yang telah diiktiraf terus ke dalam ekuiti akan dikeluarkan dan diiktiraf ke penyata pendapatan walaupun sekuriti tersebut belum dinyahiktirafkan. Sebagai tambahan kepada kerugian belum realisasi tersebut, kerugian rosot nilai turut diiktiraf dalam penyata pendapatan. Kebalikan lanjutan terhadap rosot nilai bagi instrumen hutang dalam penyata pendapatan adalah dibenarkan jika penurunan dalam rosot nilai boleh dikaitkan secara objektif kepada sesuatu peristiwa yang berlaku selepas rosot nilai diiktiraf.

Kerugian rosot nilai bagi pelaburan dalam instrumen ekuiti yang diiktiraf dalam penyata pendapatan tidak akan diterbalikkan.

#### (ii) Sekuriti dipegang hingga matang

Sekuriti dipegang hingga matang adalah aset-aset kewangan bukan derivatif yang pembayarannya adalah tetap atau boleh ditentukan dan mempunyai kematangan tetap di mana syarikat-syarikat dalam sektor bank dan kewangan mempunyai hasrat positif dan keupayaan untuk memegangnya sehingga matang, serta instrumen-instrumen yang dibenarkan oleh BNM. Menurut BNM/GP8 yang dikeluarkan oleh Bank Negara Malaysia pada 5 Oktober 2004, instrumen-instrumen berikut boleh dikelaskan sebagai dipegang hingga matang dan dinyatakan pada kos:

- (a) Sekuriti-sekuriti ekuiti yang dipegang sebagai pelaburan di dalam organisasi yang ditubuhkan bagi tujuan sosio-ekonomi, dan
- (b) Instrumen ekuiti yang diterima berikutan penstrukturan semula pinjaman atau pertukaran pinjaman yang tiada harga pasaran disebut harga dalam pasaran yang aktif dan nilai saksamanya tidak dapat ditentukan dengan betul.

Sekuriti dipegang hingga matang dinyatakan pada kos dilunaskan dengan menggunakan kaedah faedah efektif. Kerugian atau keuntungan akan diiktiraf dalam penyata pendapatan apabila sekuriti ini dinyahiktirafkan atau dirosotnilaikan setelah melalui proses pelunasan.

Sebarang jualan atau pengelasan semula sekuriti dipegang hingga matang melebihi daripada jumlah yang tidak penting sebelum tarikh matang akan menyebabkan baki sekuriti dikelaskan semula sebagai tersedia untuk dijual.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (d) Pelaburan-pelaburan lain (sambungan)

##### (ii) Sekuriti dipegang hingga matang (sambungan)

Rosot nilai sekuriti dipegang hingga matang akan dinilai apabila terdapat bukti rosot nilai yang objektif.

##### (a) Sekuriti dibawa pada kos dilunaskan

Kerugian rosot nilai akan dinilai sebagai perbezaan di antara nilai dibawa sekuriti tersebut dengan nilai kini jangkaan aliran tunai masa hadapan yang didiskaunkan menggunakan kadar faedah efektif yang asal. Kebalikan lanjutan terhadap rosot nilai adalah dibenarkan jika penurunan yang berlaku dalam rosot nilai bersifat objektif. Pengiktirafan kerugian rosot nilai dan kebalikannya akan dibuat melalui penyata pendapatan.

##### (b) Sekuriti dibawa pada kos

Kerugian rosot nilai akan dinilai sebagai perbezaan di antara nilai dibawa sekuriti tersebut dengan nilai kini jangkaan aliran tunai masa hadapan yang didiskaunkan menggunakan kadar pulangan pasaran semasa bagi sekuriti yang serupa. Kerugian rosot nilai tersebut tidak akan diterbalikkan.

Pada tahun terdahulu, sekuriti yang dipegang oleh syarikat-syarikat dalam sektor bank dan kewangan diklasifikasikan sebagai sekuriti-sekuriti pasaran yang dinyatakan pada kos atau nilai pasaran mengikut yang mana lebih rendah.

#### (e) Peruntukan rosot nilai kekal pelaburan

Peruntukan rosot nilai kekal pelaburan hanya akan dibuat setelah penilaian prestasi pelaburan bagi jangka masa lima (5) tahun secara individu dilaksanakan dan memastikan wujudnya kriteria-kriteria berikut:

- (i) Tiada keuntungan;
- (ii) Tiada pengisytiharan dividen; dan
- (iii) Aset Ketara Bersih (NTA) atau harga pasaran saham syarikat kurang dari kos pelaburan.

Rosot nilai kekal pelaburan dikenal pasti dengan merujuk kepada perbezaan di antara kos pelaburan dengan Aset Ketara Bersih atau harga pasaran syarikat, yang mana relevan dan dilunaskan mengikut kadar sama rata dalam jangka masa lima (5) tahun. Peningkatan atau pengurangan rosot nilai kekal pelaburan pada tahun berikutnya, jika ada, akan diselaraskan mengikut baki jangka masa pelunasan.

Peruntukan rosot nilai kekal pelaburan adalah diiktiraf di dalam penyata pendapatan.

#### (f) Peruntukan rosot nilai pelaburan bagi syarikat-syarikat di bawah kategori 'Practice Note' 4 (PN 4)

##### (i) Kaunter-kaunter perdagangan

Rosot nilai kekal pelaburan dikenal pasti dengan merujuk kepada perbezaan di antara kos pelaburan dengan Aset Ketara Bersih atau harga pasaran syarikat yang mana lebih tinggi dan diperuntukkan pada tahun kewangan tersebut. Peningkatan atau pengurangan rosot nilai kekal pelaburan pada tahun berikutnya, jika ada, akan diselaraskan.

Peruntukan rosot nilai pelaburan adalah diiktiraf di dalam penyata pendapatan.

##### (ii) Kaunter-kaunter telah digantung dan telah dilucutkan penyenaraian

Rosot nilai kekal pelaburan dikenal pasti dengan merujuk kepada perbezaan di antara kos pelaburan dengan Aset Ketara Bersih syarikat dan diperuntukkan di dalam penyata pendapatan pada tahun kewangan tersebut. Jika tahun berikutnya kaunter PN4 masih lagi digantung atau telah dilucutkan penyenaraian maka hapus kira kos pelaburan diiktiraf di dalam penyata pendapatan. Jika pemulihan dilakukan, maka kos pelaburan di atas kaunter berkenaan diambil kira semula. Peningkatan atau pengurangan rosot nilai kekal pelaburan pada tahun berikutnya, jika ada, akan diselaraskan.

Peruntukan/pelunasan rosot nilai kekal pelaburan adalah diiktiraf di dalam penyata pendapatan.



**2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)**

**2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)**

**(g) Peruntukan am pelaburan**

Peruntukan am pelaburan adalah berdasarkan kepada dua peratus nilai buku pelaburan secara agregat dan dilunaskan mengikut kaedah garis lurus bagi jangka masa dua puluh tahun.

**(h) Muhibah**

Muhibah merupakan lebih kos pengambilalihan berbanding kepentingan Kumpulan dalam nilai saksama aset-aset bersih, liabiliti-liabiliti dan liabiliti luar jangka yang boleh dikenal pasti oleh syarikat-syarikat subsidiari berkenaan. Muhibah diukur pada kos ditolak sebarang kerugian rosot nilai terkumpul. Muhibah tidak lagi dilunaskan sebaliknya, ia dikaji semula untuk ujian kerugian secara tahunan atau lebih kerap lagi sekiranya peristiwa atau perubahan keadaan menunjukkan kemungkinan ia dikurangkan nilai. Sebarang laba dan kerugian daripada pelupusan sesuatu entiti adalah termasuk nilai dibawa muhibah yang berkaitan dengan entiti yang dijual.

Untuk tujuan ujian penilaian rosot nilai, muhibah adalah diperuntukkan ke atas unit janaan tunai syarikat subsidiari berkenaan. Sekiranya nilai boleh pulih unit janaan tunai didapati kurang daripada nilai dibawa termasuk muhibah, kerosotan nilai akan diiktiraf dalam penyata pendapatan. Kerugian rosot nilai atas muhibah yang telah diiktiraf tidak boleh dicatat semula pada tempoh akan datang.

Muhibah negatif merupakan lebih kepentingan Kumpulan dalam nilai saksama bersih aset, liabiliti dan liabiliti luar jangka yang dikenal pasti yang diperolehi ke atas kos pembelian syarikat-syarikat subsidiari adalah diiktiraf serta merta dalam penyata pendapatan.

**(i) Harta tanah, loji dan peralatan dan susut nilai**

Semua butiran harta tanah, loji dan peralatan pada mulanya direkodkan pada kos. Kos-kos berikutnya adalah dimasukkan dalam amaun dibawa aset atau diiktiraf sebagai aset berasingan, seperti sewajarnya, hanya apabila kemungkinan manfaat-manfaat ekonomi masa depan berkaitan dengan butiran tersebut akan masuk ke dalam Kumpulan dan kos butiran tersebut boleh diukur dengan pasti. Amaun dibawa bahagian yang diganti tidak diiktiraf. Semua pembaikan dan penyelenggaraan lain dicaj ke penyata pendapatan apabila ia ditanggung.

Selepas pengiktirafan awal, harta tanah, loji dan peralatan selain daripada tanah milik bebas dinyatakan pada kos tolak susut nilai terkumpul dan sebarang kerugian kerosakan terkumpul.

Tanah milik bebas tidak mempunyai jangka hayat kegunaan yang terhad dan tidak dilunaskan. Tanah pegangan pajak jangka pendek dan jangka panjang dilunaskan sepanjang jangka masa pajakan. Bangunan dalam binaan tidak disusutnilaikan memandangkan aset tersebut belum tersedia untuk diguna. Susut nilai harta tanah, loji dan peralatan lain diperuntukkan berdasarkan kaedah sama rata untuk menghapus kira kos setiap aset sepanjang tempoh anggaran jangka hayat kegunaannya pada kadar tahunan seperti berikut:

|                                       |   |     |         |
|---------------------------------------|---|-----|---------|
| Bangunan:                             |   |     |         |
| -                                     | milik bebas                                     | 2%  | - 2.5%  |
| -                                     | pegangan pajak jangka panjang dan jangka pendek | 2%  | - 20%   |
| Harta tanah, loji dan peralatan lain: |   |     |         |
| -                                     | Kenderaan                                       | 20% | - 25%   |
| -                                     | Loji, jentera dan kelengkapan                   | 6%  | - 33.3% |
| -                                     | Perabot dan kelengkapan pejabat                 | 6%  | - 33.3% |
| -                                     | Sistem penyaman udara                           | 10% | - 20%   |
| -                                     | Pemasangan elektrik                             | 10% | - 20%   |

Nilai baki, jangka hayat kegunaan dan kaedah susut nilai dikaji semula pada setiap akhir tahun kewangan bagi memastikan amaun, kaedah dan tempoh susut nilai adalah konsisten dengan anggaran sebelum ini dan jangkaan corak penggunaan manfaat-manfaat ekonomi masa depan yang terangkum dalam butiran harta tanah, loji dan peralatan tersebut.

Sesuatu butiran harta tanah, loji dan peralatan tidak diiktiraf semasa pelupusan atau apabila tiada manfaat ekonomi pada masa depan dijangka daripada penggunaan atau pelupusannya. Perbezaan antara hasil pelupusan bersih jika ada, dan amaun bersih diiktiraf dalam penyata pendapatan.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (j) Pembangunan harta tanah

Pembangunan harta tanah LTAT dinyatakan pada kos ditolak sebarang kerugian kerosakan terkumpul. Pembangunan harta tanah merupakan tanah di mana tiada aktiviti pembangunan dilaksanakan.

Pembangunan harta tanah syarikat-syarikat subsidiari dinyatakan pada kos ditolak sebarang kerugian rosot nilai terkumpul. Polisi bagi pengiktirafan pengukuran rosot nilai adalah berdasarkan kepada nota 2.2(n). Pembangunan harta tanah meliputi tabungan tanah yang di dalam proses untuk dipersiapkan bagi dibangunkan telah disediakan untuk pembangunan tetapi tidak dijangka akan dibuka untuk jualan. Kos adalah termasuk tanah, bahan-bahan, tenaga kerja, yuran profesional, kos pinjaman dan lain-lain kos pembangunan dan overhead berkaitan.

#### (k) Pelaburan harta tanah

Pelaburan harta tanah adalah harta tanah yang dipegang untuk memperoleh pendapatan sewa atau bagi modal tambah nilai atau kedua-duanya. Harta tanah yang disewakan kepada syarikat-syarikat subsidiari LTAT untuk menjalankan operasi perniagaan diambil kira sebagai diduduki oleh pemilik dan bukan pelaburan harta tanah.

Kumpulan dan LTAT telah menerima pakai kaedah nilai saksama dalam mengukur pelaburan harta tanah. Pelaburan harta tanah diukur pada permulaannya pada kosnya, termasuk kos urus niaga. Lanjutan daripada pengiktirafan permulaan, semua harta tanah diukur pada nilai saksama, dengan apa-apa perubahan diiktiraf dalam keuntungan terkumpul. Apabila sesuatu harta tanah, loji dan peralatan dipindahkan kepada pelaburan harta tanah berikutan perubahan dalam penggunaannya, apa-apa perbezaan dari tarikh pindahan antara amaun dibawa sesuatu harta tanah, loji dan peralatan berkenaan sejurus sebelum pindahan dan nilai saksamanya diiktiraf dalam penyata pendapatan. Sekiranya lebih nilai saksama menterbalikkan kerugian pengurangan nilai yang diiktiraf sebelum ini, lebih tersebut diiktiraf dalam penyata pendapatan.

Nilai saksama ini adalah berdasarkan nilai pasaran, iaitu jumlah anggaran yang harta tanah tersebut boleh ditukar pada tarikh penilaian antara pembeli yang sanggup membeli dan penjual yang sanggup menjual dalam urus niaga tulus. Nilai saksama pelaburan harta tanah ditentukan oleh penilai profesional bebas.

Pelaburan harta tanah tidak diiktiraf apabila ia telah dilupuskan atau apabila pelaburan harta tanah tersebut ditarik balik penggunaannya selama-lamanya dan tiada manfaat ekonomi masa depan dijangka daripada pelupusan berkenaan. Apa-apa laba atau kerugian pada penamatan atau pelupusan sesuatu pelaburan harta tanah diiktiraf dalam penyata pendapatan.

#### (l) Sewa pajak tanah prabayaran

Pajakan di mana Kumpulan dan LTAT mengambil sebahagian risiko dan ganjaran pemilikan dikelaskan sebagai pajakan kewangan. Semua pajakan lain dikelaskan sebagai pajakan kendalian.

Sewa pajak tanah prabayaran dikelaskan sebagai pajakan kendalian dan dilunaskan berdasarkan kaedah sama rata sepanjang tempoh pajakan.

#### (m) Kontrak pembinaan

Agregat ke atas kos diambil kira dan untung rugi yang diiktiraf bagi setiap kontrak adalah dibandingkan dengan tuntutan dan bayaran kemajuan sehingga akhir tahun. Di mana kos diambil kira dan keuntungan yang diiktiraf (setelah ditolak kerugian yang diiktiraf) melebihi tuntutan dan bayaran kemajuan, bakinya ditunjukkan sebagai jumlah untung daripada kontrak pembinaan di bawah penghutang dan prabayaran. Di mana tuntutan dan bayaran kemajuan melebihi kos yang diambil kira keuntungan yang diiktiraf (setelah ditolak kerugian yang diiktiraf), bakinya ditunjukkan sebagai jumlah kepada kontrak pembinaan di bawah pemiutang.

#### (n) Kerugian kerosakan aset

Nilai yang dibawa untuk aset-aset dikaji pada setiap tarikh lembaran imbangan disediakan bagi menentukan sama ada terdapatnya tanda-tanda kerugian kerosakan.

Jika terdapat tanda-tanda kerugian kerosakan, nilai dibawa akan terus disusutkan kepada nilai yang sepatutnya. Kerugian kerosakan akan terus dikenakan ke penyata pendapatan. Kerugian kerosakan bagi aset-aset yang dinilai semula akan dikenakan ke rizab penilaian semula setakat lebih yang dikreditkan daripada penilaian semula aset-aset berkenaan sebelumnya.

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (n) Kerugian kerosakan aset (sambungan)

Pelarasan semula kerugian kerosakan yang diiktiraf pada tahun-tahun terdahulu hanya direkod apabila terdapatnya tanda-tanda kerugian kerosakan aset-aset berkenaan tidak lagi wujud atau telah berkurang. Pelarasan semula hanya diiktiraf setakat nilai yang dibawa bagi aset-aset berkenaan (ditolak susut nilai) yang telah kenal pasti tiada kerugian kerosakan telah diiktiraf. Semua pelarasan semula kerugian kerosakan diambil kira terus sebagai pendapatan di dalam penyata pendapatan. Pelarasan semula kerugian kerosakan bagi aset-aset yang dinilai semula diambil kira sebagai pendapatan setakat kerugian yang sebelumnya telah diiktiraf sebagai perbelanjaan di dalam penyata pendapatan dengan mengambil kira lebihan kredit mengenai rizab modal.

#### (o) Inventori

Inventori dan kerja dalam proses adalah dinilai mengikut kos dan nilai bersih yang boleh diperolehi, yang mana lebih rendah.

Kos meliputi kos bahan-bahan mentah langsung (dikira mengikut kaedah masuk dulu keluar dulu atau kaedah purata imbalan), buruh langsung, perbelanjaan langsung dan bahagian tertentu kos pasti pengeluaran. Untuk mendapatkan nilai bersih yang boleh diperolehi, peruntukan dibuat bagi semua barang usang dan kurang laris.

Nilai realisasi bersih adalah anggaran harga jualan dalam perniagaan biasa ditolak anggaran kos penyelesaian dan anggaran kos yang perlu untuk dijadikan jualan.

#### (p) Aset biologi

Perbelanjaan bagi kawasan tanaman baru termasuk segala faedah yang ditanggung sehingga tanaman matang, adalah dimasukkan ke dalam harga tanah.

Susut nilai dan kos pinjaman luar yang berkaitan dengan pembangunan ladang baru diambil kira sebagai sebahagian daripada kos-kos tanaman belum matang yang dipermodalkan.

Perbelanjaan tanaman semula diambil kira dalam penyata pendapatan bagi tahun perbelanjaan itu dibuat.

#### (q) Instrumen kewangan

##### (i) Tunai dan kesetaraan tunai

Untuk tujuan penyata aliran tunai, tunai dan kesetaraan tunai mengandungi deposit, wang tunai dan baki bank, overdraf bank dan pelaburan mudah cair jangka pendek yang mudah alih tunai dan tertakluk kepada jumlah risiko tidak ketara.

##### (ii) Sekuriti dipegang untuk urus niaga

Sekuriti akan dikelaskan sebagai dipegang untuk urus niaga jika diperolehi, pada prinsipnya, untuk tujuan jualan dan dibeli semula dalam tempoh terdekat atau ia adalah sebahagian daripada portfolio sekuriti yang dikenal pasti yang diuruskan bersama serta terdapat bukti corak sebenar semasa berkaitan pengambilan untung jangka pendek.

Sekuriti-sekuriti ini akan dinyatakan pada nilai saksama. Sebarang keuntungan atau kerugian belum realisasi yang disebabkan oleh perubahan pada nilai saksama atau dijana daripada penjualan sekuriti-sekuriti tersebut akan diiktiraf di dalam penyata pendapatan.

Pada tahun terdahulu, sekuriti yang dipegang oleh syarikat-syarikat dalam sektor bank dan kewangan diklasifikasikan sebagai sekuriti-sekuriti pasaran yang dinyatakan pada kos atau nilai pasaran mengikut yang mana lebih rendah.

##### (iii) Pelaburan jangka pendek

Pelaburan jangka pendek dinyatakan pada kos dan harga pasaran mengikut yang mana lebih rendah secara agregat portfolio. Pengurangan atau pelarasan semula pengurangan diambil kira dalam penyata pendapatan. Pelaburan jangka pendek merupakan pelaburan-pelaburan di dalam sekuriti pegangan dan dagangan, 'revolving fund' dan pengurusan portfolio.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (q) Instrumen kewangan (sambungan)

##### (iv) Perjanjian beli balik

Securiti yang dibeli melalui perjanjian beli balik adalah securiti yang dibeli dengan komitmen untuk dijual balik pada tarikh hadapan. Komitmen untuk menjual balik securiti tersebut dinyatakan sebagai aset dalam lembaran imbangan.

Sebaliknya, tanggungan untuk securiti yang dijual di bawah perjanjian beli balik adalah securiti yang dijual dengan komitmen untuk membeli balik securiti tersebut pada satu tarikh di hadapan. Urus niaga pembiayaan ini dan tanggungan untuk membeli balik securiti tersebut dinyatakan sebagai tanggungan dalam lembaran imbangan.

##### (v) Bil dan penerimaan jurubank

Bil dan penerimaan jurubank bagi syarikat subsidiari di dalam sektor bank dan kewangan merupakan bil dan penerimaan jurubank yang telah dijual dalam pasaran pada harga diskaun dan masih belum matang lagi.

##### (vi) Penghutang

Penghutang adalah dinyatakan pada kos setelah ditolak elaun hutang lapuk dan hutang ragu. Elaun khusus telah dibuat bagi hutang lapuk dan hutang ragu yang telah dikaji satu persatu dan dikenal pasti sebagai hutang lapuk dan hutang ragu.

Sebagai tambahan, elaun am juga dibuat oleh syarikat-syarikat dalam sektor bank dan kewangan berdasarkan peratusan portfolio pinjaman bersih iaitu setelah ditolak jumlah peruntukan khusus bagi hutang lapuk dan hutang ragu dan faedah tertanggung.

##### (vii) Pemiutang

Pemiutang adalah dinyatakan pada kos.

#### (r) Cukai tertunda

Cukai tertunda adalah menggunakan kaedah liabiliti. Pada prinsipnya liabiliti cukai tertunda diiktiraf bagi semua perbezaan sementara boleh ditolak dan kerugian cukai belum digunakan sehingga ke tahap di mana kemungkinan bahawa keuntungan boleh cukai wujud di mana perbezaan sementara boleh ditolak dan kerugian cukai belum digunakan dapat diguna. Cukai tertunda tidak diuntukkan untuk muhibah yang tidak boleh ditolak bagi tujuan cukai dan pengiktirafan mula aset dan liabiliti yang pada masa urus niaga, tidak memberi kesan ke atas perakaunan atau keuntungan boleh cukai.

Cukai tertunda diukur pada kadar cukai yang dijangka diguna pakai bagi perbezaan sementara apabila ia diterbalikkan, berdasarkan undang-undang yang digubal atau digubal dengan substantif pada tarikh lembaran imbangan. Cukai tertunda diiktiraf dalam penyata pendapatan kecuali setakat ia dikaitkan dengan butiran yang diiktiraf secara langsung, dalam ekuiti, atau bila ia terbit dari gabungan perniagaan ia termasuk dalam muhibah atau sebarang jumlah lebihan kepentingan syarikat dalam nilai saksama aset bersih, liabiliti dan liabiliti luar jangka ke atas kos penggabungan.

#### (s) Manfaat pekerja

##### (i) Manfaat jangka pendek

Gaji, bonus dan caruman kepada institusi keselamatan sosial diiktiraf sebagai perbelanjaan LTAT pada tahun di mana perkhidmatan diberikan oleh kakitangan. Ketidakhadiran berbayar terkumpul jangka pendek seperti cuti tahunan diiktiraf apabila perkhidmatan diberikan oleh pekerja manakala ketidakhadiran berbayar tidak terkumpul jangka pendek seperti cuti sakit diiktiraf apabila ketidakhadiran berlaku.

##### (ii) Pelan caruman tetap

Caruman yang dibuat kepada Kumpulan Wang Simpanan Pekerja. Caruman ini diiktiraf sebagai perbelanjaan LTAT sebaik ia dibayar.



**2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)****2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)****(s) Manfaat pekerja (sambungan)****(iii) Manfaat perubatan selepas persaraan**

LTAT telah memperuntukkan manfaat perubatan selepas persaraan kepada kakitangan-kakitangannya yang telah bersara. Pesara yang dilantik sebagai pegawai kontrak akan menggunakan manfaat ini selepas tamat tempoh perkhidmatan kontrak. Peruntukan manfaat perubatan ini meliputi kos rawatan sepenuhnya di hospital/klinik Panel dan Kerajaan. Peruntukan ini diiktiraf secara akruan di dalam penyata pendapatan tahun semasa sebagai perbelanjaan dan liabiliti di dalam lembaran imbangan sebagai peruntukan manfaat perubatan selepas persaraan.

Pengiraan amaun tanggungan manfaat perubatan selepas persaraan adalah berdasarkan penilaian tahunan aktuari (dijalankan setiap tiga tahun) dengan menganggarkan amaun manfaat yang berhak diterima oleh kakitangan berhubung dengan perkhidmatan yang diberikan oleh mereka dalam tahun kewangan semasa dan sebelumnya. Manfaat tersebut ditentukan oleh aktuari menggunakan kaedah aktuari Unjuran Kredit Unit. Keuntungan dan kerugian aktuari dikira sebagai pendapatan atau perbelanjaan sepanjang jangkaan purata baki tahun bekerja yang tinggal untuk kakitangan yang menyertai skim ini, apabila keuntungan atau kerugian aktuari terkumpul yang tidak dikira melebihi 10% berbanding dengan nilai kini obligasi manfaat dan nilai saksama yang mana lebih tinggi.

Andaian utama yang telah digunakan dalam pengiraan kaedah aktuari ini ialah:

- (a) Kadar inflasi terhadap kos rawatan ialah 5% setahun; dan
- (b) Kadar diskaun ialah pada 5.8% setahun.

Manakala pengiraan amaun tanggungan bagi bayaran 'award' cuti gantian kepada kakitangan yang bersara adalah berdasarkan angka sebenar pada tarikh lembaran imbangan serta kelayakan mengikut terma dan syarat perkhidmatan. Kadar gaji semasa digunakan untuk mengira amaun tanggungan ini.

**(t) Peruntukan ganjaran persaraan**

Peruntukan dibuat bagi ganjaran persaraan yang akan dibayar kepada kakitangan yang layak pada waktu persaraan.

**(u) Mata wang asing****(i) Pembentangan dan fungsian mata wang**

Pembentangan dan fungsian mata wang penyata kewangan Kumpulan dibentangkan dalam Ringgit Malaysia (RM).

**(ii) Urus niaga mata wang asing**

Urus niaga dalam mata wang asing ditukarkan ke dalam mata wang fungsian dengan kadar pertukaran pada tarikh urus niaga dijalankan.

**(iii) Pelaburan operasi asing**

Keputusan dan kedudukan kewangan operasi asing yang mempunyai mata wang fungsian berbeza dengan pembentangan mata wang (RM) di dalam penyata kewangan Kumpulan ditukarkan ke RM seperti berikut:

- Aset dan liabiliti untuk setiap lembaran imbangan ditukarkan pada kadar pertukaran penutup masing-masing pada tarikh lembaran imbangan;
- Pendapatan dan perbelanjaan untuk setiap penyata pendapatan ditukarkan pada kadar purata pertukaran bagi tahun berkenaan, yang hampir dengan kadar tukaran pada tarikh urus niaga;
- Semua perbezaan pertukaran mata wang dimasukkan ke dalam rizab tukaran wang asing di dalam ekuiti.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (u) Mata wang asing (sambungan)

##### (iii) Pelaburan operasi asing (Sambungan)

Kadar pertukaran penutup utama yang digunakan dalam pertukaran mata wang asing adalah seperti berikut:

| Mata wang asing        | 2009          | 2008   |
|------------------------|---------------|--------|
| 1 Dolar Amerika        | <b>RM3.43</b> | RM3.47 |
| 1 Euro                 | <b>RM4.94</b> | RM4.89 |
| 1 Pound Sterling       | <b>RM5.53</b> | RM5.01 |
| 1 Dolar Singapura      | <b>RM2.45</b> | RM2.41 |
| 1,000 Rupiah Indonesia | <b>RM0.36</b> | RM0.32 |

#### (v) Pengiktirafan pendapatan

Pendapatan jualan barangan dan perkhidmatan diambil kira berdasarkan kepada nilai inbois barangan dan perkhidmatan yang diedarkan pada tahun semasa.

Pendapatan dari jualan peralatan telekomunikasi pula dikira setelah barangan dihantar. Pendapatan dari perkhidmatan pemasangan dikira setelah kerja pemasangan selesai dan diterima.

Pendapatan daripada kontrak dan pembangunan harta tanah diiktiraf melalui kaedah peratusan siap. Peruntukan penuh dibuat ke atas kerugian yang dijangkakan.

Pendapatan faedah dari sekuriti-sekuriti pasaran dikira mengikut asas akrual. Sekuriti-sekuriti pasaran yang dijual di bawah perjanjian beli balik adalah dikira sebagai urus niaga pembiayaan dan pendapatan faedah dikira atas asas sama rata mengikut tempoh pembiayaan.

Pendapatan faedah atas pinjaman dan pendahuluan dikira atas asas sama rata mengikut tempoh yang telah ditetapkan dalam perjanjian pinjaman, sementara pendapatan faedah dari sewa beli, diskaun pukal dan urus niaga pemajakan dikira mengikut kaedah jumlah angka (sum-of-digits).

Pendapatan dividen dari pelaburan saham adalah diiktiraf apabila hak pemegang saham untuk menerima dividen telah dapat dipastikan.

Bagi syarikat-syarikat dalam sektor bank dan kewangan, pengiktirafan pendapatan faedah daripada pinjaman-pinjaman yang dikelaskan tidak berbayar, digantung sehingga perolehan secara tunai. Akaun pelanggan dikelaskan sebagai pinjaman tidak berbayar apabila tunggakan bayaran balik selama enam bulan atau lebih untuk pinjaman dan overdraf, dan selepas tiga bulan selepas tarikh kematangan (2008: tiga bulan) bagi bil-bil perdagangan, penerimaan jurubank dan penerimaan amanah.

#### (w) Pemberian (Grant)

Pemberian (grant) yang diterima dari Kerajaan Malaysia dibahagikan kepada empat kumpulan wang iaitu:

##### (i) Kumpulan wang mengurus

Pemberian (grant) yang diterima di bawah kumpulan wang ini adalah untuk tujuan membiayai perbelanjaan operasi dan diambil kira sebagai pendapatan dalam penyata pendapatan.

##### (ii) Kumpulan wang pembangunan aset tetap

Pemberian (grant) yang diterima di bawah kumpulan wang ini adalah untuk tujuan membiayai pembelian aset tetap adalah dikreditkan ke kumpulan wang pembangunan aset tetap dan dilunaskan dalam tempoh hayat guna aset tetap atau apabila aset tetap dihapus kira.

##### (iii) Kumpulan wang skim pinjaman pembangunan usahawan

Pemberian (grant) yang diterima di bawah kumpulan wang ini adalah untuk tujuan membiayai pinjaman oleh para usahawan adalah dikreditkan ke kumpulan wang skim pinjaman pembangunan usahawan.

**2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)****2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)****(w) Pemberian (Grant) (sambungan)****(iv) Kumpulan wang skim pinjaman kakitangan**

Pemberian (grant) yang diterima di bawah kumpulan wang ini adalah untuk tujuan membiayai pinjaman oleh kakitangan adalah dikreditkan ke kumpulan wang skim pinjaman kakitangan.

**(x) Aset dipegang untuk jualan**

Aset-aset bukan semasa atau kumpulan dilupuskan diklasifikasikan sebagai dipegang untuk jualan sekiranya nilai dibawa akan diperolehi melalui transaksi jualan dan bukannya melalui penggunaan yang berterusan. Aset-aset ini diukur pada terendah di antara nilai dibawa dengan nilai saksama ditolak kos jualan apabila jualan berkemungkinan besar akan berlaku dan aset atau kumpulan dilupuskan tersedia untuk jualan dengan serta merta di dalam keadaan semasa, hanya tertakluk kepada terma-terma biasa dan lazim.

**(y) Perkara-perkara luarbiasa**

Perkara-perkara luarbiasa ialah pendapatan dan perbelanjaan yang terbit daripada transaksi atau urus niaga ketara di luar aktiviti biasa perniagaan dan dijangka tidak sering atau selalu berulang. Perkara-perkara ini akan dinyatakan selepas cukai dalam penyata pendapatan.

**(z) Objektif dan Polisi Pengurusan Risiko Kewangan****(i) LTAT**

LTAT mempunyai objektif dan polisi untuk mengurus risiko serta mempunyai mekanisma dan strategi pengurusan risiko yang komprehensif untuk mengenal pasti, mengurus dan mengawal keadaan yang boleh menyebabkan risiko.

**Risiko ekuiti/pelaburan**

Risiko ekuiti adalah pendedahan kepada perubahan nilai saham ekuiti ekoran aktiviti daripada pemilikan ekuiti di dalam sesebuah entiti dan perubahan dalam keadaan pasaran.

Risiko pelaburan adalah risiko daripada pelaburan yang tidak dapat memberi kadar pulangan yang dijangkakan dan termasuk keadaan di mana kemungkinan kehilangan sebahagian atau semua pelaburan asal berlaku.

Pengurusan risiko ekuiti/pelaburan termasuk penelitian di dalam penapisan cadangan pelaburan menurut garis panduan dan polisi pelaburan yang disediakan dan juga strategi pengagihan portfolio dan kepelbagaian.

**Risiko kecairan**

Risiko kecairan adalah risiko apabila dana yang ada tidak mencukupi bagi memenuhi komitmen kewangan apabila ia perlu dijelaskan.

LTAT menguruskan aliran tunai operasi bagi memastikan kesemua keperluan modal kerjanya dipenuhi.

**Risiko kadar faedah**

Risiko kadar faedah adalah risiko nilai instrumen kewangan LTAT yang sensitif terhadap kadar faedah yang akan berubah-ubah.

LTAT menguruskan risiko kadar faedah berdasarkan garis panduan dan polisi pelaburan yang diluluskan.

**Risiko kredit**

Risiko kredit adalah risiko yang terjadi disebabkan kegagalan pihak yang mengurus niaga untuk memenuhi tanggungjawab yang dipersetujui dengan LTAT.

LTAT menguruskan risiko kreditnya dengan garis panduan dan polisi pelaburan yang diluluskan.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (z) Objektif dan Polisi Pengurusan Risiko Kewangan (sambungan)

##### (ii) Syarikat-syarikat subsidiari/Perbadanan

- (a) Boustead Holdings Berhad (BHB)
- (b) Johan Ceramics Berhad (JCB)
- (c) Power Cables Malaysia Sdn. Bhd. (PCMSB)
- (d) Irat Properties Sdn. Bhd. (IPSB)
- (e) Boustead Reit Managers Sdn. Bhd. (BRMSB)
- (f) Perbadanan Perwira Harta Malaysia (PPHM)
- (g) Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT)
- (h) Perwira Niaga Malaysia (PERNAMA)

Syarikat subsidiari/Perbadanan adalah terdedah kepada pelbagai risiko kewangan, termasuk risiko kecairan dan aliran tunai, risiko kadar faedah, risiko kredit, risiko pasaran dan risiko pertukaran mata wang asing. Objektif pengurusan risiko-risiko kewangan tersebut adalah untuk memastikan wujudnya penambahan nilai kepada pemegang-pemegang saham dengan meminimumkan kemungkinan kesan-kesan yang bertentangan dan menggugat prestasi kewangan syarikat.

##### **Risiko kecairan dan aliran tunai**

Pengurusan risiko kecairan diamalkan secara cermat dan berhati-hati dengan mengekalkan dana pembiayaan yang ada melalui kemudahan kredit komited yang mencukupi.

##### **Risiko kadar faedah**

Operasi BHB, JCB, PCMSB dan BRMSB adalah dibiayai oleh aliran tunai dari operasi dan pinjaman-pinjaman di dalam Ringgit Malaysia. Polisi kepada risiko ini adalah untuk memperolehi profil kadar faedah yang wajar melalui penggabungan kemudahan perbankan yang berkadar tetap dan berubah dengan sekuriti hutang persendirian.

##### **Risiko kredit**

Pendedahan kepada risiko kredit dikawal dengan usaha melaburkan aset-aset tunai di dalam pelaburan yang terjamin dan menguntungkan. Risiko kredit juga dikawal dengan menetapkan had kredit, mendapatkan jaminan bank di mana sesuai dan memastikan bahawa jualan produk dan perkhidmatan kepada pelanggan yang hanya mempunyai sejarah kredit yang bersesuaian dan melaksanakan semakan berkala ke atas kedudukan kewangan pelanggan. BHB, JCB, PCMSB dan BRMSB bertanggung tiada kerugian risiko kredit yang matan yang dijangkakan terbit daripada kemungkinan kegagalan pelanggan menjelaskan hutang.

##### **Risiko pasaran**

Untuk pembelian produk utama, PCMSB menetapkan paras-paras harga tetap dan berubah yang wajar dan di mana sesuai, mendapatkan bekalan fizikal bagi mencapai paras-paras harga tersebut.

##### **Risiko pertukaran mata wang asing**

BHB adalah terdedah kepada risiko mata wang asing disebabkan aktiviti-aktiviti operasi biasanya, luaran dan antara subsidiari BHB di mana mata wang denominasi berbeza dengan mata wang tempatan, Ringgit Malaysia (RM). Polisi BHB adalah untuk meminimumkan pendedahan operasi subsidiari-subsidiari/aktiviti-aktiviti luar negara kepada risiko transaksi dengan memadamkan hasil mata wang tempatan ke atas perbelanjaan mata wang tempatan. Mata wang-mata wang yang menyebabkan risiko ini adalah terutamanya Dolar AS, Euro dan Pound Britain (GBP). Pendedahan terhadap tukaran asing sentiasa dipastikan berada pada tahap yang boleh diterima.

PCMSB adalah terdedah kepada risiko pertukaran mata wang asing. Bagi mengurangkan pendedahan risiko ini, PCMSB mengambil tindakan memasuki kontrak-kontrak pertukaran mata wang asing hadapan.

##### (i) Affin Holdings Berhad (AHB)

AHB telah menetapkan objektif-objektif untuk mengurus risiko ke atas instrumen-instrumen kewangan. Rangkakerja pengurusan risiko dan polisi-polisi AHB adalah berpandukan kepada objektif-objektif khas untuk memastikan polisi-polisi pengurusan risiko adalah komprehensif dan mencukupi untuk mengurangkan pendedahan risiko-risiko utama dalam operasi. Penentuan objektif pengurusan risiko kewangan secara menyeluruh adalah konsisten dan sejajar dengan strategi untuk mewujudkan dan meningkatkan nilai pemegang-pemegang saham dengan rangkakerja pengurusan risiko yang kukuh dan wajar.

**2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)****2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)****(z) Objektif dan Polisi Pengurusan Risiko Kewangan (sambungan)****(ii) Syarikat-syarikat subsidiari/Perbadanan (sambungan)****(i) Affin Holdings Berhad (AHB) (sambungan)**

Dalam mencapai objektif untuk mendapat pulangan maksimum bagi pemegang-pemegang saham, Lembaga Pengarah AHB bertanggungjawab untuk mengenal pasti elemen-elemen risiko dalam operasinya. Dengan pelbagai risiko yang dihadapi, terutamanya dalam operasi perbankan, penekanan diberikan kepada pentingnya pengurusan risiko yang mempunyai mekanisma yang jelas, komprehensif dengan strategi-strategi bagi mengenal pasti, mengawasi, mengurus dan mengawal faktor-faktor yang berkaitan.

**Risiko pasaran**

Risiko pasaran merujuk kepada kesan terhadap keadaan institusi kewangan yang disebabkan oleh harga aset-aset di dalam portfolio syarikat yang sentiasa berubah dan tidak menggalakkan. Risiko pasaran asas yang dihadapi oleh pengurusan aset dan liabiliti AHB adalah kematangan dan ketidakseimbangan harga di antara aset-aset dan liabiliti-liabiliti. Lembaga Pengarah syarikat-syarikat AHB adalah bertanggungjawab untuk membuat tinjauan dan mencadangkan polisi-polisi risiko pasaran dan memastikan pengurusan risiko pasaran yang berkesan diwujudkan dan dipatuhi.

Rangkakerja sistem pengurusan risiko pasaran adalah terdiri daripada rangkaian mengurangkan kerugian dan potensi had kerugian yang diluluskan oleh Jawatankuasa Aset dan Liabiliti (ALCO) bagi memastikan pengambil risiko tidak melebihi had yang telah ditetapkan oleh pengurusan dan analisis risiko yang berkala termasuk Risiko pada Nilai (VAR), Nilai Kini Mata Asas (PVBP) dan ujian tekanan.

Pengurusan had adalah mekanisma pengawalan untuk menentukan semua aktiviti perniagaan dilaksanakan dengan mematuhi had-had terkandung di dalam garis panduan dan polisi-polisi pengurusan risiko. Analisis VAR dan PVBP dilaksanakan sebagai sebahagian dari mekanisma untuk menentukan bilangan komponen individu dan keseluruhan risiko pasaran. VAR digunakan untuk mengukur kerugian risiko daripada pergerakan kadar faedah dan pergerakan harga ekuiti bertentangan yang memberi impak kepada nilai instrumen-instrumen kewangan. PVBP digunakan untuk mengukur perubahan dalam pendedahan nilai sensitif kadar faedah bagi memudahkan pelaksanaan strategi pengurusan risiko. Had-had ini ditetapkan dan akan sentiasa disemak dengan faktor-faktor termasuk kecairan pasaran dagangan instrumen-instrumen kewangan dan strategi perniagaan.

Analisis ujian tekanan juga dibuat secara berkala untuk mengenal pasti kesan risiko pasaran terhadap kedudukan kewangan AHB dalam keadaan pasaran yang tidak normal.

**Risiko kredit**

Risiko kredit merujuk kepada kemungkinan pihak berkaitan tidak boleh memenuhi syarat-syarat yang telah ditetapkan di dalam kontrak. Pendedahan kepada risiko kredit adalah dari aktiviti pinjaman institusi kewangan.

Pengurusan risiko kredit adalah berpandukan kepada polisi pengurusan kredit dan prosedur yang diluluskan oleh Lembaga Pengarah syarikat-syarikat AHB. Prosedur-prosedur tersebut menyatakan kuasa kelulusan, had, risiko, penilaian kredit dan perkara-perkara lain yang berkaitan untuk menentukan standard pemberian kredit yang utuh.

**Risiko kecairan**

Risiko kecairan adalah risiko kerugian yang disebabkan oleh kegagalan untuk mendapatkan dana pada kos berpatutan untuk membiayai operasi AHB dan menyelesaikan liabiliti pada masa yang ditetapkan.

Lembaga Pengarah syarikat-syarikat AHB bertanggungjawab terhadap prestasi kecairan walaupun pengurusan strategik kecairan telah dipertanggungjawabkan kepada ALCO. ALCO melaksanakan strategi kecairan termasuk memastikan polisi dan prosedur yang sesuai digunakan untuk mengawal dan menghadkan risiko kecairan. Ia juga bertanggungjawab untuk menentukan sistem maklumat yang mencukupi bagi pengukuran, pengawasan, pengawalan dan pengalaporan risiko kecairan.



# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

#### (z) Objektif dan Polisi Pengurusan Risiko Kewangan (sambungan)

##### (ii) Syarikat-syarikat subsidiari/Perbadanan (sambungan)

###### Risiko kecairan (sambungan)

Syarikat-syarikat AHB yang dikawal oleh Bank Negara Malaysia (BNM) menggunakan Rangkakerja Kecairan Baru (NLF). NLF menentukan keadaan kecairan berdasarkan kontrak dan sifat aliran tunai, aset, liabiliti dan iltizam luar lembaran imbalan dengan mengambil kira nilai wang tunai ke atas aset-aset mudah tunai.

Bagi memastikan dana diperolehi pada kos berpatutan, AHB menguruskan risiko kecairan terhadap semua aset dan liabiliti dengan merujuk kepada peraturan yang digariskan dan mengambil peluang terhadap pemberian pinjaman dan pelaburan yang ada.

###### Risiko operasi

Risiko operasi adalah risiko kerugian yang disebabkan oleh kegagalan atau ketidaksempurnaan proses dalaman, tenaga kerja dan sistem atau faktor luaran. Oleh itu, risiko operasi adalah sedia wujud dalam setiap aktiviti perniagaan dan operasi yang boleh merugikan AHB.

Pengawasan dan pengawasan risiko melalui polisi-polisi dan prosedur-prosedur pada tahap aktiviti operasi merupakan panduan untuk semua operasi unit perniagaan yang utama. Jawatankuasa pengurusan risiko syarikat utama AHB iaitu Affin Bank Berhad dan Affin Investment Bank Berhad adalah bertanggungjawab untuk merumuskan rangkakerja pengurusan risiko operasi bagi memastikan risiko operasi yang dihadapi tersebut dikenal pasti, diawasi, diurus dan dilaporkan.

Audit Dalaman di syarikat-syarikat AHB ialah untuk menjalankan audit dengan kerap terhadap pelbagai operasi dan mengawasi pendedahan utama kepada risiko untuk memastikan prosedur kawalan dalaman adalah utuh dan membolehkan pengurangan risiko yang berkaitan dengan aktiviti operasi.

###### Risiko kadar faedah

Aset-aset dan liabiliti-liabiliti AHB dikategorikan berdasarkan kontrak penilaian harga semula atau tempoh kematangan, yang mana lebih awal. Jurang di luar lembaran imbalan menunjukkan iltizam dan luar jangkaan yang sensitif terhadap kadar faedah.

#### (aa) Penggunaan Pertimbangan dan Anggaran

Bagi mematuhi FRS, pengurusan dikehendaki membuat pertimbangan, anggaran dan andaian yang memberi kesan kepada dasar-dasar perakaunan dan amaun aset, liabiliti, pendapatan dan perbelanjaan yang dilaporkan. Keputusan sebenar mungkin berbeza daripada anggaran-anggaran ini.

Dasar anggaran dan andaian ini disemak semula secara berterusan. Semakan semula terhadap anggaran perakaunan diiktiraf dalam Penyata Kewangan bagi tempoh semakan semula anggaran tersebut dan bagi sebarang tempoh masa hadapan.

Tiada pertimbangan kritikal dan ketidakpastian ketara dalam menggunakan pakai dasar-dasar perakaunan yang memberi kesan ke atas pengiktirafan amaun-amaun di Penyata kewangan kecuali yang dilaporkan dalam nota-nota seperti berikut:-

- Nota 3 : Harta tanah, loji dan peralatan
- Nota 4 : Aset biologi
- Nota 6 : Pelaburan harta tanah
- Nota 16 : Pembangunan harta tanah dalam pelaksanaan

### 2.3 Perubahan dalam dasar-dasar perakaunan

Dalam tempoh penyediaan Penyata Kewangan ini, Kumpulan dan LTAT tidak menerima pakai Piawaian Pelaporan Kewangan (FRS) yang baru, Pindaan kepada FRS dan Interpretasi IC yang dikeluarkan oleh Lembaga Piawaian Perakaunan Malaysia (MASB) dan belum berkuatkuasa seperti berikut:

#### Berkuatkuasa bagi tempoh kewangan pada atau selepas 1 Julai 2009

- FRS 8 : Segmen Operasi

**2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)****2.3 Perubahan dalam dasar-dasar perakaunan (sambungan)****Berkuatkuasa bagi tempoh kewangan pada atau selepas 1 Januari 2010**

|  |   |  |
|--|---|--|
| FRS 4  | : | Kontrak Insurans   |
| FRS 7  | : | Instrumen Kewangan : Pendedahan  |
| FRS 101  | : | Pembentangan Penyata kewangan (Semakan 2009)   |
| FRS 123  | : | Kos Pinjaman   |
| FRS 139  | : | Instrumen Kewangan : Pengiktirafan dan Pengukuran  |
| Pindaan kepada FRS 2                             | : | Bayaran Berasaskan Saham. Pindaan berkaitan dengan syarat-syarat dan pembatalan perletakkan  |
| Pindaan kepada FRS 1 dan FRS 127                 | : | Piawaian dan Penyata Kewangan Disatukan dan Berasingan. Pindaan berkaitan dengan kos pelaburan dalam anak syarikat, entiti kawalan bersama atau syarikat bersekutu |
| Pindaan kepada FRS 5                             | : | Aset Bukan Semasa Dipegang Untuk Jualan dan Operasi Tidak Diteruskan   |
| Pindaan kepada FRS 7                             | : | Instrumen Kewangan : Pendedahan  |
| Pindaan kepada FRS 8                             | : | Segmen Operasi   |
| Pindaan kepada FRS 107                           | : | Penyata Aliran Tunai   |
| Pindaan kepada FRS 108                           | : | Polisi-polisi Perakaunan, Perubahan Dalam Anggaran Perakaunan dan Kesilapan  |
| Pindaan kepada FRS 110                           | : | Peristiwa Selepas Tarikh Pelaporan   |
| Pindaan kepada FRS 116                           | : | Harta Tanah, Loji dan Peralatan  |
| Pindaan kepada FRS 117                           | : | Pajak  |
| Pindaan kepada FRS 118                           | : | Hasil  |
| Pindaan kepada FRS 119                           | : | Manfaat Kakitangan   |
| Pindaan kepada FRS 120                           | : | Perakaunan Bagi Geran Kerajaan dan Pendedahan Bantuan Kerajaan   |
| Pindaan kepada FRS 123                           | : | Kos Pinjaman   |
| Pindaan kepada FRS 128                           | : | Pelaburan Dalam Syarikat-syarikat Bersekutu  |
| Pindaan kepada FRS 129                           | : | Pelaporan Kewangan Dalam Ekonomi Hiperinflasi  |
| Pindaan kepada FRS 131                           | : | Kepentingan Dalam Usaha Sama   |
| Pindaan kepada FRS 132                           | : | Instrumen Kewangan : Pembentangan  |
| Pindaan kepada FRS 134                           | : | Pelaporan Kewangan Interim   |
| Pindaan kepada FRS 136                           | : | Kerugian Kerosakan Aset  |
| Pindaan kepada FRS 138                           | : | Aset Tidak Ketara  |
| Pindaan kepada FRS 139, FRS 7 dan Interpretasi 9 | : | Instrumen Kewangan: Pengiktirafan dan Pengukuran, Pendedahan dan Penilaian Semula Derivatif Terbenam   |
| Pindaan kepada FRS 140                           | : | Pelaburan Harta Tanah  |
| Penambahbaikan kepada FRS 2009                   | : | Penambahbaikan kepada FRS (2009)   |
| Interpretasi IC 9                                | : | Penilaian Semula Derivatif Terbenam  |
| Interpretasi IC 10                               | : | Pelaporan Kewangan Interim dan Pengurangan Nilai   |
| Interpretasi IC 11                               | : | FRS 2 - Urus niaga Saham Kumpulan dan Perbendaharaan   |
| Interpretasi IC 13                               | : | Program Kesetiaan Pelanggan  |
| Interpretasi IC 14                               | : | FRS 119 - Had ke atas Aset Manfaat Dinyatakan, Keperluan Pembiayaan Minimum dan Interaksinya   |

**Berkuatkuasa bagi tempoh kewangan pada atau selepas 1 Julai 2010**

|                                  |   |  |
|----------------------------------|---|--|
| FRS 1                            | : | Penerimaan Pakai Pertama Kali Piawaian Pelaporan Kewangan            |
| FRS 3                            | : | Gabungan Perniagaan  |
| FRS 127                          | : | Penyata Kewangan Disatukan dan Berasingan                            |
| Interpretasi IC 12               | : | Pengaturan Perkhidmatan Konsesi                                      |
| Interpretasi IC 15               | : | Perjanjian Untuk Pembinaan Harta Tanah                               |
| Interpretasi IC 16               | : | Lindung Nilai Pelaburan Bersih Di Dalam Operasi Luaran               |
| Interpretasi IC 17               | : | Pengagihan Aset Bukan Tunai Kepada Pemilikan                         |
| Pindaan kepada FRS 2             | : | Bayaran Berasaskan Saham   |
| Pindaan kepada FRS 5             | : | Aset Bukan Semasa Dipegang Untuk Jualan dan Operasi Tidak Diteruskan |
| Pindaan kepada FRS 138           | : | Aset Tidak Ketara  |
| Pindaan kepada FRS 139           | : | Instrumen Kewangan : Pengiktirafan dan Pengukuran                    |
| Pindaan kepada Interpretasi IC 9 | : | Penilaian Semula Derivatif Terbenam                                  |

Penerimaan pakai awal FRS yang baru, pindaan kepada FRS dan Interpretasi IC dijangka tidak mempunyai kesan perubahan ketara kepada penyata kewangan Kumpulan dan LTAT bagi tahun berakhir 31 Disember 2010 kecuali perubahan yang timbul dari penerimaan pakai FRS 7 dan FRS 139.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 3. HARTA TANAH, LOJI DAN PERALATAN

| Kumpulan                               | Harta Tanah<br>Milik Bebas<br>RM'000 | Harta Tanah<br>Sewa Pajak<br>Jangka<br>Panjang<br>RM'000 | Harta Tanah<br>Sewa Pajak<br>Jangka<br>Pendek<br>RM'000 | Loji &<br>Peralatan<br>Lain<br>RM'000 | Bangunan<br>Dalam<br>Binaan<br>RM'000 | Jumlah<br>RM'000 |
|--|--------------------------------------|--|---|---------------------------------------|---------------------------------------|------------------|
| <b>2009</b>                            |                                      |  |   |                                       |                                       |                  |
| <b>Kos/Penilaian</b>                   |                                      |  |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>             | <b>957,355</b>                       | <b>476,440</b>   | <b>139,263</b>  | <b>1,355,307</b>                      | <b>585,027</b>                        | <b>3,513,392</b> |
| Penambahan                             | 9,152                                | 35,137   | 1,487   | 123,139                               | 138,395                               | 307,310          |
| Penjualan                              | (6,450)                              | (3,598)  | (5,056)   | (46,425)                              | (3,355)                               | (64,884)         |
| Pindah ke pelaburan harta tanah        | (1,194)                              | -  | -   | -                                     | (280,423)                             | (281,617)        |
| Pindah ke sewa pajak tanah prabayaran  | -                                    | -  | -   | -                                     | -                                     | -                |
| Pindah ke aset lain tidak ketara       | -                                    | -  | -   | -                                     | (5,712)                               | (5,712)          |
| Pindah ke aset dipegang untuk jualan   | -                                    | -  | -   | (2,723)                               | -                                     | (2,723)          |
| Pindah dari pembangunan harta tanah    | -                                    | -  | -   | -                                     | -                                     | -                |
| Pelarasan/Pelupusan                    | (1,642)                              | (738)  | -   | (10,375)                              | -                                     | (12,755)         |
| Aset dari subsidiari diambil alih      | -                                    | -  | -   | 1,594                                 | 349                                   | 1,943            |
| Reklasifikasi                          | 17,788                               | 8,203  | 3,123   | 55,687                                | (84,801)                              | -                |
| Pelarasan pertukaran wang              | -                                    | -  | 3,165   | 1,108                                 | -                                     | 4,273            |
| <b>Baki pada 31 Disember</b>           | <b>975,009</b>                       | <b>515,444</b>   | <b>141,982</b>  | <b>1,477,312</b>                      | <b>349,480</b>                        | <b>3,459,227</b> |
| <b>Susut nilai terkumpul</b>           |                                      |  |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>             | <b>52,687</b>                        | <b>96,808</b>  | <b>39,774</b>   | <b>684,236</b>                        | <b>18,555</b>                         | <b>892,060</b>   |
| Penambahan                             | 12,564                               | 14,289   | 10,309  | 116,067                               | 4,728                                 | 157,957          |
| Penjualan                              | (1,241)                              | (4,073)  | (66)  | (40,471)                              | (3,617)                               | (49,468)         |
| Pindah ke aset dipegang untuk jualan   | -                                    | -  | -   | (1,146)                               | -                                     | (1,146)          |
| Pelarasan/Pelupusan                    | (3,286)                              | 5,501  | -   | (9,903)                               | -                                     | (7,688)          |
| Reklasifikasi                          | -                                    | -  | -   | -                                     | -                                     | -                |
| Pelarasan pertukaran wang              | -                                    | -  | 107   | 106                                   | -                                     | 213              |
| Kerugian kerosakan                     | 40                                   | -  | -   | -                                     | -                                     | 40               |
| <b>Baki pada 31 Disember</b>           | <b>60,764</b>                        | <b>112,525</b>   | <b>50,124</b>   | <b>748,889</b>                        | <b>19,666</b>                         | <b>991,968</b>   |
| <b>Nilai buku bersih</b>               | <b>914,245</b>                       | <b>402,919</b>   | <b>91,858</b>   | <b>728,423</b>                        | <b>329,814</b>                        | <b>2,467,259</b> |
| <b>2008</b>                            |                                      |  |   |                                       |                                       |                  |
| <b>Kos/Penilaian</b>                   |                                      |  |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>             | <b>896,009</b>                       | <b>456,453</b>   | <b>109,956</b>  | <b>1,322,989</b>                      | <b>411,173</b>                        | <b>3,196,580</b> |
| Penambahan                             | 227,241                              | 20,987   | 3,197   | 108,723                               | 303,925                               | 664,073          |
| Penjualan                              | (136,363)                            | (4,938)  | (1,057)   | (39,057)                              | 3,504                                 | (177,911)        |
| Pindah ke pelaburan harta tanah        | (49,172)                             | -  | -   | (16,489)                              | (38,258)                              | (103,919)        |
| Pindah ke sewa pajak tanah prabayaran  | (2,351)                              | -  | -   | -                                     | -                                     | (2,351)          |
| Pindah dari aset lain tidak ketara     | -                                    | -  | -   | 11,633                                | -                                     | 11,633           |
| Pindah dari aset dipegang untuk jualan | -                                    | -  | 30,179  | 13,006                                | -                                     | 43,185           |
| Pindah ke pembangunan harta tanah      | (8,836)                              | -  | -   | -                                     | -                                     | (8,836)          |
| Pelarasan/Pelupusan                    | -                                    | (1,936)  | -   | (77,974)                              | -                                     | (79,910)         |
| Aset dari subsidiari diambil alih      | -                                    | -  | -   | -                                     | -                                     | -                |
| Reklasifikasi                          | 30,827                               | 5,874  | 95  | 33,815                                | (95,317)                              | (24,706)         |
| Pelarasan pertukaran wang              | -                                    | -  | (3,107)   | (1,339)                               | -                                     | (4,446)          |
| <b>Baki pada 31 Disember</b>           | <b>957,355</b>                       | <b>476,440</b>   | <b>139,263</b>  | <b>1,355,307</b>                      | <b>585,027</b>                        | <b>3,513,392</b> |
| <b>Susut nilai terkumpul</b>           |                                      |  |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>             | <b>41,307</b>                        | <b>82,030</b>  | <b>26,028</b>   | <b>666,023</b>                        | <b>24,964</b>                         | <b>840,352</b>   |
| Penambahan                             | 11,300                               | 12,645   | 10,334  | 113,909                               | 3,107                                 | 151,295          |
| Penjualan                              | (1,200)                              | (483)  | (905)   | (33,190)                              | (83)                                  | (35,861)         |
| Pindah dari aset dipegang untuk jualan | -                                    | -  | 4,919   | 3,107                                 | -                                     | 8,026            |
| Pelarasan/Pelupusan                    | 1,642                                | 2,162  | -   | (67,430)                              | (9,433)                               | (73,059)         |
| Reklasifikasi                          | (496)                                | 473  | -   | -                                     | -                                     | (23)             |
| Pelarasan pertukaran wang              | -                                    | (19)   | (602)   | (483)                                 | -                                     | (1,104)          |
| Kerugian kerosakan                     | 134                                  | -  | -   | 2,300                                 | -                                     | 2,434            |
| <b>Baki pada 31 Disember</b>           | <b>52,687</b>                        | <b>96,808</b>  | <b>39,774</b>   | <b>684,236</b>                        | <b>18,555</b>                         | <b>892,060</b>   |
| <b>Nilai buku bersih</b>               | <b>904,668</b>                       | <b>379,632</b>   | <b>99,489</b>   | <b>671,071</b>                        | <b>566,472</b>                        | <b>2,621,332</b> |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 3. HARTA TANAH, LOJI DAN PERALATAN (Sambungan)

| LTAT                            | Harta Tanah<br>Milik Bebas<br>RM'000 | Harta Tanah<br>Sewa Pajak<br>Jangka Panjang<br>RM'000 | Loji &<br>Peralatan<br>Lain<br>RM'000 | Bangunan<br>Dalam<br>Binaan<br>RM'000 | Jumlah<br>RM'000 |
|---------------------------------|--------------------------------------|---|---------------------------------------|---------------------------------------|------------------|
| <b>2009</b>                     |                                      |   |                                       |                                       |                  |
| Kos/Penilaian                   |                                      |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>      | 130                                  | 53,695  | 23,482                                | 143,582                               | 220,889          |
| Penambahan                      | -                                    | -   | 3,459                                 | -                                     | 3,459            |
| Pelarasan/Pelupusan             | -                                    | (775)   | (213)                                 | -                                     | (988)            |
| Pindah ke pelaburan harta tanah | -                                    | -   | -                                     | (143,208)                             | (143,208)        |
| <b>Baki pada 31 Disember</b>    | 130                                  | 52,920  | 26,728                                | 374                                   | 80,152           |
| Susut nilai terkumpul           |                                      |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>      | 6                                    | 25,086  | 16,484                                | -                                     | 41,576           |
| Penambahan                      | 3                                    | 3,645   | 2,543                                 | -                                     | 6,191            |
| Pelarasan/Pelupusan             | -                                    | -   | (242)                                 | -                                     | (242)            |
| <b>Baki pada 31 Disember</b>    | 9                                    | 28,731  | 18,785                                | -                                     | 47,525           |
| <b>Nilai buku bersih</b>        | 121                                  | 24,189  | 7,943                                 | 374                                   | 32,627           |
| <b>2008</b>                     |                                      |   |                                       |                                       |                  |
| Kos/Penilaian                   |                                      |   |                                       |                                       |                  |
| Baki pada 1 Januari             | 130                                  | 50,520  | 19,371                                | 101,500                               | 171,521          |
| Penambahan                      | -                                    | 4,975   | 4,770                                 | 42,082                                | 51,827           |
| Pelarasan/Pelupusan             | -                                    | (1,800)   | (659)                                 | -                                     | (2,459)          |
| Baki pada 31 Disember           | 130                                  | 53,695  | 23,482                                | 143,582                               | 220,889          |
| Susut nilai terkumpul           |                                      |   |                                       |                                       |                  |
| Baki pada 1 Januari             | 3                                    | 21,174  | 14,528                                | -                                     | 35,705           |
| Penambahan                      | 3                                    | 3,912   | 2,345                                 | -                                     | 6,260            |
| Pelarasan/Pelupusan             | -                                    | -   | (389)                                 | -                                     | (389)            |
| Baki pada 31 Disember           | 6                                    | 25,086  | 16,484                                | -                                     | 41,576           |
| <b>Nilai buku bersih</b>        | 124                                  | 28,609  | 6,998                                 | 143,582                               | 179,313          |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 4. ASET BIOLOGI

|  | Kumpulan       |                |
|--|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Kos</b>                                   |                |                |
| <b>Baki pada 1 Januari</b>                   | <b>422,796</b> | 364,468        |
| Penambahan                                   | <b>6,570</b>   | 8,881          |
| Penjualan                                    | -              | (1,857)        |
| Pindah dari aset dipegang untuk jualan       | -              | 56,398         |
| Pelarasan pertukaran wang                    | <b>8,167</b>   | (5,094)        |
| <b>Baki pada 31 Disember</b>                 | <b>437,533</b> | 422,796        |
| <b>Susut nilai dan rosot nilai terkumpul</b> |                |                |
| <b>Baki pada 1 Januari</b>                   | <b>65,654</b>  | 19,000         |
| Susut nilai untuk tahun                      | <b>1,302</b>   | 1,302          |
| Pindah dari aset dipegang untuk jualan       | -              | 46,462         |
| Kerugian kerosakan                           | <b>8,800</b>   | 3,000          |
| Pelarasan pertukaran wang                    | <b>5,284</b>   | (4,110)        |
| <b>Baki pada 31 Disember</b>                 | <b>81,040</b>  | 65,654         |
| <b>Nilai buku bersih</b>                     | <b>356,493</b> | 357,142        |
| <b>Kerugian kerosakan terkumpul</b>          | <b>63,879</b>  | 55,079         |

Tambahan kepada aset biologi untuk tahun kewangan adalah termasuk kos kewangan dipermodalkan berjumlah RM1.151 juta (2008 : RM0.889 juta).

### 5. PEMBANGUNAN HARTA TANAH

|  | Kumpulan       |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Tanah milik bebas pada kos               | <b>11,673</b>  | 14,708         | -              | -              |
| Tanah sewa pajak jangka panjang pada kos | <b>135,948</b> | 135,273        | <b>125,702</b> | 125,371        |
| Perbelanjaan pembangunan                 | <b>187,984</b> | 168,840        | -              | -              |
|  | <b>335,605</b> | 318,821        | <b>125,702</b> | 125,371        |

Perbelanjaan pembangunan mengandungi faedah yang dipermodalkan pada tahun kewangan berjumlah RM1.7 juta (2008: RM1.087 juta).

### 6. PELABURAN HARTA TANAH

|   | Kumpulan         |                | LTAT           |                |
|---|------------------|----------------|----------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Baki pada 1 Januari</b>                          | <b>776,510</b>   | 649,421        | <b>137,419</b> | 135,979        |
| Keuntungan nilai saksama                            | <b>82,441</b>    | 49,719         | <b>2,678</b>   | 1,440          |
| Pindah dari harta tanah, loji dan peralatan         | <b>281,617</b>   | 103,919        | <b>143,208</b> | -              |
| Penambahan  | <b>177,954</b>   | 327            | <b>25,250</b>  | -              |
| Pelarasan ke atas tambahan tahun terdahulu          | <b>(6,807)</b>   | (11,532)       | -              | -              |
| Pelupusan   | <b>(550)</b>     | (8,844)        | -              | -              |
| Pengambilalihan syarikat subsidiari                 | <b>120,000</b>   | -              | -              | -              |
| Pelarasan   | <b>(77)</b>      | -              | <b>(77)</b>    | -              |
| Hapus kira ke atas peruntukan kerugian masa hadapan | -                | (6,500)        | -              | -              |
| <b>Baki pada 31 Disember</b>                        | <b>1,431,088</b> | 776,510        | <b>308,478</b> | 137,419        |



## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 7. SEWA PAJAK TANAH PRABAYARAN

|   | Kumpulan       |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Baki pada 1 Januari</b>                  | <b>213,111</b> | 202,567        | <b>243</b>     | 243            |
| Tambahan                                    | <b>5,353</b>   | 4,824          | -              | -              |
| Pelupusan                                   | <b>(1,313)</b> | (8,695)        | -              | -              |
| Pindah dari harta tanah, loji dan peralatan | -              | 2,351          | -              | -              |
| Pindah dari aset dipegang untuk jualan      | -              | 11,843         | -              | -              |
| Reklasifikasi                               | <b>2,069</b>   | 1,440          | -              | -              |
| Pelarasan tukaran wang                      | <b>1,568</b>   | (1,219)        | -              | -              |
| <b>Baki pada 31 Disember</b>                | <b>220,788</b> | 213,111        | <b>243</b>     | 243            |
| <b>Pelunasan terkumpul</b>                  |                |                |                |                |
| <b>Baki pada 1 Januari</b>                  | <b>24,289</b>  | 19,767         | <b>73</b>      | 71             |
| Pelunasan dalam tahun                       | <b>3,971</b>   | 4,085          | <b>2</b>       | 2              |
| Pelupusan                                   | <b>(191)</b>   | (2,530)        | -              | -              |
| Pindah dari aset dipegang untuk jualan      | -              | 3,339          | -              | -              |
| Reklasifikasi                               | <b>(52)</b>    | -              | -              | -              |
| Pelarasan tukaran wang                      | <b>520</b>     | (372)          | -              | -              |
| <b>Baki pada 31 Disember</b>                | <b>28,537</b>  | 24,289         | <b>75</b>      | 73             |
| <b>Nilai buku bersih pada 31 Disember</b>   | <b>192,251</b> | 188,822        | <b>168</b>     | 170            |
| Analisis seperti berikut:                   |                |                |                |                |
| Sewa pajak jangka panjang                   | <b>49,391</b>  | 146,195        | <b>168</b>     | 170            |
| Sewa pajak jangka pendek                    | <b>142,860</b> | 42,627         | -              | -              |
|   | <b>192,251</b> | 188,822        | <b>168</b>     | 170            |

### 8. PRABAYARAN JANGKA PANJANG

Terdiri daripada bayaran sewa terdahulu yang dibuat kepada operator-operator stesen servis dan pemilik-pemilik tanah berkaitan dengan aktiviti-aktiviti stesen servis syarikat subsidiari.

### 9. PERBELANJAAN KAPAL PERONDA LUAR PERSISIR

Perbelanjaan kapal peronda luar persisir adalah kos reka bentuk dan sokongan logistik bersepadu berkaitan dengan perjanjian penswastan dengan Kerajaan Malaysia (Kerajaan) bagi membina 27 unit kapal peronda luar persisir (OPV), di mana 6 unit daripadanya telah diperolehi dan baki 21 unit akan dianugerahkan oleh Kerajaan.

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 10. ASET-ASET TIDAK KETARA

|  | Kumpulan         |                |
|--|------------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>Muhibah dari penyatuan akaun</b>  |                  |                |
| <b>Baki pada 1 Januari</b>   | <b>1,177,416</b> | 1,014,886      |
| Pengambilalihan pegangan tambahan dalam syarikat subsidiari/sub-subsidiari | <b>10,446</b>    | 120,066        |
| Pindah dari/ke kepentingan minoriti  | <b>22,662</b>    | (39,941)       |
| Pindah ke aset dipegang untuk jualan                                       | <b>(63,732)</b>  | -              |
| Muhibah dihapuskan dalam tahun   | -                | (2,260)        |
| Muhibah dikaji semak selepas cukai tertunda tidak diiktiraf                | -                | 90,000         |
| Realisasi atas penjualan syarikat subsidiari                               | -                | (5,335)        |
| <b>Baki pada 31 Disember</b>   | <b>1,146,792</b> | 1,177,416      |
| <b>Perisian komputer</b>   |                  |                |
| <b>Kos</b>   |                  |                |
| <b>Baki pada 1 Januari</b>   | <b>109,405</b>   | 90,898         |
| Pindah dari harta tanah, loji dan peralatan                                | <b>5,712</b>     | 11,633         |
| Penambahan   | <b>932</b>       | 7,554          |
| Pelupusan  | -                | (680)          |
|  | <b>116,049</b>   | 109,405        |
| <b>Pelunasan dan kerugian terkumpul</b>                                    |                  |                |
| <b>Baki pada 1 Januari</b>   | <b>61,129</b>    | 43,019         |
| Pelunasan dalam tahun  | <b>21,307</b>    | 18,773         |
| Pelupusan  | -                | (663)          |
|  | <b>82,436</b>    | 61,129         |
| <b>Nilai bersih pada 31 Disember</b>                                       | <b>33,613</b>    | 48,276         |
| <b>Jumlah Aset-Aset Tidak Ketara</b>                                       | <b>1,180,405</b> | 1,225,692      |

### 11. SYARIKAT-SYARIKAT SUBSIDIARI

|                              | LTAT             |                |                      |                |
|------------------------------|------------------|----------------|----------------------|----------------|
|                              | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000       | 2008<br>RM'000 |
|                              | <b>Kos</b>       |                | <b>Nilai Pasaran</b> |                |
| Disebut harga                | <b>2,217,186</b> | 1,810,182      | <b>3,174,038</b>     | 2,111,032      |
| Pelaburan dalam perbadanan   | <b>48,000</b>    | 48,000         | -                    | -              |
| Tidak disebut harga          | <b>336,686</b>   | 336,541        | -                    | -              |
|                              | <b>2,601,872</b> | 2,194,723      | <b>3,174,038</b>     | 2,111,032      |
| Peruntukan am pelaburan      |                  |                |                      |                |
| - Disebut harga              | <b>(2,217)</b>   | (1,810)        | -                    | -              |
| - Pelaburan dalam perbadanan | <b>(48)</b>      | (48)           | -                    | -              |
| - Tidak disebut harga        | <b>(336)</b>     | (336)          | -                    | -              |
|                              | <b>2,599,271</b> | 2,192,529      | <b>3,174,038</b>     | 2,111,032      |

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 11. SYARIKAT-SYARIKAT SUBSIDIARI (Sambungan)

Butir-butir syarikat-syarikat subsidiari adalah seperti berikut:

| Nama syarikat                                 | Milik Ekuiti |           | Aktiviti utama   |
|---|--------------|-----------|--|
|   | 2009<br>%    | 2008<br>% |  |
| <b>Disebut harga</b>                          |              |           |  |
| Affin Holdings Berhad                         | 48           | 48        | Pegangan pelaburan   |
| Boustead Holdings Berhad                      | 58           | 58        | Pelaburan induk dan perladangan kelapa sawit   |
| <b>Tidak disebut harga</b>                    |              |           |  |
| Johan Ceramics Berhad                         | 96           | 95        | Mengilang dan menjual jubin seramik  |
| Irat Properties Sdn. Bhd.                     | 98           | 98        | Pegangan pelaburan   |
| Perbadanan Perwira Harta Malaysia #           | 100          | 100       | Pemaju harta tanah   |
| Perwira Niaga Malaysia #                      | 100          | 100       | Penjualan barang-barang keperluan pengguna   |
| Perbadanan Hal Ehwal Bekas Angkatan Tentera # | 100          | 100       | Melaksanakan program-program sosio-ekonomi melalui latihan teknikal dan bukan teknikal bagi bakal pesara dan bekas anggota Angkatan Tentera Malaysia |
| Power Cables Malaysia Sdn. Bhd.               | 60           | 60        | Mengilang dan menjual kabel elektrik   |
| Boustead Reit Managers Sdn. Bhd.              | 62           | 62        | Jualan dan pajakan semula estet perladangan sawit  |

Butir-butir syarikat-syarikat sub-subsidiari adalah seperti berikut:

|  |    |    |  |
|--|----|----|--|
| <b>Disebut harga</b>                         |    |    |  |
| Boustead Properties Berhad *                 | 58 | 58 | Pegangan pelaburan dan pelaburan harta tanah |
| UAC Berhad *                                 | 38 | 38 | Pengilang barang simen gentian               |
| Boustead Heavy Industries Corporation Berhad | 42 | 42 | Pegangan pelaburan                           |
| <b>Tidak disebut harga</b>                   |    |    |  |
| ABB IT & Services Sdn. Bhd. +                | 48 | 48 | Dorman                                       |
| ABB Nominee (Asing) Sdn. Bhd. +              | 48 | 48 | Perkhidmatan nominee saham                   |
| ABB Nominee (Tempatan) Sdn. Bhd. +           | 48 | 48 | Perkhidmatan nominee saham                   |
| ABB Trustee Berhad +                         | 48 | 48 | Perkhidmatan pengurusan amanah               |
| ABB Venture Capital Sdn. Bhd. +              | 48 | 48 | Dorman                                       |
| Affin Bank Berhad +                          | 48 | 48 | Perkhidmatan bank komersial dan sewa beli    |
| Affin Capital Sdn. Bhd. +                    | 48 | 48 | Dorman                                       |
| Affin ADB Sdn. Bhd. +                        | 48 | 48 | Dorman                                       |
| Affin Factors Sdn. Bhd. +                    | 48 | 48 | Dorman                                       |
| Affin Fund Management Sdn. Bhd. +            | 48 | 48 | Pengurusan aset dan pengurusan unit amanah   |
| Affin Futures Sdn. Bhd. +                    | 48 | 48 | Dorman                                       |
| Affin-ACF Capital Sdn. Bhd. +                | 48 | 48 | Dorman                                       |
| Affin-ACF Holdings Sdn. Bhd. +               | 48 | 48 | Pegangan pelaburan                           |
| Affin-ACF Nominees (Tempatan) Sdn. Bhd. +    | 48 | 48 | Dorman                                       |
| ABB Asset Management (M) Berhad +            | 48 | 48 | Dorman                                       |
| Affin Investment Bank Berhad +               | 48 | 48 | Perkhidmatan bank pelaburan                  |
| Affin Islamic Bank Berhad +                  | 48 | 48 | Perkhidmatan bank islam                      |
| Affin Moneybrokers Sdn. Bhd. +               | 48 | 48 | Broker kewangan                              |
| Affin Nominees (Asing) Sdn. Bhd. +           | 48 | 48 | Perkhidmatan nominee saham                   |
| Affin Nominees (Tempatan) Sdn. Bhd. +        | 48 | 48 | Perkhidmatan nominee saham                   |
| Affin Recoveries Berhad +                    | 48 | 48 | Dorman                                       |
| Affin Trust Management Berhad +              | 48 | 48 | Pembubaran secara sukarela                   |
| BSNC B Nominees (Tempatan) Sdn. Bhd. +       | 48 | 48 | Dorman                                       |
| BSNC Nominees (Tempatan) Sdn. Bhd. +         | 48 | 48 | Dorman                                       |
| BSN Merchant Nominees (Asing) Berhad +       | 48 | 48 | Dorman                                       |
| BSN Merchant Nominees (Tempatan) Berhad +    | 48 | 48 | Dorman                                       |
| Merchant Nominees (Asing) Sdn. Bhd. +        | 48 | 48 | Dorman                                       |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 11. SYARIKAT-SYARIKAT SUBSIDIARI (Sambungan)

Butir-butir syarikat-syarikat sub-subsidiari adalah seperti berikut:

| Nama syarikat   | Milik Ekuiti |           | Aktiviti utama   |
|---|--------------|-----------|--|
|   | 2009<br>%    | 2008<br>% |  |
| <b>Tidak disebut harga</b>                                |              |           |  |
| Merchant Nominees (Tempatan) Sdn. Bhd. +                  | 48           | 48        | Dorman   |
| PAB Property Development Sdn. Bhd. +                      | 48           | 48        | Dorman   |
| PAB Property Management Services<br>Sdn. Bhd. +           | 48           | 48        | Dorman   |
| PAB Properties Sdn. Bhd. +                                | 48           | 48        | Perkhidmatan pengurusan harta tanah                              |
| AB Shipping Sdn. Bhd. *                                   | 58           | 58        | Broker perkapalan  |
| Akademi Pendidikan Pemandu (M) Sdn. Bhd. *                | -            | 44        | Dorman   |
| Bakti Wira Sdn Bhd *                                      | 58           | 58        | Pegangan pelaburan   |
| Bestari Marine Sdn. Bhd. *                                | 58           | 58        | Pengukur dan perunding marin                                     |
| Bounty Crop Sdn. Bhd. *                                   | 58           | 58        | Pegangan pelaburan   |
| Boustead Advisory and Consultancy<br>Services Sdn. Bhd. * | 58           | 58        | Pengurusan ladang  |
| Boustead Balau Sdn. Bhd. *                                | 58           | 58        | Pemaju harta tanah   |
| Boustead Buildings Materials Sdn. Bhd. *                  | 58           | 56        | Pengedar barangan binaan   |
| Boustead Construction Sdn. Bhd. *                         | 58           | 58        | Pengurusan projek  |
| Boustead Credit Sdn. Bhd. *                               | 58           | 58        | Pembiayaan sewa beli & pajakan                                   |
| Boustead Curve Sdn. Bhd. *                                | 58           | 58        | Pelaburan harta tanah  |
| Boustead Electronic Commerce Sdn. Bhd. *                  | 58           | 58        | Berhenti operasi   |
| Boustead Eldred Sdn. Bhd. *                               | 58           | 58        | Perladangan kelapa sawit   |
| Emasewa Sdn. Bhd. *                                       | 58           | 58        | Berhenti operasi   |
| Boustead Emastulin Sdn. Bhd. *                            | 58           | 58        | Pengedar automobil & Perladangan<br>dan pemprosesan kelapa sawit |
| Boustead Engineering Sdn. Bhd. *                          | 58           | 58        | Pengedar alat kejuruteraan dan bahan<br>kimia                    |
| Boustead Estates Agency Sdn. Bhd. *                       | 58           | 58        | Pengurusan ladang  |
| Boustead Global Trade Network Sdn. Bhd. *                 | 58           | 58        | Pengedar barang gunaan dan agen<br>insurans                      |
| Boustead Gradient Sdn. Bhd. *                             | 58           | 58        | Perladangan dan pemprosesan kelapa<br>sawit                      |
| Boustead Heah Joo Seang Sdn. Bhd. *                       | 58           | 58        | Perladangan dan pemprosesan kelapa<br>sawit                      |
| Boustead Hotels & Resort Sdn. Bhd. *                      | 58           | 58        | Operasi hotel  |
| Boustead Idaman Sdn. Bhd. *                               | 58           | 58        | Pegangan pelaburan   |
| Boustead Information Technology Sdn. Bhd. *               | 58           | 58        | Khidmat komputer & reka bentuk sistem                            |
| Boustead Infra Construction Sdn. Bhd. *                   | 52           | 56        | Dorman   |
| Boustead Kanowit Oil Mill Sdn. Bhd. *                     | 41           | 41        | Pemprosesan kelapa sawit   |
| Boustead-Anwarsyukur Estates Agency Sdn. Bhd. *           | 58           | 30        | Pengurusan perladangan   |
| Boustead Management Services Sdn. Bhd. *                  | 58           | 58        | Khidmat pengurusan   |
| Boustead Naval Shipyard Sdn. Bhd. *                       | 58           | 58        | Penyelenggaraan kapal tentera dan kapal<br>dagang                |
| Boustead Petroleum Marketing Sdn. Bhd. *                  | 51           | 52        | Pemasaran barangan petroleum                                     |
| Boustead Petroleum Sdn. Bhd. *                            | 31           | 31        | Pegangan pelaburan   |
| Boustead Plantations Berhad *                             | 58           | 58        | Pelaburan induk dan perladangan kelapa<br>sawit                  |
| Boustead Realty Sdn. Bhd. *                               | 58           | 58        | Pelaburan harta tanah  |
| Boustead Rimba Nilai Sdn. Bhd. *                          | 58           | 58        | Perladangan dan Pemprosesan kelapa<br>sawit                      |
| Boustead Sedili Sdn. Bhd. *                               | 41           | 58        | Perladangan kelapa sawit   |
| Boustead Segaria Sdn. Bhd. *                              | 58           | 58        | Perladangan kelapa sawit   |
| Boustead Solandra Sdn. Bhd. *                             | 58           | 58        | Perladangan kelapa sawit   |
| Boustead Shipping Agencies Sdn. Bhd. *                    | 58           | 58        | Agen perkapalan  |
| Boustead Shipping Agencies (B) Sdn. Bhd. *                | 41           | 41        | Agen perkapalan  |
| Boustead Silasuka Sdn. Bhd. *                             | 58           | 58        | Perladangan kelapa sawit   |
| Boustead Sissons Paints China Sdn. Bhd. *                 | 42           | 43        | Berhenti operasi   |
| Boustead Sissons Paints Sdn. Bhd. *                       | 71           | 71        | Pengilang cat  |

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 11. SYARIKAT-SYARIKAT SUBSIDIARI (Sambungan)

Butir-butir syarikat-syarikat sub-subsidiari adalah seperti berikut:

| Nama syarikat  | Milik Ekuiti |           | Aktiviti utama   |
|--|--------------|-----------|--|
|  | 2009<br>%    | 2008<br>% |  |
| <b>Tidak disebut harga</b>                           |              |           |  |
| Boustead Sungai Manar Sdn. Bhd. *                    | 58           | 58        | Perladangan kelapa sawit   |
| Boustead Sutera Sdn. Bhd. *                          | 58           | 58        | Perladangan kelapa sawit   |
| Boustead Trading Sdn. Bhd. *                         | 58           | 58        | Dorman   |
| Boustead Travel Services Sdn. Bhd. *                 | 58           | 58        | Agen pelancongan   |
| Boustead Trunkline Sdn. Bhd. *                       | 58           | 58        | Perladangan kelapa sawit   |
| Boustead Weld Court Sdn. Bhd. *                      | 58           | 58        | Pelaburan harta tanah  |
| Boustead Weld Quay Sdn. Bhd. *                       | 58           | 58        | Pelaburan harta tanah  |
| Cargo Freight Shipping Sdn. Bhd. *                   | 41           | 41        | Agen perkapalan  |
| Holiday Bath Sdn. Bhd. *                             | 58           | 58        | Berhenti operasi   |
| Limaran Logistics Sdn. Bhd. *                        | 58           | 58        | Berhenti operasi   |
| Luboh Anak Batu Estates Sdn. Bhd. *                  | 58           | 58        | Berhenti operasi   |
| Malaysian Welding Industries Sdn. Bhd. *             | 43           | 44        | Dorman   |
| Minat Warisan Sdn. Bhd. *                            | 58           | 58        | Pegangan pelaburan   |
| Mutiara Rini Sdn. Bhd. *                             | 58           | 58        | Pemaju harta tanah   |
| Progress Casting (1982) Sdn. Bhd. *                  | 58           | 58        | Berhenti operasi   |
| PT Dendymarker Indahlestari *                        | 57           | 57        | Perladangan dan pemprosesan kelapa sawit   |
| The University of Nottingham in Malaysia Sdn. Bhd. * | 38           | 39        | Operasi universiti   |
| U.K. Realty Sdn. Bhd. *                              | 58           | 58        | Berhenti operasi   |
| Irat Hotels & Resorts Sdn. Bhd.                      | 69           | 69        | Operator hotel dan resort  |
| Pembinaan Perwira Harta Sdn. Bhd.                    | 100          | 100       | Kontraktor pembinaan   |
| Damansara Entertainment Centre *                     | 58           | -         | Pelaburan harta tanah  |
| Usahasama PPHM-Juwana Sdn. Bhd.                      | 51           | 51        | Kontraktor pembinaan   |
| Power Cable Engineering Services (M) Sdn. Bhd.       | 60           | 60        | Perniagaan kabel, aksesori kabel dan pemasangan kabel elektrik                   |
| BH Insurance (M) Bhd *                               | 46           | 47        | Insurans am  |
| BHIC Defence Technologies Sdn. Bhd. *                | 42           | 42        | Pegangan pelaburan   |
| Boustead Penang Shipyard Sdn. Bhd. *                 | 42           | 42        | Membina dan membaiki kapal dan pembinaan kejuruteraan berat                      |
| Dominion Defence & Industries Sdn. Bhd. *            | 42           | 42        | Membekal dan servis barangan marin dan barangan berkaitan ketenteraan            |
| Naval & Defence Communication System Sdn. Bhd. *     | 42           | 42        | Penyelenggaraan dan servis sistem telekomunikasi                                 |
| Perstim Industries Sdn. Bhd. *                       | 42           | 42        | Pegangan pelaburan   |
| Wavemaster-Langkawi Yacht Centre Sdn. Bhd. *         | 40           | 41        | Membaiki dan menyelenggara perahu layar dan bot mewah dan perkhidmatan kemudahan |

+ Syarikat-syarikat subsidiari Affin Holdings Berhad

\* Syarikat-syarikat subsidiari Boustead Holdings Berhad

# Akaun-akaun Perbadanan ini diaudit oleh Ketua Audit Negara

Semua syarikat subsidiari dan sub-subsidiari di atas diperbadankan di Malaysia kecuali PT Dendymarker Indahlestari diperbadankan di Indonesia, Boustead Trading Sdn. Bhd. dan Boustead Shipping Agencies (B) Sdn. Bhd. diperbadankan di Brunei Darussalam, AB Shipping Pte. Ltd. dan Malakoff Management Services Pte. Ltd. yang diperbadankan di Singapura.



## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 12. SYARIKAT-SYARIKAT BERSEKUTU

|   | Kumpulan       |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Pada kos tolak jumlah yang dihapus kira |                |                |                |                |
| Saham tidak disebut harga               | 236,922        | 227,314        | 271,786        | 230,465        |
| Bahagian rizab selepas pengambilalihan  | 619,400        | 575,348        | -              | -              |
|   | <b>856,322</b> | <b>802,662</b> | <b>271,786</b> | <b>230,465</b> |

Ringkasan maklumat kewangan bagi syarikat-syarikat bersekutu adalah seperti berikut:

|                           | Kumpulan       |                |
|---------------------------|----------------|----------------|
|                           | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Aset dan Liabiliti</b> |                |                |
| Jumlah Aset               | 3,167,405      | 2,782,292      |
| Jumlah Liabiliti          | 1,092,214      | 1,072,640      |
| <b>Keputusan</b>          |                |                |
| Hasil                     | 1,646,796      | 1,516,078      |
| Untung atas jualan        | 187,161        | 158,325        |

Butir-butir syarikat-syarikat bersekutu adalah seperti berikut:

| Nama syarikat | Milik Ekuiti |           | Tahun kewangan berakhir |
|---------------|--------------|-----------|-------------------------|
|               | 2009<br>%    | 2008<br>% |                         |

#### Tidak disebut harga

|  |    |    |              |
|--|----|----|--------------|
| Anglo Eastern Plantations (M) Sdn. Bhd.        | 30 | 30 | 31 Disember  |
| Axa-Affin General Insurance Berhad +           | 19 | 19 | 31 Disember  |
| Bond Pricing Agency Malaysia Sdn. Bhd.         | 20 | 20 | 31 Disember  |
| BP Malaysia Holdings Sdn. Bhd.                 | 30 | 30 | 31 Disember  |
| Cargill Feed Sdn. Bhd.                         | 40 | 40 | 31 Mei       |
| EAC Holdings (Malaysia) Sdn. Bhd.              | 20 | 20 | 31 Disember  |
| Ericsson (Malaysia) Sdn. Bhd.                  | 30 | 30 | 31 Disember  |
| Federal Fertilizer Co. Sdn. Bhd.               | 20 | 20 | 30 Jun       |
| Guocera Tile Industries (Meru) Sdn. Bhd.       | 30 | 30 | 30 Jun       |
| Hillcrest Gardens Sdn. Bhd.                    | 35 | 35 | 31 Disember  |
| International Wireless Technologies Sdn. Bhd.  | 30 | 30 | 30 Jun       |
| Jendela Hikmat Sdn. Bhd.                       | 48 | 48 | 31 Disember  |
| Ketengah Jaya Sdn. Bhd.                        | 29 | 29 | 31 Disember  |
| Ketengah Perwira Sdn. Bhd.                     | 49 | 49 | 31 Disember  |
| Konsortium Muhibbah Eng-LTAT Sdn. Bhd.         | 49 | 49 | 31 Disember  |
| MM Telecommunication Sdn. Bhd.                 | -  | 23 | 31 Mac       |
| Muhibbah-LTAT JV Sdn. Bhd.                     | 49 | 49 | 31 Disember  |
| Perimekar Sdn. Bhd.                            | 32 | 32 | 31 Januari   |
| Perumahan Kinrara Berhad                       | 25 | 25 | 31 Disember  |
| Prima Prai Sdn. Bhd.                           | 30 | 30 | 31 Mac       |
| PPSC Industries Sdn. Bhd.                      | 22 | 22 | 31 Disember  |
| Sapura-LTAT Communication Technology Sdn. Bhd. | 30 | 30 | 31 Januari   |
| Applied Agricultural Resources Sdn. Bhd. *     | 29 | 29 | 31 Disember  |
| Asia Smart Cards Centre (M) Sdn. Bhd. *        | 29 | 29 | 31 Disember  |
| Boustead Bulking Sdn. Bhd. *                   | -  | 25 | 31 Disember  |
| Cekap Mudah Sdn. Bhd. # *                      | 42 | 42 | 31 Disember  |
| Damansara Entertainment Centre Sdn. Bhd. *     | -  | 29 | 31 Disember  |
| Drew Ameroid (Malaysia) Sdn. Bhd. *            | 29 | 29 | 30 September |
| Kao (Malaysia) Sdn. Bhd. *                     | 26 | 26 | 31 Disember  |
| Pavillion Entertainment Centre (M) Sdn. Bhd. * | 29 | 29 | 31 Disember  |
| Restonic (M) Sdn. Bhd.                         | 20 | 20 | 30 Jun       |
| Riche Monde Sdn. Bhd. *                        | -  | 29 | 31 Disember  |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 12. SYARIKAT-SYARIKAT BERSEKUTU (Sambungan)

Butir-butir syarikat-syarikat bersekutu adalah seperti berikut:

| Nama syarikat                               | Milik Ekuiti |           | Tahun kewangan berakhir |
|---|--------------|-----------|-------------------------|
|   | 2009<br>%    | 2008<br>% |                         |
| <b>Tidak disebut harga</b>                  |              |           |                         |
| San Miguel Yamamura Plastic Films Sdn. Bhd. | 30           | 30        | 31 Disember             |
| Usahasama SPNB-LTAT Sdn. Bhd.               | 49           | 49        | 31 Disember             |
| Wah Seong Boustead Co. Ltd. *               | 29           | 29        | 31 Disember             |
| Warisan Pinang Sdn. Bhd.                    | 20           | 20        | 31 Mac                  |
| Xtend Services Sdn. Bhd.                    | 26           | 26        | 31 Mac                  |
| Midas Mayang Sdn. Bhd. *                    | 28           | -         | 31 Disember             |
| Chery Alado Sdn. Bhd.                       | 20           | -         | 31 Disember             |

+ Syarikat-syarikat bersekutu Affin Holdings Berhad

\* Syarikat-syarikat bersekutu Boustead Holdings Berhad

# Syarikat-syarikat bersekutu Perbadanan Perwira Harta

Semua syarikat bersekutu di atas diperbadankan di Malaysia kecuali Wah Seong Boustead Co. Ltd. yang diperbadankan di Myanmar.

### 13. PELABURAN DALAM ENTITI KAWALAN BERSAMA

|   | Kumpulan       |                |
|---|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 |
| Saham tidak disebut harga                 | 129,357        | 121,724        |
| Bahagian kerugian selepas pengambilalihan | (21,378)       | (25,340)       |
|   | <b>107,979</b> | <b>96,384</b>  |

Butir-butir pelaburan di dalam entiti kawalan bersama tersebut adalah seperti berikut:

| Nama syarikat                   | Aktiviti Utama                            | Milik Ekuiti |           |
|---------------------------------|---|--------------|-----------|
|                                 |   | 2009<br>%    | 2008<br>% |
| <b>Tidak disebut harga</b>      |   |              |           |
| Konsortium PPHM-ASSB            | Kontraktor pembinaan                      | 60           | 60        |
| Konsortium PPHB-Jastac          | Kontraktor pembinaan                      | 51           | 51        |
| AXA Affin Life Insurance Berhad | Perniagaan penaja jamin<br>insurans hayat | 24           | 24        |
| Affin-I Goodyear Sdn. Bhd.      | Pemaju harta tanah                        | 24           | 24        |

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 14. PELABURAN-PELABURAN LAIN

|  | Kumpulan                          |                      | LTAT                              |                     |
|--|-----------------------------------|----------------------|-----------------------------------|---------------------|
|  | 2009<br>RM'000                    | 2008<br>RM'000       | 2009<br>RM'000                    | 2008<br>RM'000      |
| <b>Sekuriti dipegang hingga matang</b> |                                   |                      |                                   |                     |
| <b>- Pada nilai dilunaskan</b>         |                                   |                      |                                   |                     |
| Sekuriti disebut harga                 |                                   |                      |                                   |                     |
| - Sekuriti Hutang Swasta               | <b>38,123</b>                     | 38,123               | -                                 | -                   |
| Sekuriti tidak disebut harga           |                                   |                      |                                   |                     |
| - Sekuriti Hutang Swasta               | <b>255,328</b>                    | 571,831              | -                                 | -                   |
|  | <b>293,451</b>                    | 609,954              | -                                 | -                   |
| <b>- Pada kos</b>                      |                                   |                      |                                   |                     |
| Sekuriti tidak disebut harga           |                                   |                      |                                   |                     |
| - Saham-saham                          | <b>57,235</b>                     | 57,240               | -                                 | -                   |
| - Sekuriti Hutang Swasta               | -                                 | 16                   | -                                 | -                   |
| Peruntukan rosot nilai sekuriti        | <b>350,686</b><br><b>(95,035)</b> | 667,210<br>(108,047) | -                                 | -                   |
|  | <b>255,651</b>                    | 559,163              | -                                 | -                   |
| <b>Sekuriti pada kos</b>               |                                   |                      |                                   |                     |
| <b>- Disebut harga</b>                 |                                   |                      |                                   |                     |
| Saham-saham                            | <b>2,551,708</b>                  | 2,952,191            | <b>2,073,879</b>                  | 2,448,965           |
| Sekuriti Kerajaan Malaysia             | -                                 | 60,578               | -                                 | -                   |
| Unit Amanah                            | -                                 | 917                  | -                                 | -                   |
|  | <b>2,551,708</b>                  | 3,013,686            | <b>2,073,879</b>                  | 2,448,965           |
| <b>- Tidak disebut harga</b>           |                                   |                      |                                   |                     |
| Saham-saham                            | <b>134,096</b>                    | 193,048              | <b>133,519</b>                    | 130,289             |
| Saham-saham keutamaan boleh tebus      | <b>126,305</b>                    | 69,650               | <b>362,305</b>                    | 292,150             |
| Pelaburan di luar Malaysia             | <b>15,829</b>                     | 15,912               | <b>15,829</b>                     | 15,912              |
| Bon (Sukuk al-musyarakah)              | <b>300,000</b>                    | 300,000              | <b>300,000</b>                    | 300,000             |
|  | <b>576,230</b>                    | 578,610              | <b>811,653</b>                    | 738,351             |
| Peruntukan rosot nilai kekal pelaburan | <b>3,127,938</b>                  | 3,592,296            | <b>2,885,532</b>                  | 3,187,316           |
| Peruntukan am pelaburan                | <b>(46,249)</b><br><b>(2,603)</b> | (18,031)<br>(3,170)  | <b>(46,249)</b><br><b>(2,839)</b> | (18,031)<br>(3,170) |
|  | <b>3,079,086</b>                  | 3,571,095            | <b>2,836,444</b>                  | 3,166,115           |
|  | <b>3,334,737</b>                  | 4,130,258            | <b>2,836,444</b>                  | 3,166,115           |
| <b>Nilai pasaran</b>                   |                                   |                      |                                   |                     |
| Saham disebut harga                    | <b>1,931,224</b>                  | 1,685,050            | <b>1,461,175</b>                  | 1,298,577           |
| Sekuriti Kerajaan Malaysia             | -                                 | 61,239               | -                                 | -                   |
| Unit Amanah                            | -                                 | 608                  | -                                 | -                   |
|  | <b>1,931,224</b>                  | 1,746,897            | <b>1,461,175</b>                  | 1,298,577           |

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 15. ASET/LIABILITI CUKAI TERTUNDA

|  | Kumpulan         |                |
|--|------------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>Baki pada 1 Januari</b>                                       | <b>24,599</b>    | 12,506         |
| Diiktiraf di dalam penyata pendapatan                            | <b>(14,976)</b>  | 90,419         |
| Pelarasan ke atas pertukaran                                     | <b>58</b>        | 198            |
| Dikreditkan pada ekuiti  | <b>(11,388)</b>  | 12,103         |
| Pindah ke aset/liabiliti dipegang untuk jualan                   | <b>3,845</b>     | -              |
| Pengambilalihan syarikat subsidiari                              | -                | (1,229)        |
| Cukai tertunda tidak diiktiraf                                   | -                | (90,000)       |
| Pelarasan ke atas hutang ragu                                    | -                | 602            |
| <b>Baki pada 31 Disember</b>                                     | <b>2,138</b>     | 24,599         |
| Dipersembahkan selepas diseimbangkan sewajarnya seperti berikut: |                  |                |
| - Aset cukai tertunda  | <b>129,266</b>   | 137,576        |
| - Liabiliti cukai tertunda                                       | <b>(127,128)</b> | (112,977)      |
|  | <b>2,138</b>     | 24,599         |

Liabiliti cukai tertunda Kumpulan ialah dalam bentuk elaun-elaun modal. Komponen-komponen dan pergerakan-pergerakan aset dan liabiliti cukai tertunda Kumpulan bagi tahun kewangan sebelum diseimbangkan adalah seperti berikut:

Aset cukai tertunda bagi Kumpulan:

|                                       | Peruntukan<br>Am, Pinjaman<br>Pendahuluan<br>& Pembiayaan<br>RM'000 | Kerugian<br>Cukai &<br>Elaun<br>Modal<br>RM'000 | Perbezaan<br>Sementara<br>Lain-lain<br>RM'000 | Jumlah<br>RM'000 |
|---------------------------------------|---|---|---|------------------|
| <b>2009</b>                           |   |   |   |                  |
| <b>Baki pada 1 Januari</b>            | <b>75,693</b>   | <b>102,439</b>                                  | <b>(40,556)</b>                               | <b>137,576</b>   |
| Diiktiraf di dalam penyata pendapatan | <b>9,578</b>  | <b>(17,322)</b>                                 | <b>7,467</b>                                  | <b>(277)</b>     |
| Timbal balik                          | -   | <b>(294)</b>                                    | <b>6,492</b>                                  | <b>6,198</b>     |
| Dikreditkan/(dicajkan) ke ekuiti      | -   | -   | <b>(10,682)</b>                               | <b>(10,682)</b>  |
| Pindah ke aset dipegang untuk jualan  | -   | -   | <b>(3,855)</b>                                | <b>(3,855)</b>   |
| Cukai tertunda tidak diiktiraf        | -   | -   | -   | -                |
| Pelarasan ke atas hutang ragu         | -   | -   | -   | -                |
| Reklasifikasi                         | -   | -   | <b>306</b>                                    | <b>306</b>       |
| <b>Baki pada 31 Disember</b>          | <b>85,271</b>   | <b>84,823</b>                                   | <b>(40,828)</b>                               | <b>129,266</b>   |
| <b>2008</b>                           |   |   |   |                  |
| <b>Baki pada 1 Januari</b>            | <b>70,626</b>   | <b>88,003</b>                                   | <b>(42,671)</b>                               | <b>115,958</b>   |
| Diiktiraf di dalam penyata pendapatan | <b>5,067</b>  | <b>101,565</b>                                  | <b>(15,225)</b>                               | <b>91,407</b>    |
| Timbal balik                          | -   | -   | -   | -                |
| Dikreditkan/(dicajkan) ke ekuiti      | -   | -   | <b>12,826</b>                                 | <b>12,826</b>    |
| Cukai tertunda tidak diiktiraf        | -   | <b>(90,000)</b>                                 | -   | <b>(90,000)</b>  |
| Pelarasan ke atas hutang ragu         | -   | -   | <b>602</b>                                    | <b>602</b>       |
| Reklasifikasi                         | -   | <b>2,871</b>                                    | <b>3,912</b>                                  | <b>6,783</b>     |
| <b>Baki pada 31 Disember</b>          | <b>75,693</b>   | <b>102,439</b>                                  | <b>(40,556)</b>                               | <b>137,576</b>   |

Liabiliti cukai tertunda bagi Kumpulan:

|   | Lebih Atas<br>Penilaian<br>Semula<br>RM'000 | Elaun<br>Modal<br>RM'000 | Lain-lain<br>RM'000 | Jumlah<br>RM'000 |
|---|---|--------------------------|---------------------|------------------|
| <b>2009</b>                               |   |                          |                     |                  |
| <b>Baki pada 1 Januari</b>                | <b>(29,029)</b>                             | <b>(78,501)</b>          | <b>(5,447)</b>      | <b>(112,977)</b> |
| Diiktiraf di dalam penyata pendapatan     | <b>(20,714)</b>                             | <b>258</b>               | <b>5,757</b>        | <b>(14,699)</b>  |
| Pengambilalihan syarikat subsidiari       | -   | -                        | -                   | -                |
| Pelarasan ke atas pertukaran              | -   | <b>111</b>               | <b>(53)</b>         | <b>58</b>        |
| Timbal balik                              | <b>123</b>                                  | -                        | <b>(6,321)</b>      | <b>(6,198)</b>   |
| Dikreditkan/(dicajkan) ke ekuiti          | <b>21</b>                                   | -                        | <b>(727)</b>        | <b>(706)</b>     |
| Pindah ke liabiliti dipegang untuk jualan | <b>7,482</b>                                | -                        | <b>218</b>          | <b>7,700</b>     |
| Reklasifikasi                             | -   | -                        | <b>(306)</b>        | <b>(306)</b>     |
| <b>Baki pada 31 Disember</b>              | <b>(42,117)</b>                             | <b>(78,132)</b>          | <b>(6,879)</b>      | <b>(127,128)</b> |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 15. ASET/LIABILITI CUKAI TERTUNDA (Sambungan)

Liabiliti cukai tertunda bagi Kumpulan:

|                                       | Lebih Atas<br>Penilaian<br>Semula<br>RM'000 | Elaun<br>Modal<br>RM'000 | Lain-lain<br>RM'000 | Jumlah<br>RM'000 |
|---------------------------------------|---|--------------------------|---------------------|------------------|
| 2008                                  |   |                          |                     |                  |
| Baki pada 1 Januari                   | (39,789)                                    | (58,367)                 | (5,296)             | (103,452)        |
| Diiktiraf di dalam penyata pendapatan | 11,646                                      | (18,530)                 | 5,896               | (988)            |
| Pengambilalihan syarikat subsidiari   | (1,229)                                     | -                        | -                   | (1,229)          |
| Pelarasan ke atas pertukaran          | 198   | -                        | -                   | 198              |
| Timbal balik                          | -   | -                        | -                   | -                |
| Dikreditkan/(dicaikan) ke ekuiti      | 21  | -                        | (744)               | (723)            |
| Reklasifikasi                         | 124   | (1,604)                  | (5,303)             | (6,783)          |
| Baki pada 31 Disember                 | (29,029)                                    | (78,501)                 | (5,447)             | (112,977)        |

### 16. PEMBANGUNAN HARTA TANAH DALAM PERLAKSANAAN

|   | Kumpulan         |                | LTAT            |                |
|---|------------------|----------------|-----------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000  | 2008<br>RM'000 |
| <b>Baki pada 1 Januari</b>                                  |                  |                |                 |                |
| Harta tanah milik bebas pada kos                            | 32,719           | 41,977         | -               | -              |
| Harta tanah sewa pajak jangka panjang pada kos              | 19,886           | 14,492         | 12,239          | 12,239         |
| Perbelanjaan pembangunan                                    | 207,426          | 187,727        | -               | -              |
|   | <b>260,031</b>   | 244,196        | <b>12,239</b>   | 12,239         |
| Perbelanjaan pembangunan pada tahun                         | <b>235,743</b>   | 256,356        | <b>125,921</b>  | 100,089        |
| Kos diiktiraf sebagai perbelanjaan dalam penyata pendapatan |                  |                |                 |                |
| Baki pada 1 Januari   | (265,408)        | (151,089)      | (53,693)        | (30,355)       |
| Diiktiraf dalam tahun                                       | (170,708)        | (276,012)      | (30,236)        | (23,338)       |
| Pembalikan projek telah siap                                | 319,352          | 161,693        | -               | -              |
|   | <b>(116,764)</b> | (265,408)      | <b>(83,929)</b> | (53,693)       |
| Pindah dari pembangunan harta tanah                         | 23,846           | 42,570         | -               | -              |
| Pindah ke inventori   | (14,873)         | (8,057)        | (13,705)        | -              |
| Pembalikan projek telah siap                                | (319,352)        | (161,693)      | -               | -              |
|   | <b>(310,379)</b> | (127,180)      | <b>(13,705)</b> | -              |
| <b>Baki pada 31 Disember</b>                                | <b>68,631</b>    | 107,964        | <b>40,526</b>   | 58,635         |
| Faedah yang dipermodalkan pada tahun                        | <b>4,190</b>     | 1,873          | -               | -              |

Termasuk di dalam Pembangunan harta tanah dalam pelaksanaan berjumlah RM68.631 juta (2008: RM107.964 juta) adalah projek pembinaan perumahan dan rumah kedai kos rendah, sederhana rendah dan sederhana di Taman LTAT, Bukit Jalil, Kuala Lumpur untuk ditawarkan kepada anggota-anggota Angkatan Tentera Malaysia (ATM) yang sedang berkhidmat dan yang telah bersara sebagai melaksanakan tanggungjawab korporat LTAT kepada anggota ATM berjumlah RM40.526 juta (2008: RM58.635 juta).

### 17. INVENTORI

|                      | Kumpulan       |                | LTAT           |                |
|----------------------|----------------|----------------|----------------|----------------|
|                      | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Pada kos             |                |                |                |                |
| - Bahan mentah       | 87,727         | 90,991         | -              | -              |
| - Kerja dalam proses | 4,827          | 4,944          | -              | -              |
| - Barang siap        | 117,530        | 119,233        | -              | -              |
| - Keluaran estet     | 17,227         | 22,475         | -              | -              |
| - Bahan gunaan       | 34,766         | 38,230         | -              | -              |
| - Harta tanah siap   | 23,536         | 12,883         | 13,705         | -              |
|                      | <b>285,613</b> | 288,756        | <b>13,705</b>  | -              |



# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 18. HUTANG DARIPADA/KEPADA PELANGGAN DALAM KONTRAK

|   | Kumpulan           |                |
|---|--------------------|----------------|
|   | 2009<br>RM'000     | 2008<br>RM'000 |
| (a) Perumahan Anggota Angkatan Tentera Kem Wardieburn |                    |                |
| Kos terkumpul   | 90,277             | 89,987         |
| Agihan keuntungan                                     | 1,052              | 1,052          |
|   | <b>91,329</b>      | 91,039         |
| Bil pelaksanaan                                       | <b>(83,951)</b>    | (83,952)       |
|   | <b>7,378</b>       | 7,087          |
| Projek Hospital 95 Angkatan Tentera                   |                    |                |
| Kos terkumpul   | 244,559            | 235,179        |
| Bil pelaksanaan                                       | <b>(244,585)</b>   | (235,197)      |
|   | <b>(26)</b>        | (18)           |
| (b) Penyenggaraan dan pembinaan kapal                 |                    |                |
| Kos kontrak pembinaan dalam tahun                     | 6,192,139          | 5,468,685      |
| Agihan keuntungan                                     | 769,343            | 580,516        |
|   | <b>6,961,482</b>   | 6,049,201      |
| Bil pelaksanaan                                       | <b>(7,375,395)</b> | (6,602,650)    |
|   | <b>(413,913)</b>   | (553,449)      |
| Dinyatakan seperti berikut:                           |                    |                |
| Hutang daripada pelanggan dalam kontrak               |                    |                |
| Perumahan Anggota Angkatan Tentera Kem Wardieburn     | 7,378              | 7,087          |
| Penyenggaraan dan pembinaan kapal                     | 111,163            | 76,783         |
|   | <b>118,541</b>     | 83,870         |
| Hutang kepada pelanggan dalam kontrak                 |                    |                |
| Projek Hospital 95 Angkatan Tentera                   | (26)               | (18)           |
| Penyenggaraan dan pembinaan kapal                     | <b>(525,076)</b>   | (630,232)      |
|   | <b>(525,102)</b>   | (630,250)      |

## 19. PELABURAN JANGKA PENDEK

|  | Kumpulan       |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Sekuriti pegangan dan dagangan                             |                |                |                |                |
| - Saham disebut harga, atas kos                            | 99,724         | 138,644        | 68,309         | 100,907        |
| Pengurusan portfolio                                       |                |                |                |                |
| - Saham disebut harga, atas kos                            | 138,998        | 117,721        | 138,998        | 117,721        |
| - Deposit dan baki-baki lain                               | 7,402          | 17,219         | 7,402          | 22,021         |
|  | <b>146,400</b> | 134,940        | <b>146,400</b> | 139,742        |
|  | <b>246,124</b> | 273,584        | <b>214,709</b> | 240,649        |
| Pelaras semula/(Pengurangan) nilai pelaburan jangka pendek |                |                |                |                |
| - Sekuriti pegangan dan dagangan                           | -              | 4,335          | -              | 14,536         |
| - Pengurusan portfolio                                     | -              | (49,399)       | -              | (49,399)       |
|  | <b>246,124</b> | 228,520        | <b>214,709</b> | 205,786        |
| <b>Nilai Pasaran</b>                                       |                |                |                |                |
| Sekuriti pegangan dan dagangan                             |                |                |                |                |
| - Saham disebut harga                                      | 58,229         | 96,194         | 85,533         | 115,443        |
| Pengurusan portfolio                                       |                |                |                |                |
| - Saham disebut harga                                      | 123,650        | 68,322         | 123,650        | 68,322         |

Termasuk dalam pengurusan portfolio berjumlah RM146.400 juta (2008: RM139.742 juta) ialah LTAT 'revolving fund' yang diuruskan secara dalaman berjumlah RM57.133 juta (2008: RM48.376 juta).

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 20. PENGHUTANG

|   | Kumpulan          |                | LTAT           |                |
|---|-------------------|----------------|----------------|----------------|
|   | 2009<br>RM'000    | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Penghutang-penghutang lain  | <b>192,235</b>    | 342,233        | <b>3,999</b>   | 903            |
| Tolak: Elaun hutang lapuk dan ragu  | <b>(9,139)</b>    | (9,108)        | <b>(84)</b>    | (83)           |
|   | <b>183,096</b>    | 333,125        | <b>3,915</b>   | 820            |
| Dividen terakru   | <b>40,996</b>     | 1,407          | <b>2,232</b>   | 1,407          |
| Faedah terakru  | <b>80,017</b>     | 74,624         | <b>331</b>     | 15             |
| Cukai akan diperolehi dari LHDN   | <b>341,446</b>    | 517,086        | <b>255,761</b> | 249,666        |
| Keuntungan terakru - SPTF   | <b>3,796</b>      | 3,890          | <b>3,796</b>   | 3,890          |
| Pendapatan terakru dari pengurusan portfolio                              | <b>4,938</b>      | 762            | <b>4,938</b>   | 762            |
| Pinjaman perumahan kakitangan   | <b>10,570</b>     | 11,219         | <b>6,851</b>   | 7,232          |
| Pinjaman lain kakitangan  | <b>1,190</b>      | 1,527          | <b>733</b>     | 997            |
| Harta tanah terlelong   | <b>180,329</b>    | 187,422        | -              | -              |
| Akaun penjelasan  | <b>153,097</b>    | 173,371        | -              | -              |
| Aset derivatif  | <b>26,734</b>     | 60,276         | -              | -              |
| Penghutang perdagangan  | <b>836,843</b>    | 924,120        | -              | -              |
| Hutang daripada syarikat bersekutu/berkaitan                              | <b>45,400</b>     | 11,943         | <b>19,182</b>  | 3,445          |
| Pinjaman, pendahuluan dan pembiayaan                                      | <b>21,979,295</b> | 19,419,275     | -              | -              |
| Keuntungan terakru dari pelaburan di luar Malaysia                        | -                 | 594            | -              | 594            |
| Pendahuluan kepada skim pekebun-pekebun kecil                             | <b>12,487</b>     | 4,390          | -              | -              |
| Perolehan belum terima daripada pelupusan harta tanah, loji dan peralatan | -                 | 9,792          | -              | -              |
| Hutang daripada syarikat subsidiari                                       | -                 | -              | <b>137,927</b> | 105,173        |
| Bil terakru pembangunan harta tanah                                       | <b>4,992</b>      | 8,354          | <b>4,992</b>   | 8,354          |
| Pelbagai prabayaran   | <b>52,170</b>     | 1,732          | <b>698</b>     | 765            |
|   | <b>23,957,396</b> | 21,744,909     | <b>441,356</b> | 383,120        |

Penghutang-penghutang lain, syarikat subsidiari dan syarikat bersekutu dan berkaitan adalah tidak dicagar, tidak dikenakan faedah dan tidak mempunyai syarat bayaran yang tetap.

Analisis pengumuran penghutang-penghutang lain pada tarikh lembaran imbalan adalah seperti berikut:

|                         | Kumpulan       |                | LTAT           |                |
|-------------------------|----------------|----------------|----------------|----------------|
|                         | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Kurang daripada 1 tahun | <b>191,284</b> | 341,794        | <b>3,561</b>   | 464            |
| 1 hingga 3 tahun        | <b>91</b>      | 5              | <b>4</b>       | 5              |
| 3 hingga 5 tahun        | <b>147</b>     | 58             | -              | 58             |
| Melebihi 5 tahun        | <b>713</b>     | 376            | <b>434</b>     | 376            |
| Jumlah                  | <b>192,235</b> | 342,233        | <b>3,999</b>   | 903            |

### 21. DEPOSIT

|                            | Kumpulan       |                | LTAT           |                |
|----------------------------|----------------|----------------|----------------|----------------|
|                            | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Deposit tetap              |                |                |                |                |
| - institusi-institusi lain | <b>15,618</b>  | -              | -              | -              |
| - bank-bank berlesen       | <b>176,387</b> | 473,638        | -              | -              |
| - syarikat sub-subsidiari  | -              | -              | <b>1,200</b>   | 1,200          |
|                            | <b>192,005</b> | 473,638        | <b>1,200</b>   | 1,200          |
| Deposit jangka pendek SPTF |                |                |                |                |
| - institusi-institusi lain | <b>111,782</b> | 137,099        | <b>111,782</b> | 137,099        |
| - syarikat sub-subsidiari  | -              | -              | -              | 17,889         |
|                            | <b>111,782</b> | 137,099        | <b>111,782</b> | 154,988        |
| Deposit jangka pendek      |                |                |                |                |
| - institusi-institusi lain | <b>127,851</b> | 16,000         | <b>127,851</b> | 10,000         |
| - syarikat sub-subsidiari  | -              | -              | <b>136,369</b> | 36,172         |
|                            | <b>127,851</b> | 16,000         | <b>264,220</b> | 46,172         |

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 21. DEPOSIT (Sambungan)

|   | Kumpulan       |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Bil perintah SPTF<br>- institusi-institusi lain                         | 72,176         | -              | 72,176         | -              |
|   | 72,176         | -              | 72,176         | -              |
| Bil perintah<br>- institusi-institusi lain<br>- syarikat sub-subsidiari | 81,223<br>-    | -<br>-         | 81,223<br>-    | -<br>221,415   |
|   | 81,223         | -              | 81,223         | 221,415        |
| Deposit berkanun dengan Bank Negara Malaysia                            | 244,982        | 835,628        | -              | -              |
| Wang panggilan SPTF<br>- institusi-institusi lain                       | 6,016          | -              | 6,016          | -              |
|   | 6,016          | -              | 6,016          | -              |
| Wang panggilan<br>- institusi-institusi lain                            | 54,700         | 31,477         | 54,700         | 31,477         |
|   | 54,700         | 31,477         | 54,700         | 31,477         |
|   | 890,735        | 1,493,842      | 591,317        | 455,252        |

## 22. SEKURITI DIPEGANG UNTUK URUS NIAGA

|  | Kumpulan               |                        |
|--|------------------------|------------------------|
|  | 2009<br>RM'000         | 2008<br>RM'000         |
| <b>Sekuriti dipegang untuk urus niaga pada nilai saksama</b> |                        |                        |
| Disebut harga  |                        |                        |
| - Instrumen deposit boleh niaga                              | 150,000                | 70,000                 |
| - Saham-saham  | -                      | 433                    |
| - Waran  | -                      | 57                     |
| Tidak disebut harga  |                        |                        |
| - Sekuriti Hutang Swasta                                     | -                      | 333,323                |
|  | 150,000                | 403,813                |
| <b>Sekuriti dipegang hingga matang pada nilai dilunaskan</b> |                        |                        |
| Sekuriti tidak disebut harga                                 |                        |                        |
| - Sekuriti Hutang Swasta                                     | 262,565                | 43,502                 |
|  | 262,565                | 43,502                 |
| <b>Sekuriti dipegang untuk dijual pada nilai saksama</b>     |                        |                        |
| Sekuriti Kerajaan Malaysia                                   | 2,345,630              | 821,181                |
| Terbitan Pelaburan Kerajaan Malaysia                         | 1,200,875              | 211,689                |
| Bil Perbendaharaan Kerajaan Malaysia                         | 151,098                | 364,774                |
| Bon Cagamas  | 432,643                | 461,298                |
| Bon Khazanah   | 24,961                 | 24,078                 |
| Nota Bank Negara Malaysia                                    | 638,548                | 897,736                |
| Instrumen deposit boleh niaga                                | 460,005                | 639,702                |
| Sekuriti disebut harga                                       |                        |                        |
| - Saham-saham  | 72,047                 | 83,646                 |
| - Sekuriti Hutang Swasta                                     | 2,253                  | 2,867                  |
| Sekuriti tidak disebut harga                                 |                        |                        |
| - Sekuriti Hutang Swasta                                     | 2,919,854              | 2,202,315              |
| Sekuriti Skim Perbankan Secara Islam                         |                        |                        |
| - Penerimaan jurubank dan bil penerimaan Islam               | 36,580                 | 320,824                |
|  | 8,284,494<br>(117,830) | 6,030,110<br>(133,502) |
| Peruntukan rosot nilai sekuriti                              |                        |                        |
|  | 8,166,664              | 5,896,608              |
|  | 8,579,229              | 6,343,923              |

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 23. WANG TUNAI DAN BAKI BANK

|                                | Kumpulan       |                | LTAT           |                |
|--------------------------------|----------------|----------------|----------------|----------------|
|                                | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Baki bank                      |                |                |                |                |
| - bank-bank berlesen           | 6,296,150      | 7,052,056      | 1              | -              |
| - syarikat-syarikat subsidiari | -              | -              | 42,318         | 34,250         |
|                                | 6,296,150      | 7,052,056      | 42,319         | 34,250         |
| Wang tunai                     | 795            | 1,414          | 3              | 3              |
|                                | 6,296,945      | 7,053,470      | 42,322         | 34,253         |

## 24. ASET/LIABILITI DIPEGANG UNTUK JUALAN

|  | Kumpulan       |                |
|--|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Aset</b>                                |                |                |
| Harta tanah, loji dan peralatan            | 63,931         | 87,412         |
| Pelaburan saham                            | 215,900        | -              |
| Muhibah dari penyatuan                     | 63,732         | -              |
| Penghutang perdagangan dan penghutang lain | 49,232         | -              |
| Deposit, wang tunai dan baki bank          | 231,196        | -              |
| Aset cukai tertunda                        | 3,855          | -              |
|  | 627,846        | 87,412         |
| <b>Liabiliti</b>                           |                |                |
| Pemiutang perdagangan dan pemiutang lain   | 228,072        | -              |
| Percukaian                                 | 3,900          | -              |
| Liabiliti cukai tertunda                   | 7,700          | -              |
|  | 239,672        | -              |

## 25. AKAUN CARUMAN AHLI

Jumlah Akaun Caruman Ahli yang terkumpul setakat 31 Disember 2009 ialah RM6,315.013 juta (2008: RM5,851.514 juta). Jumlah ini didapati selepas dicampurkan caruman diterima pada tahun serta dividen yang dikreditkan pada kadar 7% (2008: 7%) setahun, dividen atas pengeluaran pada kadar 7% (2008: 7%) setahun, bonus pada kadar 1% (2008: 3%) setahun dan ditolak pengeluaran sepanjang tahun dan pengasingan ke Akaun Dormant.

## 26. KUMPULAN WANG

| Kumpulan   | Kumpulan Wang Skim Pinjaman Pembangunan Usahawanan | Kumpulan Wang Skim Pinjaman Kakitangan | Kumpulan Wang Pembangunan Aset Tetap | Jumlah  |
|--|--|--|--------------------------------------|---------|
|  | RM'000   | RM'000                                 | RM'000                               |         |
| <b>2009</b>  |  |  |                                      |         |
| <b>Baki pada 1 Januari</b>                                   | -  | 4,517                                  | 5,501                                | 10,018  |
| Geran diterima dalam tahun                                   | -  | (97)                                   | 1,979                                | 1,882   |
| Pindahan pada tahun  | -  | (342)                                  | -                                    | (342)   |
| Pelunasan kumpulan wang skim pinjaman pembangunan usahawanan | -  | -                                      | -                                    | -       |
| Pelunasan kumpulan wang pembangunan aset tetap               | -  | -                                      | (1,639)                              | (1,639) |
| <b>Baki pada 31 Disember</b>                                 | -  | 4,078                                  | 5,841                                | 9,919   |
| <b>2008</b>  |  |  |                                      |         |
| Baki pada 1 Januari  | 3,630  | 4,861                                  | 5,401                                | 13,892  |
| Geran diterima dalam tahun                                   | -  | -                                      | 1,331                                | 1,331   |
| Pindahan pada tahun  | (3,523)  | (344)                                  | -                                    | (3,867) |
| Pelunasan kumpulan wang skim pinjaman pembangunan usahawanan | (107)  | -                                      | -                                    | (107)   |
| Pelunasan kumpulan wang pembangunan aset tetap               | -  | -                                      | (1,231)                              | (1,231) |
| Baki pada 31 Disember  | -  | 4,517                                  | 5,501                                | 10,018  |

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 27. RIZAB-RIZAB

| Kumpulan  | Rizab-Rizab Yang Tidak Boleh Diagihkan |                    |                       |                |
|---|--|--------------------|-----------------------|----------------|
|   | Kumpulan Wang Rizab RM'000             | Rizab Modal RM'000 | Rizab Berkanun RM'000 | Jumlah RM'000  |
| <b>2009</b>   |  |                    |                       |                |
| <b>Baki pada 1 Januari</b>  | <b>117,030</b>                         | <b>247,587</b>     | <b>296,471</b>        | <b>661,088</b> |
| Untung/(rugi) tidak diiktiraf dalam penyata pendapatan                              |  |                    |                       |                |
| Perubahan struktur kumpulan   | -                                      | (2,488)            | (1,256)               | (3,744)        |
| Perubahan ke atas rizab turun naik pelaburan  | -                                      | 29,033             | -                     | 29,033         |
| Premium ke atas terbitan saham oleh syarikat subsidiari kepada kepentingan minoriti | -                                      | 37                 | -                     | 37             |
| Rizab direalisasikan dalam tahun  | -                                      | (1,789)            | -                     | (1,789)        |
| Perubahan pertukaran wang   | -                                      | 5,004              | -                     | 5,004          |
| Peruntukan cukai tertunda diambil kira semula                                       | -                                      | (6,472)            | -                     | (6,472)        |
| Perlindungan nilai aliran tunai   | -                                      | 12,372             | -                     | 12,372         |
|   | -                                      | 35,697             | (1,256)               | 34,441         |
| Pindah dari keuntungan terkumpul  | 2,955                                  | -                  | 83,826                | 86,781         |
| <b>Baki pada 31 Disember</b>  | <b>119,985</b>                         | <b>283,284</b>     | <b>379,041</b>        | <b>782,310</b> |
| <b>2008</b>   |  |                    |                       |                |
| <b>Baki pada 1 Januari</b>  | <b>105,140</b>                         | <b>172,144</b>     | <b>218,405</b>        | <b>495,689</b> |
| Untung/(rugi) tidak diiktiraf dalam penyata pendapatan                              |  |                    |                       |                |
| Perubahan struktur kumpulan   | -                                      | 42,108             | -                     | 42,108         |
| Perubahan ke atas rizab turun naik pelaburan  | -                                      | (24,863)           | -                     | (24,863)       |
| Premium ke atas terbitan saham oleh syarikat subsidiari kepada kepentingan minoriti | -                                      | 75,232             | -                     | 75,232         |
| Rizab direalisasikan dalam tahun  | -                                      | -                  | -                     | -              |
| Perubahan pertukaran wang   | -                                      | (4,692)            | -                     | (4,692)        |
| Peruntukan cukai tertunda diambil kira semula                                       | -                                      | 5,765              | -                     | 5,765          |
| Perlindungan nilai aliran tunai   | -                                      | (12,372)           | -                     | (12,372)       |
|   | -                                      | 81,178             | -                     | 81,178         |
| Pindah dari/(ke) keuntungan terkumpul   | 11,890                                 | (5,735)            | 78,066                | 84,221         |
| <b>Baki pada 31 Disember</b>  | <b>117,030</b>                         | <b>247,587</b>     | <b>296,471</b>        | <b>661,088</b> |



## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 28. GANJARAN PERSARAAN

|  | Kumpulan       |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Manfaat perubatan selepas persaraan</b>                             |                |                |                |                |
| Nilai kini obligasi tidak berdana                                      | 11,589         | 11,005         | 5,784          | 5,267          |
| Kerugian aktuari tidak diiktiraf                                       | (2,026)        | (2,176)        | (2,138)        | (2,291)        |
|  | <b>9,563</b>   | 8,829          | <b>3,646</b>   | 2,976          |
| <b>Pergerakan dalam liabiliti bersih/(aset) dalam lembaran imbalan</b> |                |                |                |                |
| Liabiliti bersih pada 1 Januari  | 8,829          | 7,614          | 2,976          | 2,296          |
| Manfaat dibayar  | (485)          | (676)          | (52)           | (38)           |
| Perbelanjaan diiktiraf dalam penyata pendapatan                        | 1,219          | 1,891          | 722            | 718            |
|  | <b>9,563</b>   | 8,829          | <b>3,646</b>   | 2,976          |

### 29. PINJAMAN JANGKA PANJANG

|  | Kumpulan       |                |
|--|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Matang selepas jangka masa 12 bulan</b> |                |                |
| Pinjaman-pinjaman bank                     |                |                |
| - tidak bercagar                           | 310,580        | 624,719        |
| Pinjaman bertempoh                         | 300,000        | -              |
| Pinjaman subordinat bertempoh              | -              | 500,000        |
|  | <b>610,580</b> | 1,124,719      |

Pinjaman-pinjaman bank tidak bercagar dan pinjaman bertempoh syarikat subsidiari tertentu adalah dikenakan kadar faedah efektif purata wajaran (WAEIR) di antara 2.73% hingga 6.50% (2008: 7.30% hingga 7.80%) setahun.

### 30. PEMIUTANG

|  | Kumpulan         |                | LTAT           |                |
|--|------------------|----------------|----------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Semasa</b>  |                  |                |                |                |
| Pemiutang perdagangan  | 666,781          | 634,494        | -              | -              |
| Faedah diakru  | 145,666          | 204,009        | -              | -              |
| Deposit diterima   | 59,183           | 54,013         | 2,619          | 1,724          |
| Program pembiayaan Bank Negara Malaysia dan Credit Guarantee Corporation | 71,768           | 69,358         | -              | -              |
| Margin dan deposit cagaran   | 57,325           | 43,916         | -              | -              |
| Akaun amanah untuk pelanggan dan remiser                                 | 48,893           | 39,059         | -              | -              |
| Hutang kepada Cagamas  | 297,216          | 11,088         | -              | -              |
| Liabiliti derivatif  | 42,151           | 97,979         | -              | -              |
| Tuntutan rizab tertunggak  | 523              | 108,570        | -              | -              |
| Pemiutang lain   | 794,677          | 111,247        | 16,182         | 15,617         |
| Hutang kepada syarikat subsidiari  | -                | -              | 21,331         | 30,541         |
| Hutang kepada syarikat bersekutu/berkaitan                               | 13,151           | 10,027         | -              | 2              |
| Hutang kepada penaja jamin insurans                                      | -                | 42,708         | -              | -              |
| Rizab premium  | -                | 59,570         | -              | -              |
|  | <b>2,197,334</b> | 1,486,038      | <b>40,132</b>  | 47,884         |
| <b>Bukan Semasa</b>  |                  |                |                |                |
| Deposit daripada penyewa   | 24,660           | 17,038         | -              | -              |
| Pemiutang perdagangan  | 146              | 374            | -              | -              |
|  | <b>24,806</b>    | 17,412         | -              | -              |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 31. PERUNTUKAN FAEDAH UNIT AMANAH

|                              | Kumpulan/LTAT                      |                     |
|------------------------------|------------------------------------|---------------------|
|                              | 2009<br>RM'000                     | 2008<br>RM'000      |
| <b>Baki pada 1 Januari</b>   | <b>106,540</b>                     | 96,371              |
| Peruntukan pada tahun        | <b>118,041</b>                     | 106,540             |
| Bayaran dalam tahun          | <b>224,581</b><br><b>(106,540)</b> | 202,911<br>(96,371) |
| <b>Baki pada 31 Disember</b> | <b>118,041</b>                     | 106,540             |

### 32. PINJAMAN

|                             | Kumpulan          |                |
|-----------------------------|-------------------|----------------|
|                             | 2009<br>RM'000    | 2008<br>RM'000 |
| Deposit                     | <b>33,365,192</b> | 30,415,742     |
| Bil dan penerimaan jurubank | <b>94,265</b>     | 136,243        |
| Pinjaman jangka pendek      | <b>700,224</b>    | 1,014,843      |
| Pinjaman bank lain          | <b>1,359,126</b>  | 2,019,789      |
| Overdraf bank               | <b>78,975</b>     | 57,965         |
|                             | <b>35,597,782</b> | 33,644,582     |

Overdraf bank tidak bercagar syarikat subsidiari tertentu adalah dikenakan kadar faedah efektif purata wajaran 6.5% -7.5% (2008: 7.1% - 7.25%).

### 33. AKAUN DORMANT

|                                     | Kumpulan/LTAT<br>2009<br>RM'000 |
|-------------------------------------|---------------------------------|
| <b>Baki pada 1 Januari</b>          | -                               |
| Pengasingan dari Akaun Caruman Ahli | <b>969</b>                      |
| <b>Baki pada 31 Disember</b>        | <b>969</b>                      |

Akaun Dormant diasingkan daripada Akaun Caruman Ahli di bawah Seksyen 4, Peraturan-Peraturan Tabung Angkatan Tentera (Pengendalian & Pembayaran Balik Caruman Bagi Akaun Dormant) 2009 Akta Tabung Angkatan Tentera, 1973 (Akta 101).

### 34. PENDAPATAN

|  | Kumpulan         |                | LTAT           |                |
|--|------------------|----------------|----------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Faedah dari deposit tetap dan deposit-deposit lain             | <b>217,164</b>   | 211,336        | <b>45,688</b>  | 56,012         |
| Pelaburan jangka pendek  | <b>135,879</b>   | 178,050        | <b>137,742</b> | 181,921        |
| Dividen dari pelaburan   | <b>87,883</b>    | 115,388        | <b>286,412</b> | 318,270        |
| Dividen dari saham keutamaan boleh/tidak boleh tebus terkumpul | <b>9,951</b>     | 2,945          | <b>29,624</b>  | 15,372         |
| Keuntungan penjualan saham                                     | <b>29,306</b>    | 16,703         | <b>445</b>     | 34,835         |
| Pelaburan di luar Malaysia                                     | <b>372</b>       | 993            | <b>372</b>     | 993            |
| Sewaan dari pelaburan harta tanah                              | <b>80,883</b>    | 80,422         | <b>13,239</b>  | 12,508         |
| Sewaan-sewaan lain   | <b>32,330</b>    | 23,799         | <b>1,063</b>   | 1,292          |
| Jualan kabel elektrik  | <b>162,400</b>   | 359,310        | -              | -              |
| Jualan barangan  | <b>3,139,699</b> | 4,317,270      | -              | -              |
| Jualan komoditi  | <b>612,725</b>   | 858,855        | -              | -              |
| Pendapatan dari pemasangan dan aksesori kabel                  | <b>4,327</b>     | 18,056         | -              | -              |
| Pendapatan dari kontrak pembinaan                              | <b>9,928</b>     | 61,719         | -              | -              |
| Pendapatan faedah dari bank dan institusi-institusi kewangan   | <b>1,468,481</b> | 1,576,021      | -              | -              |
| Pendapatan dari penyenggaraan dan pembinaan kapal              | <b>1,021,649</b> | 1,156,461      | -              | -              |
| Pelunasan kumpulan wang pembangunan aset tetap                 | <b>1,639</b>     | 1,231          | -              | -              |
| Komisen dan bayaran agensi                                     | <b>63,427</b>    | 74,611         | -              | -              |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 34. PENDAPATAN (Sambungan)

|  | Kumpulan         |                | LTAT           |                |
|--|------------------|----------------|----------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Pendapatan dari premium insurans             | 273,753          | 262,019        | -              | -              |
| Pendapatan dari yuran pengurusan             | 2,238            | 2,153          | -              | -              |
| Keuntungan dari pembangunan harta tanah      | 213,421          | 366,078        | -              | -              |
| Pelunasan kumpulan wang pembangunan usahawan | -                | 107            | -              | -              |
| Pelbagai pendapatan                          | 176,653          | 44,340         | -              | -              |
| Pendapatan lain pelaburan                    |                  |                |                |                |
| - syarikat bersekutu                         | 1,958            | 1,765          | 1,958          | 1,765          |
| - syarikat lain                              | -                | 6,590          | -              | 6,590          |
|  | <b>7,746,066</b> | 9,736,222      | <b>516,543</b> | 629,558        |

### 35. PENDAPATAN-PENDAPATAN LAIN

|   | Kumpulan       |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Pemberian (grant)   | 26,895         | 29,248         | -              | -              |
| Yuran pengurusan portfolio  | 6,675          | 6,353          | -              | -              |
| Yuran nasihat korporat  | 3,408          | 4,123          | -              | -              |
| Yuran dan caj perkhidmatan  | 47,389         | 48,310         | -              | -              |
| Yuran jaminan   | 32,965         | 27,652         | -              | -              |
| Yuran pembrokeran bersih  | 49,701         | 48,839         | -              | -              |
| Pendapatan yuran lain   | 5,784          | 12,255         | -              | -              |
| (Kerugian)/Keuntungan daripada pelupusan<br>harta tanah, loji dan peralatan | (1,203)        | 9,392          | 34             | 26             |
| Keuntungan daripada pelupusan harta lelongan                                | 18,918         | 2,883          | -              | -              |
| Keuntungan nilai saksama daripada pelaburan<br>harta tanah                  | 86,921         | 35,995         | 2,678          | 1,440          |
| Yuran penaja jaminan  | 3,344          | 2,328          | -              | -              |
| Muhibah negatif   | 3,713          | 44,770         | -              | -              |
| Keuntungan atas tukaran mata wang<br>asing direalisasi/tidak direalisasi    | 76,282         | 73,802         | -              | -              |
| Yuran agensi dan pengatur   | 10,136         | 7,021          | -              | -              |
| Keuntungan daripada pelupusan aset perladangan                              | -              | 75,603         | -              | -              |
| Pendapatan lain   | 38,733         | 29,031         | 566            | 329            |
|   | <b>409,661</b> | 457,605        | <b>3,278</b>   | 1,795          |

### 36. PERUNTUKAN/PELARASAN SEMULA DAN KERUGIAN PINJAMAN, PEMBIAYAAN DAN PELABURAN

|  | Kumpulan         |                | LTAT           |                |
|--|------------------|----------------|----------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Peruntukan bagi hutang lapuk dan hutang ragu<br>(ditolak pemungutan semula): |                  |                |                |                |
| - pembiayaan   | (311,278)        | (332,572)      | -              | -              |
| - lain-lain  | (9,937)          | 260            | -              | -              |
| Penghapusan hutang lapuk (ditolak pemungutan<br>semula)                      | 123,259          | 229,952        | -              | (204)          |
| Peruntukan rosot nilai kekal pelaburan saham                                 | (28,217)         | (11,261)       | (28,696)       | (11,261)       |
| Pelarasan semula/(Peruntukan am) pelaburan                                   | 567              | (933)          | (119)          | (1,093)        |
| Pelarasan semula/(pengurangan) nilai pelaburan<br>jangka pendek              | 45,064           | (45,064)       | 34,863         | (34,863)       |
| Pelupusan pelaburan  | -                | (13,964)       | -              | (13,964)       |
|  | <b>(180,542)</b> | (173,582)      | <b>6,048</b>   | (61,385)       |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 37. UNTUNG SEBELUM CUKAI

Untung sebelum cukai dinyatakan setelah dikenakan/(dikreditkan):

|   | Kumpulan       |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Emolumen pengarah-pengarah  | 6,769          | 7,589          | 336            | 330            |
| Bayaran audit   | 4,793          | 4,399          | 176            | 160            |
| (Kerugian)/Keuntungan dari jualan harta tanah, loji dan peralatan | (1,203)        | 9,392          | 34             | 26             |
| Peruntukan ganjaran persaraan                                     | 1,219          | 1,891          | 722            | 718            |
| Harta tanah, loji dan peralatan dihapus kira                      | 527            | 851            | -              | -              |
| Penyelidikan dan pembangunan                                      | 6,958          | 5,789          | -              | -              |
| Sewa loji dan jentera   | 2,275          | 4,476          | -              | -              |
| Sewa bangunan dan tanah   | 52,363         | 26,205         | -              | -              |
| Sewa aset-aset perladangan  | 126,752        | 100,719        | -              | -              |
| Keuntungan atas tukaran mata wang asing direalisasi               | 76,282         | 73,802         | -              | -              |
| Inventori dihapus kira  | 1,780          | 12,276         | -              | -              |
| Pelunasan sewa pajak tanah prabayaran                             | 3,971          | 4,085          | -              | -              |
| Pelunasan aset tidak ketara                                       | 21,307         | 18,773         | -              | -              |
| Muhibah dihapuskan  | -              | 2,260          | -              | -              |
| Muhibah direalisasi   | -              | (2,286)        | -              | -              |

### 38. CUKAI

Cukai bagi tahun adalah seperti berikut:

|   | Kumpulan       |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Cukai pendapatan Malaysia   | 166,248        | 168,085        | 2,552          | 3,192          |
| Belanja cukai tertunda berpunca dari penarikbalikan perbezaan sementara | 14,976         | (90,419)       | -              | -              |
| Lebihan peruntukan tahun-tahun terdahulu                                | (7,031)        | (4,287)        | -              | -              |
|   | 174,193        | 73,379         | 2,552          | 3,192          |

Cukai pendapatan domestik dikira pada kadar berkanun Malaysia sebanyak 25% (2008: 26%) bagi anggaran keuntungan boleh taksir untuk tahun.

Penyelarasan belanja cukai pendapatan terhadap keuntungan sebelum cukai pada kadar cukai pendapatan berkanun dengan belanja cukai pendapatan pada kadar cukai pendapatan efektif bagi Kumpulan dan LTAT adalah seperti berikut:

|  | Kumpulan       |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Keuntungan sebelum cukai   | 1,245,077      | 1,389,657      | 463,424        | 529,122        |
| Cukai pada kadar berkanun Malaysia sebanyak 25 % (2008: 26%)         | 311,269        | 361,310        | 115,856        | 137,572        |
| Pendapatan tidak dikenakan cukai                                     | (120,962)      | (166,998)      | (113,304)      | (134,380)      |
| Perbelanjaan tidak boleh ditolak bagi tujuan cukai                   | 42,244         | 50,476         | -              | -              |
| Insentif cukai   | (42,021)       | (44,056)       | -              | -              |
| Aset cukai tertunda tidak diiktiraf bagi tahun                       | 30,057         | 5,100          | -              | -              |
| Penggunaan kerugian cukai tahun terdahulu tidak diiktiraf            | (5,733)        | (19,459)       | -              | -              |
| Kerugian cukai yang tidak diiktiraf                                  | 1,476          | 1,904          | -              | -              |
| Kesan kadar cukai yang berbeza                                       | (4,690)        | 1,029          | -              | -              |
| Penggunaan kerugian cukai tahun semasa dan elaun modal tidak diserap | (105)          | -              | -              | -              |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 38. CUKAI (Sambungan)

|  | Kumpulan       |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Lebihan peruntukan cukai tertunda            | (2,218)        | -              | -              | -              |
| Kesan ke atas saham dalam syarikat bersekutu | -              | (17,873)       | -              | -              |
| Lain-lain                                    | (28,109)       | (2,024)        | -              | -              |
|  | <b>181,208</b> | 169,409        | <b>2,552</b>   | 3,192          |
| Lebihan peruntukan tahun-tahun terdahulu     | (7,015)        | 96,030         | -              | -              |
| Belanja cukai untuk tahun                    | <b>174,193</b> | 73,379         | <b>2,552</b>   | 3,192          |

Di bawah Perintah Cukai Pendapatan (Pengecualian)(No. 5) 1974, LTAT dikecualikan daripada cukai ke atas pendapatan yang diterima daripada pelaburan-pelaburan, selain daripada sewa, yang dibuat di bawah Seksyen 15 Akta Tabung Angkatan Tentera 1973 (Akta 101).

### 39. PELARASAN CARUMAN

|                                    | Kumpulan       |                | LTAT           |                |
|------------------------------------|----------------|----------------|----------------|----------------|
|                                    | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Pelarasan caruman                  |                |                |                |                |
| - Dividen ahli terlebih kredit     | -              | (2)            | -              | (2)            |
| - Dividen kerajaan terlebih kredit | -              | (2)            | -              | (2)            |
|                                    | -              | (4)            | -              | (4)            |

### 40. TUNAI DAN KESETARAAN TUNAI

Tunai dan kesetaraan tunai termasuk di dalam penyata aliran tunai Kumpulan adalah merupakan wang tunai dalam tangan dan baki bank, overdraf bank dan deposit tetap dan deposit-deposit lain seperti berikut:

|   | Kumpulan         |                | LTAT           |                |
|---|------------------|----------------|----------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Wang tunai dan baki bank                                | <b>6,296,945</b> | 7,053,470      | <b>42,322</b>  | 34,253         |
| Deposit   | <b>890,735</b>   | 1,493,842      | <b>591,317</b> | 455,252        |
| Overdraf bank   | <b>(78,975)</b>  | (57,965)       | -              | -              |
|   | <b>7,108,705</b> | 8,489,347      | <b>633,639</b> | 489,505        |
| Deposit, wang tunai dan baki bank dipegang untuk jualan | <b>231,196</b>   | -              | -              | -              |
|   | <b>7,339,901</b> | 8,489,347      | <b>633,639</b> | 489,505        |

### 41. PENGLIBATAN MODAL

|   | Kumpulan       |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Perbelanjaan modal diluluskan dan dikontrakkan          | <b>338,449</b> | 377,897        | <b>24,255</b>  | 126,608        |
| Langganan saham   | <b>26,629</b>  | 60,576         | <b>19,629</b>  | 60,576         |
| Perbelanjaan modal diluluskan tetapi tidak dikontrakkan | <b>495,629</b> | 457,010        | -              | -              |
|   | <b>860,707</b> | 895,483        | <b>43,884</b>  | 187,184        |



**NOTA-NOTA KEPADA PENYATA KEWANGAN**

Bagi Tahun Berakhir 31 Disember 2009

**42. PENGLIBATAN DAN TANGGUNGAN LUAR JANGKA**

|  | Kumpulan          |                |
|--|-------------------|----------------|
|  | 2009<br>RM'000    | 2008<br>RM'000 |
| Kontrak berkaitan dengan kadar faedah  |                   |                |
| - kurang dari satu tahun   | <b>385,000</b>    | 1,628,702      |
| - satu tahun hingga kurang lima tahun  | <b>524,086</b>    | 935,927        |
| - lima tahun ke atas   | <b>440,277</b>    | 506,030        |
| Kontrak pertukaran mata wang asing dan kontrak berkaitan dengan kadar faedah |                   |                |
| - kurang dari satu tahun   | <b>2,110,013</b>  | 574,103        |
| - satu tahun hingga kurang lima tahun  | <b>83,687</b>     | 164,180        |
| Komitmen penanggungan  | <b>33,020</b>     | 60,214         |
| Gantian kredit terus   | <b>495,326</b>    | 658,062        |
| Komitmen kredit yang tidak boleh dibatalkan                                  |                   |                |
| - matang selepas satu tahun  | <b>3,958,046</b>  | 9,155,758      |
| - matang sebelum satu tahun  | <b>5,812,402</b>  | 3,828,351      |
| Tanggungjawab luar jangka  | <b>2,648,189</b>  | 2,785,699      |
| Tanggungjawab luar jangka jangka pendek yang cair sendiri                    | <b>1,401,193</b>  | 2,379,763      |
|  | <b>17,891,239</b> | 22,676,789     |

Syarikat subsidiari dan sub-subsidiari, yang mana adalah institusi-institusi kewangan, dalam urusan perniagaan biasa mereka telah membuat pelbagai penglibatan dan menanggung tanggungjawab luar jangka yang tertentu dengan tindak balas undang-undang terhadap pelanggan. Tiada kerugian ketara dijangkakan akibat daripada urusan niaga ini.

**43. URUS NIAGA ANTARA SYARIKAT BERKAITAN YANG PENTING**

|   | LTAT           |                |
|---|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 |
| Pendapatan  |                |                |
| - Faedah dari deposit tetap dan deposit lain        | <b>6,175</b>   | 11,760         |
| - Keuntungan dari SPTF                              | <b>138</b>     | 3,271          |
| - Sewaan  | <b>942</b>     | 1,254          |
| - Dividen diterima (kasar)                          | <b>211,080</b> | 224,977        |
|   | <b>218,335</b> | 241,262        |
| Perbelanjaan  |                |                |
| - Yuran broker                                      | <b>1,973</b>   | 1,501          |
| - Yuran pengurusan ke atas penyelenggaraan bangunan | <b>1,924</b>   | 1,798          |
| - Yuran pengurusan ke atas pengurusan portfolio     | <b>90</b>      | 89             |
| - Komisen Taman LTAT Bukit Jalil                    | <b>1,106</b>   | 1,705          |
|   | <b>5,093</b>   | 5,093          |
| Deposit tetap dan deposit-deposit lain              | <b>137,569</b> | 276,676        |
| Wang tunai dan baki bank                            |                |                |
| - Baki bank   | <b>42,318</b>  | 34,250         |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH

Kumpulan terdedah kepada pelbagai risiko yang berkaitan dengan kesan turun naik dalam paras kadar faedah pasaran semasa atas kedudukan kewangan dan aliran tunai. Jadual berikut menunjukkan kadar faedah efektif pada tarikh Lembaran Imbangan serta jangka masa instrumen kewangan ditentu harga semula atau matang, yang mana lebih awal.

| Kumpulan                                  | Kurang<br>1<br>Bulan<br>RM'000 | Hingga<br>3<br>Bulan<br>RM'000 | > 3<br>Hingga<br>12<br>Bulan<br>RM'000 | > 1<br>Hingga<br>5<br>Tahun<br>RM'000 | Lebih<br>5<br>Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Buku<br>Perdagangan<br>RM'000 | Jumlah<br>RM'000  | Kadar<br>Efektif<br>Faedah<br>% |
|---|--------------------------------|--------------------------------|--|---------------------------------------|-------------------------------|---------------------------------------|-------------------------------|-------------------|---------------------------------|
| <b>2009</b>                               |                                |                                |  |                                       |                               |                                       |                               |                   |                                 |
| <b>ASET</b>                               |                                |                                |  |                                       |                               |                                       |                               |                   |                                 |
| <b>Aset Bukan Semasa</b>                  |                                |                                |  |                                       |                               |                                       |                               |                   |                                 |
| Harta tanah, loji dan peralatan           | -                              | -                              | -                                      | -                                     | -                             | 2,467,259                             | -                             | 2,467,259         | -                               |
| Aset Biologi                              | -                              | -                              | -                                      | -                                     | -                             | 356,493                               | -                             | 356,493           | -                               |
| Pembangunan harta tanah                   | -                              | -                              | -                                      | -                                     | -                             | 335,605                               | -                             | 335,605           | -                               |
| Pelaburan harta tanah                     | -                              | -                              | -                                      | -                                     | -                             | 1,431,088                             | -                             | 1,431,088         | -                               |
| Sewa pajak tanah prabayaran               | -                              | -                              | -                                      | -                                     | -                             | 192,251                               | -                             | 192,251           | -                               |
| Prabayaran jangka panjang                 | -                              | -                              | -                                      | -                                     | -                             | 132,923                               | -                             | 132,923           | -                               |
| Perbelanjaan kapal peronda luar persisir  | -                              | -                              | -                                      | -                                     | -                             | 455,341                               | -                             | 455,341           | -                               |
| Muhibah dari penyatuan akaun              | -                              | -                              | -                                      | -                                     | -                             | 131,731                               | -                             | 131,731           | -                               |
| Aset-aset tidak ketara                    | -                              | -                              | -                                      | -                                     | -                             | 1,048,674                             | -                             | 1,048,674         | -                               |
| Syarikat-syarikat subsidiari              | -                              | -                              | -                                      | -                                     | -                             | -                                     | -                             | -                 | -                               |
| Syarikat-syarikat bersekutu               | -                              | -                              | -                                      | -                                     | -                             | 856,322                               | -                             | 856,322           | -                               |
| Pelaburan dalam entiti kawalan bersama    | -                              | -                              | -                                      | 79,261                                | 299,716                       | 107,979                               | -                             | 107,979           | -                               |
| Pelaburan-pelaburan lain                  | -                              | -                              | -                                      | -                                     | -                             | 2,955,760                             | -                             | 3,334,737         | 9.74                            |
| Aset cukai tertunda                       | -                              | -                              | -                                      | -                                     | -                             | 129,266                               | -                             | 129,266           | -                               |
| <b>Jumlah Aset Bukan Semasa</b>           | -                              | -                              | -                                      | <b>79,261</b>                         | <b>299,716</b>                | <b>10,600,692</b>                     | -                             | <b>10,979,669</b> |                                 |
| <b>Aset Semasa</b>                        |                                |                                |  |                                       |                               |                                       |                               |                   |                                 |
| Pembangunan harta tanah dalam pelaksanaan | -                              | -                              | -                                      | -                                     | -                             | 68,631                                | -                             | 68,631            | -                               |
| Inventori                                 | -                              | -                              | -                                      | -                                     | -                             | 285,613                               | -                             | 285,613           | -                               |
| Hutang daripada pelanggan dalam kontrak   | -                              | -                              | -                                      | -                                     | -                             | 118,541                               | -                             | 118,541           | -                               |
| Pelaburan jangka pendek                   | -                              | -                              | -                                      | -                                     | -                             | 246,124                               | -                             | 246,124           | -                               |
| Penghutang                                | 11,660,313                     | 2,626,572                      | 2,219,615                              | 4,244,632                             | 1,580,987                     | 1,617,214                             | 8,063                         | 23,957,396        | 4.70                            |
| Depositi                                  | 442,747                        | 87,854                         | 236,033                                | -                                     | -                             | 124,101                               | -                             | 890,735           | 1.92                            |
| Sekuriti dipegang untuk urus niaga        | 1,181,698                      | 610,778                        | 1,924,384                              | 3,586,507                             | 1,081,859                     | 44,003                                | 150,000                       | 8,579,229         | 3.54                            |
| Wang tunai dan baki bank                  | 6,052,355                      | -                              | -                                      | -                                     | -                             | 244,590                               | -                             | 6,296,945         | 1.97                            |
| <b>Jumlah Aset Semasa</b>                 | <b>19,337,113</b>              | <b>3,325,204</b>               | <b>4,380,032</b>                       | <b>7,831,139</b>                      | <b>2,662,846</b>              | <b>2,748,817</b>                      | <b>158,063</b>                | <b>40,443,214</b> |                                 |
| Aset dipegang untuk jualan                | -                              | -                              | 231,634                                | 169,551                               | 10,044                        | 216,617                               | -                             | 627,846           |                                 |
| <b>JUMLAH ASET</b>                        | <b>19,337,113</b>              | <b>3,325,204</b>               | <b>4,611,666</b>                       | <b>8,079,951</b>                      | <b>2,972,606</b>              | <b>13,566,126</b>                     | <b>158,063</b>                | <b>52,050,729</b> |                                 |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH (Sambungan)

| Kumpulan                                       | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Buku<br>Perdagangan<br>RM'000 | Jumlah<br>RM'000  | Kadar<br>Efektif<br>Faedah<br>% |
|--|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|-------------------------------|-------------------|---------------------------------|
| <b>2009</b>                                    |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| <b>EKUITI DAN LIABILITI</b>                    |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| <b>Ekuiti</b>                                  |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| Akaun Caruman Ahli                             | -                              | -                                  | -                                   | -                                  | -                          | 6,315,013                             | -                             | 6,315,013         | -                               |
| Kumpulan Wang                                  | -                              | -                                  | -                                   | -                                  | -                          | 9,919                                 | -                             | 9,919             | -                               |
| Rizab-Rizab                                    | -                              | -                                  | -                                   | -                                  | -                          | 782,310                               | -                             | 782,310           | -                               |
| Keuntungan Terkumpul                           | -                              | -                                  | -                                   | -                                  | -                          | 2,429,242                             | -                             | 2,429,242         | -                               |
| Kepentingan Minoriti                           | -                              | -                                  | -                                   | -                                  | -                          | 3,036,408                             | -                             | 3,036,408         | -                               |
| <b>Jumlah Ekuiti</b>                           | -                              | -                                  | -                                   | -                                  | -                          | <b>12,572,892</b>                     | -                             | <b>12,572,892</b> |                                 |
| <b>Liabiliti Bukan Semasa</b>                  |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| Ganjaran persaraan                             | -                              | -                                  | -                                   | -                                  | -                          | 9,563                                 | -                             | 9,563             | -                               |
| Pinjaman jangka panjang                        | 300,000                        | -                                  | -                                   | 310,580                            | -                          | -                                     | -                             | 610,580           | 3.97                            |
| Pemiutang                                      | -                              | -                                  | -                                   | -                                  | -                          | 24,806                                | -                             | 24,806            | -                               |
| Liabiliti cukai tertunda                       | -                              | -                                  | -                                   | -                                  | -                          | 127,128                               | -                             | 127,128           | -                               |
| <b>Jumlah Liabiliti Bukan Semasa</b>           | <b>300,000</b>                 | -                                  | -                                   | <b>310,580</b>                     | -                          | <b>161,497</b>                        | -                             | <b>772,077</b>    |                                 |
| <b>Liabiliti Semasa</b>                        |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| Peruntukan faedah unit amanah                  | -                              | -                                  | -                                   | -                                  | -                          | 118,041                               | -                             | 118,041           | -                               |
| Pinjaman                                       | 12,654,603                     | 10,381,280                         | 9,170,928                           | 99,327                             | -                          | 3,291,644                             | -                             | 35,597,782        | 2.34                            |
| Hutang kepada pelanggan dalam kontrak          | -                              | -                                  | -                                   | -                                  | -                          | 525,102                               | -                             | 525,102           | -                               |
| Akaun Dormant                                  | -                              | -                                  | -                                   | -                                  | -                          | 969                                   | -                             | 969               | -                               |
| Pemiutang                                      | -                              | -                                  | -                                   | 297,216                            | -                          | 1,873,172                             | 26,946                        | 2,197,334         | 5.00                            |
| Cukai  | -                              | -                                  | -                                   | -                                  | -                          | 26,860                                | -                             | 26,860            | -                               |
| <b>Jumlah Liabiliti Semasa</b>                 | <b>12,654,603</b>              | <b>10,381,280</b>                  | <b>9,170,928</b>                    | <b>396,543</b>                     | -                          | <b>5,835,788</b>                      | <b>26,946</b>                 | <b>38,466,088</b> |                                 |
| Liabiliti dipegang untuk jualan                | -                              | -                                  | -                                   | -                                  | -                          | 239,672                               | -                             | 239,672           | -                               |
| <b>JUMLAH EKUITI DAN LIABILITI</b>             | <b>12,954,603</b>              | <b>10,381,280</b>                  | <b>9,170,928</b>                    | <b>707,123</b>                     | -                          | <b>18,809,849</b>                     | <b>26,946</b>                 | <b>52,050,729</b> |                                 |
| Dalam Lembaran Imbangan Faedah Jurang Sensitif | 6,382,510                      | (7,056,076)                        | (4,559,262)                         | 7,372,828                          | 2,972,606                  | (5,243,723)                           | 131,117                       | -                 | -                               |
| Luar Lembaran Imbangan Faedah Jurang Sensitif  | 529,078                        | 199,536                            | (339,724)                           | (293,106)                          | (95,784)                   | -                                     | -                             | -                 | -                               |
| <b>Jumlah Jurang Faedah Sensitif</b>           | <b>6,911,588</b>               | <b>(6,856,540)</b>                 | <b>(4,898,986)</b>                  | <b>7,079,722</b>                   | <b>2,876,822</b>           | <b>(5,243,723)</b>                    | <b>131,117</b>                | <b>-</b>          |                                 |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH (Sambungan)

| Kumpulan                                  | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak,<br>Sensitif<br>Faedah<br>RM'000 | Buku<br>Perdagangan<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|---|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|--|-------------------------------|------------------|---------------------------------|
| 2008                                      |                                |                                    |                                     |                                    |                            |  |                               |                  |                                 |
| ASET                                      |                                |                                    |                                     |                                    |                            |  |                               |                  |                                 |
| Aset Bukan Semasa                         |                                |                                    |                                     |                                    |                            |  |                               |                  |                                 |
| Harta tanah, loji dan peralatan           | -                              | -                                  | -                                   | -                                  | -                          | 2,621,332                              | -                             | 2,621,332        | -                               |
| Aset Biologi                              | -                              | -                                  | -                                   | -                                  | -                          | 357,142                                | -                             | 357,142          | -                               |
| Pembangunan harta tanah                   | -                              | -                                  | -                                   | -                                  | -                          | 318,821                                | -                             | 318,821          | -                               |
| Pelaburan harta tanah                     | -                              | -                                  | -                                   | -                                  | -                          | 776,510                                | -                             | 776,510          | -                               |
| Sewa pajak tanah prabayaran               | -                              | -                                  | -                                   | -                                  | -                          | 188,822                                | -                             | 188,822          | -                               |
| Prabayaran jangka panjang                 | -                              | -                                  | -                                   | -                                  | -                          | 134,050                                | -                             | 134,050          | -                               |
| Perbelanjaan kapal peronda luar pesisir   | -                              | -                                  | -                                   | -                                  | -                          | 455,341                                | -                             | 455,341          | -                               |
| Aset-aset tidak ketara                    | -                              | -                                  | -                                   | -                                  | -                          | 1,225,692                              | -                             | 1,225,692        | -                               |
| Syarikat-syarikat subsidiari              | -                              | -                                  | -                                   | -                                  | -                          | -                                      | -                             | -                | -                               |
| Syarikat-syarikat bersekutu               | -                              | -                                  | -                                   | -                                  | -                          | 802,662                                | -                             | 802,662          | -                               |
| Pelaburan dalam entiti kawalan bersama    | -                              | -                                  | -                                   | -                                  | -                          | 96,384                                 | -                             | 96,384           | -                               |
| Pelaburan-pelaburan lain                  | 27,938                         | -                                  | 40,882                              | 171,372                            | 550,014                    | 3,340,052                              | -                             | 4,130,258        | 6.57                            |
| Aset cukai tertunda                       | -                              | -                                  | -                                   | -                                  | -                          | 137,576                                | -                             | 137,576          | -                               |
| Jumlah Aset Bukan Semasa                  | 27,938                         | -                                  | 40,882                              | 171,372                            | 550,014                    | 10,454,384                             | -                             | 11,244,590       | -                               |
| Aset Semasa                               |                                |                                    |                                     |                                    |                            |  |                               |                  |                                 |
| Pembangunan harta tanah dalam pelaksanaan | -                              | -                                  | -                                   | -                                  | -                          | 107,964                                | -                             | 107,964          | -                               |
| Inventori                                 | -                              | -                                  | -                                   | -                                  | -                          | 288,756                                | -                             | 288,756          | -                               |
| Hutang daripada pelanggan dalam kontrak   | -                              | -                                  | -                                   | -                                  | -                          | 83,870                                 | -                             | 83,870           | -                               |
| Pelaburan jangka pendek                   | 10,500,418                     | 1,601,687                          | 1,698,868                           | 4,312,645                          | 1,480,823                  | 228,520                                | -                             | 228,520          | -                               |
| Penghutang                                | 375,807                        | 46,768                             | 495,750                             | 9,500                              | -                          | 2,122,252                              | 28,216                        | 21,744,909       | 5.54                            |
| Deposit                                   | 798,999                        | 1,565,703                          | 1,441,547                           | 1,399,684                          | 653,155                    | 566,017                                | -                             | 1,493,842        | 3.18                            |
| Sekuriti dipegang untuk urus niaga        | 6,695,731                      | -                                  | 2,829                               | -                                  | -                          | 81,455                                 | 403,380                       | 6,343,923        | 5.03                            |
| Wang tunai dan baki bank                  | 18,370,955                     | 3,214,158                          | 3,638,994                           | 5,721,829                          | 2,133,978                  | 354,910                                | -                             | 7,053,470        | 3.25                            |
| Jumlah Aset Semasa                        | 18,370,955                     | 3,214,158                          | 3,638,994                           | 5,721,829                          | 2,133,978                  | 3,833,744                              | 431,596                       | 37,345,254       | -                               |
| Aset dipegang untuk jualan                | -                              | -                                  | -                                   | -                                  | -                          | 87,412                                 | -                             | 87,412           | -                               |
| JUMLAH ASET                               | 18,398,893                     | 3,214,158                          | 3,679,876                           | 5,893,201                          | 2,683,992                  | 14,375,540                             | 431,596                       | 48,677,256       | -                               |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH (Sambungan)

| Kumpulan                                       | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Buku<br>Perdagangan<br>RM'000 | Jumlah<br>RM'000  | Kadar<br>Efektif<br>Faedah<br>% |
|--|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|-------------------------------|-------------------|---------------------------------|
| 2008   |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| <b>EKUITI DAN LIABILITI</b>                    |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| <b>Ekuiti</b>                                  |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| Akaun Caruman Ahli                             | -                              | -                                  | -                                   | -                                  | -                          | 5,851,514                             | -                             | 5,851,514         | -                               |
| Kumpulan Wang                                  | -                              | -                                  | -                                   | -                                  | -                          | 10,018                                | -                             | 10,018            | -                               |
| Rizab-Rizab                                    | -                              | -                                  | -                                   | -                                  | -                          | 661,088                               | -                             | 661,088           | -                               |
| Keuntungan Berkumpul                           | -                              | -                                  | -                                   | -                                  | -                          | 2,395,763                             | -                             | 2,395,763         | -                               |
| Keuntungan Minoriti                            | -                              | -                                  | -                                   | -                                  | -                          | 2,403,846                             | -                             | 2,403,846         | -                               |
| <b>Jumlah Ekuiti</b>                           | -                              | -                                  | -                                   | -                                  | -                          | <b>11,322,229</b>                     | -                             | <b>11,322,229</b> |                                 |
| <b>Liabiliti Bukan Semasa</b>                  |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| Ganjaran persaraan                             | -                              | -                                  | -                                   | -                                  | -                          | 8,829                                 | -                             | 8,829             | -                               |
| Pinjaman jangka panjang                        | -                              | -                                  | -                                   | 1,124,719                          | -                          | -                                     | -                             | 1,124,719         | 6.43                            |
| Pemutang                                       | -                              | -                                  | -                                   | -                                  | -                          | 17,412                                | -                             | 17,412            | -                               |
| Liabiliti cukai tertunda                       | -                              | -                                  | -                                   | -                                  | -                          | 112,977                               | -                             | 112,977           | -                               |
| <b>Jumlah Liabiliti Bukan Semasa</b>           | -                              | -                                  | -                                   | 1,124,719                          | -                          | <b>139,218</b>                        | -                             | <b>1,263,937</b>  |                                 |
| <b>Liabiliti Semasa</b>                        |                                |                                    |                                     |                                    |                            |                                       |                               |                   |                                 |
| Peruntukan faedah unit amanah                  | -                              | -                                  | -                                   | -                                  | -                          | 106,540                               | -                             | 106,540           | -                               |
| Pinjaman                                       | 14,222,100                     | 9,193,694                          | 8,307,874                           | 139,217                            | -                          | 1,781,697                             | -                             | 33,644,582        | 4.90                            |
| Hutang kepada pelanggan dalam kontrak          | -                              | -                                  | -                                   | -                                  | -                          | 630,250                               | -                             | 630,250           | -                               |
| Pemutang                                       | -                              | 11,088                             | -                                   | -                                  | -                          | 1,416,850                             | 58,100                        | 1,486,038         | 4.82                            |
| Cukai  | -                              | -                                  | -                                   | -                                  | -                          | 223,680                               | -                             | 223,680           | -                               |
| <b>Jumlah Liabiliti Semasa</b>                 | <b>14,222,100</b>              | <b>9,204,782</b>                   | <b>8,307,874</b>                    | <b>139,217</b>                     | -                          | <b>4,159,017</b>                      | <b>58,100</b>                 | <b>36,091,090</b> |                                 |
| Liabiliti dipegang untuk jualan                | -                              | -                                  | -                                   | -                                  | -                          | -                                     | -                             | -                 | -                               |
| <b>JUMLAH EKUITI DAN LIABILITI</b>             | <b>14,222,100</b>              | <b>9,204,782</b>                   | <b>8,307,874</b>                    | <b>1,263,936</b>                   | -                          | <b>15,620,464</b>                     | <b>58,100</b>                 | <b>48,677,256</b> |                                 |
| Dalam Lembaran Imbangan Faedah Jurang Sensitif | 4,176,793                      | (5,990,624)                        | (4,627,998)                         | 4,629,265                          | 2,683,992                  | (1,244,924)                           | 373,496                       | -                 | -                               |
| Jumlah Jurang Faedah Sensitif                  | 4,176,793                      | (5,990,624)                        | (4,627,998)                         | 4,629,265                          | 2,683,992                  | (1,244,924)                           | 373,496                       | -                 | -                               |



## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH (Sambungan)

LTAT terdedah kepada pelbagai risiko yang berkaitan dengan kesan turun naik dalam paras kadar faedah pasaran semasa atas kedudukan kewangan dan aliran tuainya. Jadual berikut menunjukkan kadar faedah efektif pada tarikh Lembangan Imbangan serta jangka masa instrumen kewangan tertentu harga semula atau matang, yang mana lebih awal.

| LTAT                                      | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|---|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|------------------|---------------------------------|
| <b>ASET</b>                               |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| <b>Aset Bukan Semasa</b>                  |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Syarikat subsidiari                       | -                              | -                                  | -                                   | -                                  | -                          | 2,599,271                             | 2,599,271        | -                               |
| Syarikat bersekutu                        | -                              | -                                  | -                                   | -                                  | -                          | 271,786                               | 271,786          | -                               |
| Pelaburan-pelaburan lain                  | -                              | -                                  | -                                   | -                                  | 299,700                    | 2,536,744                             | 2,836,444        | 11.00                           |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 466,975                               | 466,975          | -                               |
| <b>Jumlah Aset Bukan Semasa</b>           | -                              | -                                  | -                                   | -                                  | 299,700                    | 5,874,776                             | 6,174,476        | -                               |
| <b>Aset Semasa</b>                        |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Pelaburan jangka pendek                   | -                              | -                                  | -                                   | -                                  | -                          | 214,709                               | 214,709          | -                               |
| Penghutang                                | -                              | 2                                  | 16                                  | 465                                | 7,049                      | 433,824                               | 41,356           | 3.55                            |
| Deposit                                   | 442,747                        | 87,854                             | 60,716                              | -                                  | -                          | -                                     | 591,317          | 2.08                            |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 96,553                                | 96,553           | -                               |
| <b>Jumlah Aset Semasa</b>                 | 442,747                        | 87,856                             | 60,732                              | 465                                | 7,049                      | 745,086                               | 1,343,935        | -                               |
| <b>JUMLAH ASET</b>                        | 442,747                        | 87,856                             | 60,732                              | 465                                | 306,749                    | 6,619,862                             | 7,518,411        | -                               |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH (Sambungan)

| LTAT   | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|--|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|------------------|---------------------------------|
| <b>EKUITI DAN LIABILITI</b>                    |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| <b>Ekuiti</b>                                  |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Akaun Caruman Ahli                             | -                              | -                                  | -                                   | -                                  | -                          | 6,315,013                             | 6,315,013        | -                               |
| Kumpulan Wang Rizab                            | -                              | -                                  | -                                   | -                                  | -                          | 119,985                               | 119,985          | -                               |
| Keuntungan Berkumpul                           | -                              | -                                  | -                                   | -                                  | -                          | 920,625                               | 920,625          | -                               |
| <b>Jumlah Ekuiti</b>                           | -                              | -                                  | -                                   | -                                  | -                          | 7,355,623                             | 7,355,623        | -                               |
| <b>Liabiliti Bukan Semasa</b>                  |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Peruntukan manfaat perubatan selepas persaraan | -                              | -                                  | -                                   | -                                  | -                          | 3,646                                 | 3,646            | -                               |
| <b>Jumlah Liabiliti Bukan Semasa</b>           | -                              | -                                  | -                                   | -                                  | -                          | 3,646                                 | 3,646            | -                               |
| <b>Liabiliti Semasa</b>                        |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Peruntukan faedah unit amanah                  | -                              | -                                  | -                                   | -                                  | -                          | 118,041                               | 118,041          | -                               |
| Akaun Dormant                                  | -                              | -                                  | -                                   | -                                  | -                          | 969                                   | 969              | -                               |
| Pemiutang                                      | -                              | -                                  | -                                   | -                                  | -                          | 40,132                                | 40,132           | -                               |
| <b>Jumlah Liabiliti Semasa</b>                 | -                              | -                                  | -                                   | -                                  | -                          | 159,142                               | 159,142          | -                               |
| <b>JUMLAH EKUITI DAN LIABILITI</b>             | -                              | -                                  | -                                   | -                                  | -                          | 7,518,411                             | 7,518,411        | -                               |
| Dalam Lembaran Imbangan Faedah Jurang Sensitif | 442,747                        | 87,856                             | 60,732                              | 465                                | 306,749                    | (898,549)                             | -                | -                               |
| <b>Jumlah Jurang Faedah Sensitif</b>           | 442,747                        | 87,856                             | 60,732                              | 465                                | 306,749                    | (898,549)                             | -                | -                               |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH (Sambungan)

| LTAT                                      | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|---|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|------------------|---------------------------------|
| Aset                                      |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Aset Bukan Semasa                         |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Syarikat subsidiari                       | -                              | -                                  | -                                   | -                                  | -                          | 2,192,529                             | 2,192,529        | -                               |
| Syarikat bersekutu                        | -                              | -                                  | -                                   | -                                  | -                          | 230,465                               | 230,465          | -                               |
| Pelaburan-pelaburan lain                  | -                              | -                                  | -                                   | -                                  | 299,700                    | 2,866,415                             | 3,166,115        | 11.00                           |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 442,273                               | 442,273          | -                               |
| Jumlah Aset Bukan Semasa                  | -                              | -                                  | -                                   | -                                  | 299,700                    | 5,731,682                             | 6,031,382        | -                               |
| Aset Semasa                               |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Pelaburan jangka pendek                   | -                              | -                                  | -                                   | -                                  | -                          | 205,786                               | 205,786          | -                               |
| Penghutang                                | -                              | 2                                  | 48                                  | 464                                | 7,573                      | 375,033                               | 383,120          | 3.55                            |
| Deposit                                   | 375,807                        | 46,768                             | 32,677                              | -                                  | -                          | -                                     | 455,252          | 3.36                            |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 92,888                                | 92,888           | -                               |
| Jumlah Aset Semasa                        | 375,807                        | 46,770                             | 32,725                              | 464                                | 7,573                      | 673,707                               | 1,137,046        | -                               |
| JUMLAH ASET                               | 375,807                        | 46,770                             | 32,725                              | 464                                | 307,273                    | 6,405,389                             | 7,168,428        | -                               |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 44. RISIKO KADAR FAEDAH (Sambungan)

| LTAT  | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000                  | Kadar<br>Efektif<br>Faedah<br>% |
|---|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|-----------------------------------|---------------------------------|
| <b>EKUITI DAN LIABILITI</b>                                       |                                |                                    |                                     |                                    |                            |                                       |                                   |                                 |
| Ekuiti  |                                |                                    |                                     |                                    |                            |                                       |                                   |                                 |
| Akaun Caruman Ahli<br>Kumpulan Wang Rizab<br>Keuntungan Terkumpul | -                              | -                                  | -                                   | -                                  | -                          | 5,851,514<br>117,030<br>1,042,484     | 5,851,514<br>117,030<br>1,042,484 | -<br>-<br>-                     |
| Jumlah Ekuiti   | -                              | -                                  | -                                   | -                                  | -                          | 7,011,028                             | 7,011,028                         | -                               |
| Liabiliti Bukan Semasa  |                                |                                    |                                     |                                    |                            |                                       |                                   |                                 |
| Peruntukan manfaat perubatan selepas persaraan                    | -                              | -                                  | -                                   | -                                  | -                          | 2,976                                 | 2,976                             | -                               |
| Jumlah Liabiliti Bukan Semasa                                     | -                              | -                                  | -                                   | -                                  | -                          | 2,976                                 | 2,976                             | -                               |
| Liabiliti Semasa  |                                |                                    |                                     |                                    |                            |                                       |                                   |                                 |
| Peruntukan faedah unit amanah<br>Pemiutang                        | -                              | -                                  | -                                   | -                                  | -                          | 106,540<br>47,884                     | 106,540<br>47,884                 | -<br>-                          |
| Jumlah Liabiliti Semasa   | -                              | -                                  | -                                   | -                                  | -                          | 154,424                               | 154,424                           | -                               |
| <b>JUMLAH EKUITI DAN LIABILITI</b>                                |                                |                                    |                                     |                                    |                            |                                       |                                   |                                 |
| Dalam Lembaran Imbangan Faedah Jurang Sensitif                    | 375,807                        | 46,770                             | 32,725                              | 464                                | 307,273                    | (763,039)                             | -                                 | -                               |
| Jumlah Jurang Faedah Sensitif                                     | 375,807                        | 46,770                             | 32,725                              | 464                                | 307,273                    | (763,039)                             | -                                 | -                               |

## **NOTA-NOTA KEPADA PENYATA KEWANGAN**

Bagi Tahun Berakhir 31 Disember 2009

### **45. PERISTIWA-PERISTIWA PENTING**

#### **Irat Hotels & Resorts Sdn. Bhd./Irat Properties Sdn. Bhd.**

LTAT telah menandatangani perjanjian dengan IRAT Hotels & Resorts Sdn. Bhd. (IHRSB) pada tahun 2008 untuk melanggan RM140 juta Saham Keutamaan Boleh Tebus C (RPS C) pada kadar dividen 8% setahun. Langganan RPS C tersebut adalah untuk membiayai kos pembinaan Hotel Royale Chulan dan lain-lain kos berkaitan. Pada tahun 2009, LTAT telah melanggan RM135 juta RPS C dan baki sebanyak RM5 juta akan dilanggan pada tahun 2010.

### **46. ANGKA PERBANDINGAN**

Persembahan dan klasifikasi item-item tertentu di dalam penyata kewangan ini telah diubah suai. Angka-angka perbandingan bagi item-item tersebut telah dikelaskan semula agar selaras dengan tahun semasa sejajar dengan perubahan dasar-dasar perakaunan.



**LEMBAGA TABUNG ANGKATAN TENTERA  
PENYATA KEWANGAN**  
Bagi Tahun Berakhir 31 Disember 2009

**KANDUNGAN**

|  |            |
|--|------------|
| <b>Lembaran Imbangan</b>                 | <b>112</b> |
| <b>Penyata Pendapatan</b>                | <b>113</b> |
| <b>Penyata Perubahan Ekuiti</b>          | <b>114</b> |
| <b>Penyata Aliran Tunai</b>              | <b>115</b> |
| <b>Nota-nota Kepada Penyata Kewangan</b> | <b>116</b> |

**LEMBARAN IMBANGAN**

Pada 31 Disember 2009

|  | Nota | 2009<br>RM'000   | 2008<br>RM'000   |
|--|------|------------------|------------------|
| <b>ASET</b>                                    |      |                  |                  |
| <b>Aset Bukan Semasa</b>                       |      |                  |                  |
| Harta tanah, loji dan peralatan                | 3    | 32,627           | 179,313          |
| Pembangunan harta tanah                        | 4    | 125,702          | 125,371          |
| Pelaburan harta tanah                          | 5    | 308,478          | 137,419          |
| Sewa pajak tanah prabayaran                    | 6    | 168              | 170              |
| Syarikat subsidiari                            | 7    | 2,599,271        | 2,192,529        |
| Syarikat bersekutu                             | 8    | 271,786          | 230,465          |
| Pelaburan-pelaburan lain                       | 9    | 2,836,444        | 3,166,115        |
| <b>Jumlah Aset Bukan Semasa</b>                |      | <b>6,174,476</b> | <b>6,031,382</b> |
| <b>Aset Semasa</b>                             |      |                  |                  |
| Pembangunan harta tanah dalam pelaksanaan      | 10   | 40,526           | 58,635           |
| Inventori                                      | 11   | 13,705           | -                |
| Pelaburan jangka pendek                        | 12   | 214,709          | 205,786          |
| Penghutang                                     | 13   | 441,356          | 383,120          |
| Deposit  | 14   | 591,317          | 455,252          |
| Wang tunai dan baki bank                       |      | 42,322           | 34,253           |
| <b>Jumlah Aset Semasa</b>                      |      | <b>1,343,935</b> | <b>1,137,046</b> |
| <b>JUMLAH ASET</b>                             |      | <b>7,518,411</b> | <b>7,168,428</b> |
| <b>EKUITI DAN LIABILITI</b>                    |      |                  |                  |
| <b>Ekuiti</b>                                  |      |                  |                  |
| Akaun Caruman Ahli                             | 15   | 6,315,013        | 5,851,514        |
| Kumpulan Wang Rizab                            | 16   | 119,985          | 117,030          |
| Keuntungan Berkumpul                           |      | 920,625          | 1,042,484        |
| <b>Jumlah Ekuiti</b>                           |      | <b>7,355,623</b> | <b>7,011,028</b> |
| <b>Liabiliti Bukan Semasa</b>                  |      |                  |                  |
| Peruntukan manfaat perubatan selepas persaraan | 17   | 3,646            | 2,976            |
| <b>Jumlah Liabiliti Bukan Semasa</b>           |      | <b>3,646</b>     | <b>2,976</b>     |
| <b>Liabiliti Semasa</b>                        |      |                  |                  |
| Peruntukan faedah unit amanah                  | 18   | 118,041          | 106,540          |
| Akaun Dormant                                  | 19   | 969              | -                |
| Pemiutang                                      | 20   | 40,132           | 47,884           |
| <b>Jumlah Liabiliti Semasa</b>                 |      | <b>159,142</b>   | <b>154,424</b>   |
| <b>JUMLAH LIABILITI</b>                        |      | <b>162,788</b>   | <b>157,400</b>   |
| <b>JUMLAH EKUITI DAN LIABILITI</b>             |      | <b>7,518,411</b> | <b>7,168,428</b> |

Nota-nota yang dilampirkan merupakan sebahagian pelengkap penyata kewangan ini.

**PENYATA PENDAPATAN**  
Bagi Tahun Berakhir 31 Disember 2009

|  | Nota | 2009<br>RM'000  | 2008<br>RM'000 |
|--|------|-----------------|----------------|
| Pendapatan   | 21   | <b>516,543</b>  | 629,558        |
| Pendapatan-pendapatan lain                                   | 22   | <b>3,278</b>    | 1,795          |
| Hasil pembangunan harta tanah                                |      | <b>4,760</b>    | 17,229         |
| Perbelanjaan pembangunan harta tanah                         | 10   | <b>(30,236)</b> | (23,338)       |
| Perbelanjaan kakitangan                                      | 23   | <b>(19,936)</b> | (19,421)       |
| Perbelanjaan pengurusan                                      | 24   | <b>(10,841)</b> | (9,054)        |
| Susut nilai dan pelunasan                                    |      | <b>(6,192)</b>  | (6,262))       |
| Pelupusan penghutang-penghutang                              |      | -               | (204)          |
| Peruntukan rosot nilai kekal pelaburan saham                 | 25   | <b>(28,696)</b> | (11,261)       |
| Pelupusan pelaburan saham                                    |      | -               | (13,964)       |
| Peruntukan am pelaburan                                      |      | <b>(119)</b>    | (1,093)        |
| Pelarasan semula/(pengurangan) nilai pelaburan jangka pendek |      | <b>34,863</b>   | (34,863)       |
| <b>Untung sebelum cukai</b>                                  |      | <b>463,424</b>  | 529,122        |
| Cukai  | 26   | <b>(2,552)</b>  | (3,192)        |
| <b>Untung bersih bagi tahun</b>                              |      | <b>460,872</b>  | 525,930        |

*Nota-nota yang dilampirkan merupakan sebahagian pelengkap penyata kewangan.*

## PENYATA PERUBAHAN EKUITI

Bagi Tahun Berakhir 31 Disember 2009

|   | Nota | Akaun Caruman Ahli<br>RM'000 | Kumpulan Wang Rizab<br>RM'000 | Keuntungan Terkumpul<br>RM'000 | Jumlah<br>RM'000 |
|---|------|------------------------------|-------------------------------|--------------------------------|------------------|
| <b>2009</b>   |      |                              |                               |                                |                  |
| <b>Baki pada 1 Januari</b>  |      | <b>5,851,514</b>             | <b>117,030</b>                | <b>1,042,484</b>               | <b>7,011,028</b> |
| Untung bersih bagi tahun  |      | -                            | -                             | <b>460,872</b>                 | <b>460,872</b>   |
| Pengasingan ke Akaun Dormant  |      | <b>(969)</b>                 | -                             | -                              | <b>(969)</b>     |
| Pindahan dari/(ke) kumpulan wang rizab  |      | -                            | <b>2,955</b>                  | <b>(2,955)</b>                 | -                |
| Pelarasan caruman   | 27   | -                            | -                             | -                              | -                |
| Caruman diterima pada tahun   |      | <b>615,241</b>               | -                             | -                              | <b>615,241</b>   |
| Dividen pada kadar 7% (2008: 7%) pada tahun dan pada kadar 7% (2008: 7%) atas pengeluaran |      | <b>404,592</b>               | -                             | <b>(404,592)</b>               | -                |
| Bonus pada kadar 1% (2008: 3%) pada tahun   |      | <b>52,621</b>                | -                             | <b>(52,621)</b>                | -                |
| Pengeluaran caruman pada tahun  |      | <b>(587,539)</b>             | -                             | -                              | <b>(587,539)</b> |
| Pengeluaran perumahan pada tahun  |      | <b>(20,447)</b>              | -                             | -                              | <b>(20,447)</b>  |
| Faedah unit amanah pada kadar 6% (2008: 6%) pada tahun                                    |      | -                            | -                             | <b>(118,041)</b>               | <b>(118,041)</b> |
| Bayaran di bawah skim faedah kematian dan hilang upaya                                    |      | -                            | -                             | <b>(4,522)</b>                 | <b>(4,522)</b>   |
| <b>Baki pada 31 Disember</b>  |      | <b>6,315,013</b>             | <b>119,985</b>                | <b>920,625</b>                 | <b>7,355,623</b> |
| <b>2008</b>   |      |                              |                               |                                |                  |
| Baki pada 1 Januari   |      | 5,256,991                    | 105,140                       | 1,149,436                      | 6,511,567        |
| Untung bersih bagi tahun  |      | -                            | -                             | 525,930                        | 525,930          |
| Pindahan dari/(ke) kumpulan wang rizab  |      | -                            | 11,890                        | (11,890)                       | -                |
| Pelarasan caruman   | 27   | (4)                          | -                             | -                              | (4)              |
| Caruman diterima pada tahun   |      | 593,513                      | -                             | -                              | 593,513          |
| Dividen pada kadar 7% (2007: 7%) pada tahun dan pada kadar 7% (2007: 7%) atas pengeluaran |      | 366,943                      | -                             | (366,943)                      | -                |
| Bonus pada kadar 3% (2007: 3%) pada tahun   |      | 142,996                      | -                             | (142,996)                      | -                |
| Pengeluaran caruman pada tahun  |      | (492,684)                    | -                             | -                              | (492,684)        |
| Pengeluaran perumahan pada tahun  |      | (16,241)                     | -                             | -                              | (16,241)         |
| Faedah unit amanah pada kadar 6% (2007: 6%) pada tahun                                    |      | -                            | -                             | (106,540)                      | (106,540)        |
| Bayaran di bawah skim faedah kematian dan hilang upaya                                    |      | -                            | -                             | (4,513)                        | (4,513)          |
| <b>Baki pada 31 Disember</b>  |      | <b>5,851,514</b>             | <b>117,030</b>                | <b>1,042,484</b>               | <b>7,011,028</b> |

Nota-nota yang dilampirkan merupakan sebahagian pelengkap penyata kewangan ini.

**PENYATA ALIRAN TUNAI**  
Bagi Tahun Berakhir 31 Disember 2009

|  | Nota | 2009<br>RM'000 | 2008<br>RM'000   |
|--|------|----------------|------------------|
| <b>Aliran Tunai Dari Aktiviti-Aktiviti Operasi</b>                         |      |                |                  |
| Penerimaan 'Grant'   |      | 26,000         | 27,705           |
| Penerimaan tunai daripada pendapatan-pendapatan lain                       |      | 14             | 117              |
| Penerimaan tunai daripada pelanggan  |      | 2,874          | 2,874            |
| Penerimaan deposit sewaan dan jaminan                                      |      | 833            | 1,408            |
| Penerimaan sewaan daripada syarikat-syarikat subsidiari                    |      | 995            | 1,287            |
| Penerimaan sewaan lain   |      | 105            | 37               |
| Bayaran tunai kepada kakitangan  |      | (18,633)       | (20,146)         |
| Bayaran tunai kepada pembekal  |      | (13,582)       | (10,592)         |
| Tunai (digunakan untuk)/dari aktiviti operasi                              |      | (1,394)        | 2,659            |
| Bayaran faedah unit amanah   |      | (106,540)      | (96,371)         |
| Bayaran di bawah skim faedah kematian & hilang upaya                       |      | (4,522)        | (4,513)          |
| Bayaran 'Grant' kepada PERHEBAT  |      | (26,000)       | (27,705)         |
| Bayaran faedah persaraan   |      | (49)           | (31)             |
| Tunai bersih digunakan untuk aktiviti-aktiviti operasi                     |      | (138,505)      | (125,930)        |
| <b>Aliran Tunai Dari Aktiviti-Aktiviti Pelaburan</b>                       |      |                |                  |
| Pembelian harta tanah, loji dan peralatan                                  |      | (3,775)        | (49,955)         |
| Penjualan harta tanah, loji dan peralatan                                  |      | 34             | 24               |
| Pembangunan harta tanah  |      | (331)          | (347)            |
| Pelaburan harta tanah  |      | (25,249)       | -                |
| Penerimaan sewaan daripada pelaburan harta tanah                           |      | 13,294         | 12,508           |
| Pelaburan tambahan dalam syarikat-syarikat subsidiari                      |      | (431,927)      | (110,166)        |
| Pelaburan tambahan dalam syarikat bersekutu                                |      | (38,683)       | (26)             |
| Pemulangan modal syarikat-syarikat bersekutu                               |      | -              | 11,053           |
| Pendapatan lain dari syarikat bersekutu                                    |      | 1,958          | 1,384            |
| Pembelian pelaburan-pelaburan lain   |      | (294,425)      | (902,622)        |
| Pemulangan modal pelaburan lain  |      | 644            | 20,002           |
| Pendapatan pelaburan lain  |      | -              | 6,743            |
| Pemulangan modal daripada pelaburan di luar Malaysia                       |      | 283            | 290              |
| Pembelian saham keutamaan boleh tebus terkumpul                            |      | (69,000)       | (200,148)        |
| Pembangunan harta tanah dalam perlaksanaan                                 |      | 2,737          | (7,971)          |
| Pembelian sekuriti pegangan dan dagangan                                   |      | -              | (3,586)          |
| Penjualan sekuriti pegangan dan dagangan                                   |      | 803,021        | 372,872          |
| Pemulangan modal daripada sekuriti pegangan dan dagangan                   |      | -              | 386              |
| Pelaburan dalam pengurusan portfolio                                       |      | (64,418)       | (35,789)         |
| Pemulangan kecairan oleh pengurusan portfolio                              |      | 62,278         | 30,516           |
| Penerimaan faedah  |      | 45,546         | 59,353           |
| Dividen diterima daripada syarikat subsidiari                              |      | 126,565        | 107,351          |
| Dividen diterima daripada syarikat bersekutu                               |      | 29,927         | 23,417           |
| Dividen diterima daripada saham keutamaan boleh tebus terkumpul subsidiari |      | 4,411          | 2,946            |
| Dividen diterima daripada saham keutamaan boleh tebus terkumpul bersekutu  |      | 397            | 1,945            |
| Dividen diterima daripada pelaburan-pelaburan lain                         |      | 42,416         | 108,744          |
| Dividen diterima daripada National Islamic Exchange Traded Fund            |      | -              | 136              |
| Keuntungan diterima daripada pelaburan di luar Malaysia                    |      | 960            | 404              |
| Dividen diterima daripada sekuriti pegangan dan dagangan                   |      | 5,470          | 10,407           |
| Bayaran balik cukai kredit dari LHDN                                       |      | 58,416         | 39,805           |
| Penjualan pelaburan bersekutu  |      | 3,848          | -                |
| Penjualan pelaburan-pelaburan lain   |      | 1,010          | -                |
| Tunai bersih dari/(digunakan untuk) aktiviti-aktiviti pelaburan            |      | 275,407        | (500,324)        |
| <b>Aliran Tunai Dari Aktiviti-Aktiviti Pembiayaan</b>                      |      |                |                  |
| Penerimaan caruman ahli  |      | 615,807        | 594,094          |
| Pengeluaran caruman ahli   |      | (608,575)      | (509,329)        |
| Tunai bersih dari aktiviti-aktiviti pembiayaan                             |      | 7,232          | 84,765           |
| <b>Penambahan/(Pengurangan) bersih tunai dan kesetaraan tunai</b>          |      | <b>144,134</b> | <b>(541,489)</b> |
| <b>Tunai dan kesetaraan tunai pada 1 Januari</b>                           |      | <b>489,505</b> | <b>1,030,994</b> |
| <b>Tunai dan kesetaraan tunai pada 31 Disember</b>                         | 28   | <b>633,639</b> | <b>489,505</b>   |

Nota-nota yang dilampirkan merupakan sebahagian pelengkap penyata kewangan ini.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

## 1. LATAR BELAKANG DAN AKTIVITI UTAMA

Lembaga Tabung Angkatan Tentera yang lebih dikenali dengan singkatan LTAT, telah ditubuhkan pada bulan Ogos 1972 di bawah Akta Parlimen. Pejabat berdaftar adalah di Tingkat 12, Bangunan LTAT, Jalan Bukit Bintang, Peti Surat 11542, 50748 Kuala Lumpur.

Aktiviti utama Lembaga Tabung Angkatan Tentera (LTAT) mengikut Akta Tabung Angkatan Tentera 1973 (Akta 101) adalah bagi mentadbir dan melabur kumpulan wang caruman anggota-anggota Angkatan Tentera Lain-Lain Pangkat yang mencarum secara wajib dan Pegawai Angkatan Tentera dan Anggota Kerahan Angkatan Sukarela yang mencarum secara sukarela. Aktiviti ini meliputi proses mengumpul, mengurus dan melabur dana wang caruman dalam pembangunan harta tanah (nota 4), pelaburan harta tanah (nota 5), sewa pajak tanah prabayaran (nota 6), syarikat-syarikat subsidiari (nota 7), syarikat-syarikat bersekutu (nota 8), pelaburan-pelaburan lain (nota 9), pembangunan harta tanah dalam pelaksanaan (nota 10), inventori (nota 11), pelaburan jangka pendek (nota 12) dan deposit (nota 14).

LTAT juga melaksanakan program-program latihan peralihan bagi anggota Angkatan Tentera yang akan atau yang telah bersara.

## 2. DASAR-DASAR UTAMA PERAKAUNAN

### 2.1 Asas penyediaan

Penyata Kewangan LTAT adalah disediakan menurut Piawaian Pelaporan Kewangan (FRS) yang diterima pakai dan diluluskan di Malaysia bagi entiti selain daripada entiti swasta yang dikeluarkan oleh Lembaga Piawaian Perakaunan Malaysia (MASB). Pada 1 Januari 2009, LTAT telah menerima pakai FRS yang baru dan disemak semula yang berkuat kuasa bagi tempoh perakaunan pada atau selepas 1 Januari 2009 seperti yang disenaraikan dalam Nota 2.3.

Penyata Kewangan LTAT telah disediakan mengikut kelaziman kos sejarah kecuali pelaburan harta tanah yang dinyatakan pada nilai saksama.

Penyata Kewangan dikemukakan dalam Ringgit Malaysia (RM) dan semua nilai dibundarkan kepada ribu yang terdekat ('000) kecuali dinyatakan sebaliknya.

### 2.2 Ringkasan dasar-dasar utama perakaunan

#### (a) Pelaburan

##### (i) Syarikat subsidiari

Pelaburan disebut harga dan tidak disebut harga dalam syarikat subsidiari dinyatakan pada kos setelah ditolak peruntukan rosot nilai kekal pelaburan.

##### (ii) Syarikat bersekutu

Syarikat bersekutu ditakrifkan sebagai sebuah syarikat yang bukan subsidiari, di mana LTAT mempunyai kepentingan jangka panjang di antara 20% sehingga 50% dan mempunyai pengaruh yang berkesan di dalam penentuan dasar kewangan dan kegiatan syarikat tersebut. Pelaburan disebut harga dan tidak disebut harga dalam syarikat bersekutu dinyatakan pada kos setelah ditolak peruntukan rosot nilai kekal pelaburan.

##### (iii) Pelaburan-pelaburan lain

Pelaburan-pelaburan lain pegangan kurang daripada 20% dalam saham disebut harga dan tidak disebut harga yang dibeli dan dipegang tidak kurang daripada dua belas (12) bulan, dinyatakan pada kos setelah ditolak peruntukan rosot nilai kekal pelaburan.

Bagi syarikat subsidiari, bersekutu dan pelaburan-pelaburan lain disebut harga dan tidak disebut harga yang telah memberhentikan operasi, perbezaan antara kos pelaburan dengan amaun yang boleh didapatkan semula berdasarkan Aset Ketara Bersih (NTA) syarikat akan dilupuskan ke penyata pendapatan.

##### (iv) Peruntukan rosot nilai kekal pelaburan

Peruntukan rosot nilai kekal pelaburan hanya akan dibuat setelah penilaian prestasi pelaburan bagi jangka masa lima (5) tahun secara individu dilaksanakan dan memastikan wujudnya kriteria-kriteria berikut:

- (i) Tiada keuntungan;
- (ii) Tiada pengisytiharan dividen; dan
- (iii) Aset Ketara Bersih (NTA) atau harga pasaran saham syarikat kurang dari kos pelaburan.

Rosot nilai kekal pelaburan dikenal pasti dengan merujuk kepada perbezaan di antara kos pelaburan dengan Aset Ketara Bersih atau harga pasaran syarikat, yang mana relevan dan dilunaskan mengikut kadar sama rata dalam jangka masa lima (5) tahun. Peningkatan atau pengurangan rosot nilai kekal pelaburan pada tahun berikutnya, jika ada, akan dipelaraskan mengikut baki jangka masa pelunasan.

Peruntukan rosot nilai kekal pelaburan adalah diiktiraf di dalam penyata pendapatan.



2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

(a) Pelaburan (sambungan)

(v) Peruntukan rosot nilai pelaburan bagi syarikat-syarikat di bawah kategori 'Practice Note' 4 (PN 4)

i) Kaunter-kaunter perdagangan

Rosot nilai kekal pelaburan dikenal pasti dengan merujuk kepada perbezaan di antara kos pelaburan dengan Aset Ketara Bersih atau harga pasaran syarikat yang mana lebih tinggi dan diperuntukkan pada tahun kewangan tersebut. Peningkatan atau pengurangan rosot nilai kekal pelaburan pada tahun berikutnya, jika ada, akan dipelarasakan.

Peruntukan rosot nilai pelaburan adalah diiktiraf di dalam penyata pendapatan.

ii) Kaunter-kaunter telah digantung dan telah dilucutkan penyenaian

Rosot nilai kekal pelaburan dikenal pasti dengan merujuk kepada perbezaan di antara kos pelaburan dengan Aset Ketara Bersih syarikat dan diperuntukkan di dalam Penyata Pendapatan pada tahun kewangan tersebut. Jika tahun berikutnya kaunter PN4 masih lagi digantung atau telah dilucutkan penyenaian maka hapus kira kos pelaburan diiktiraf di dalam penyata pendapatan. Jika pemuliharaan dilakukan, maka kos pelaburan di atas kaunter berkenaan diambil kira semula. Peningkatan atau pengurangan rosot nilai kekal pelaburan pada tahun berikutnya, jika ada, akan dipelarasakan.

Peruntukan/pelunasan rosot nilai kekal pelaburan adalah diiktiraf di dalam penyata pendapatan.

(vi) Peruntukan am pelaburan

Peruntukan am untuk pelaburan adalah berdasarkan kepada dua peratus nilai buku pelaburan secara agregat dan dilunaskan mengikut kaedah garis lurus bagi jangka masa dua puluh tahun.

(b) Harta tanah, loji dan peralatan dan susut nilai

Semua butiran harta tanah, loji dan peralatan pada mulanya direkodkan pada kos. Kos-kos berikutnya adalah dimasukkan dalam amaun dibawa aset atau diiktiraf sebagai aset berasingan, seperti sewajarnya, hanya apabila kemungkinan manfaat-manfaat ekonomi masa depan berkaitan dengan butiran tersebut akan masuk ke dalam LTAT dan kos butiran tersebut boleh diukur dengan pasti. Amaun dibawa bahagian yang diganti tidak diiktiraf. Semua pembaikan dan penyelenggaraan lain dicaj ke penyata pendapatan apabila ia ditanggung.

Selepas pengiktirafan awal, harta tanah, loji dan peralatan selain daripada tanah milik bebas dinyatakan pada kos tolak susut nilai terkumpul dan sebarang kerugian kerosakan terkumpul.

Tanah milik bebas tidak mempunyai jangka hayat kegunaan yang terhad dan tidak dilunaskan. Tanah pegangan pajak jangka pendek dan jangka panjang dilunaskan sepanjang jangka masa pajakan. Bangunan dalam binaan tidak disusutnilaikan memandangkan aset tersebut belum tersedia untuk diguna. Susut nilai harta tanah, loji dan peralatan lain diperuntukkan berdasarkan kaedah sama rata untuk menghapus kira kos setiap aset sepanjang tempoh anggaran jangka hayat kegunaannya pada kadar tahunan seperti berikut:

|   |          |
|---|----------|
| Bangunan  |          |
| - Milik Bebas                                     | 2%       |
| - Pegangan pajak jangka pendek dan jangka panjang | 2% - 20% |
| Harta tanah, loji dan peralatan lain              |          |
| - Kenderaan                                       | 20%      |
| - Perabot dan kelengkapan pejabat                 | 20%      |
| - Sistem penyaman udara                           | 20%      |

Nilai baki, jangka hayat kegunaan dan kaedah susut nilai dikaji semula pada setiap akhir tahun kewangan bagi memastikan amaun, kaedah dan tempoh susut nilai adalah konsisten dengan anggaran sebelum ini dan jangkaan corak penggunaan manfaat-manfaat ekonomi masa depan yang terangkum dalam butiran harta tanah, loji dan peralatan tersebut.

Sesuatu butiran harta tanah, loji dan peralatan tidak diiktiraf semasa pelupusan atau apabila tiada manfaat ekonomi pada masa depan dijangka daripada penggunaan atau pelupusannya. Perbezaan antara hasil pelupusan bersih jika ada, dan amaun bersih diiktiraf dalam penyata pendapatan.

Susut nilai pada tahun hanya dikira bagi harta tanah, loji dan peralatan yang dibeli sebelum 1 Julai. Susut nilai bagi belian selepas 30 Jun akan disusut nilai pada tahun berikutnya. Harta tanah, loji dan peralatan bernilai kurang RM1,000 seunit dihapus kira sepenuhnya pada tahun pembelian.

(c) Pembangunan harta tanah

Pembangunan harta tanah dinyatakan pada kos ditolak sebarang kerugian kerosakan terkumpul. Pembangunan harta tanah merupakan tanah di mana tiada aktiviti pembangunan dilaksanakan.

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

#### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

##### (d) Pelaburan harta tanah

Pelaburan harta tanah adalah harta tanah yang dipegang untuk memperoleh pendapatan sewa atau bagi modal tambah nilai atau kedua-duanya. Harta tanah yang disewakan kepada syarikat-syarikat subsidiari LTAT untuk menjalankan operasi perniagaan diambil kira sebagai diduduki oleh pemilik dan bukan pelaburan harta tanah.

LTAT telah menerima pakai kaedah nilai saksama dalam mengukur pelaburan harta tanah. Pelaburan harta tanah diukur pada permulaannya pada kosnya, termasuk kos urus niaga. Lanjutan daripada pengiktirafan permulaan, semua harta tanah diukur pada nilai saksama, dengan apa-apa perubahan diiktiraf dalam keuntungan terkumpul. Apabila sesuatu harta tanah, loji dan peralatan dipindahkan kepada pelaburan harta tanah berikutan perubahan dalam penggunaannya, apa-apa perbezaan dari tarikh pindahan antara amaun dibawa sesuatu harta tanah, loji dan peralatan berkenaan sejurus sebelum pindahan dan nilai saksamanya diiktiraf dalam penyata pendapatan. Sekiranya lebih nilai saksama menterbalikkan kerugian pengurangan nilai yang diiktiraf sebelum ini, lebihan tersebut diiktiraf dalam penyata pendapatan.

Nilai saksama ini adalah berdasarkan nilai pasaran, iaitu jumlah anggaran yang harta tanah tersebut boleh ditukar pada tarikh penilaian antara pembeli yang sanggup membeli dan penjual yang sanggup menjual dalam urus niaga tulus. Nilai saksama pelaburan harta tanah ditentukan oleh penilai profesional bebas.

Pelaburan harta tanah tidak diiktiraf apabila ia telah dilupuskan atau apabila pelaburan harta tanah tersebut ditarik balik penggunaannya selama-lamanya dan tiada manfaat ekonomi masa depan dijangka daripada pelupusan berkenaan. Apa-apa laba atau kerugian pada penamatan atau pelupusan sesuatu pelaburan harta tanah diiktiraf dalam penyata pendapatan.

##### (e) Sewa pajak tanah prabayaran

Pajak di mana LTAT mengambil sebahagian besar risiko dan ganjaran pemilikan dikelaskan sebagai pajak kewangan. Semua pajak lain dikelaskan sebagai pajak kendalian.

Sewa pajak tanah prabayaran dikelaskan sebagai pajak kendalian dan dilunaskan berdasarkan kaedah sama rata sepanjang tempoh pajak.

##### (f) Kerugian kerosakan aset

Nilai yang dibawa untuk aset-aset dikaji pada setiap tarikh lembaran imbangan disediakan bagi menentukan sama ada terdapatnya tanda-tanda kerugian kerosakan.

Jika terdapat tanda-tanda kerugian kerosakan, nilai dibawa akan terus disusutkan kepada nilai yang sepatutnya. Kerugian kerosakan akan terus dikenakan ke penyata pendapatan.

Pelaras semula kerugian kerosakan yang diiktiraf pada tahun-tahun terdahulu hanya direkod apabila terdapatnya tanda-tanda kerugian kerosakan aset-aset berkenaan tidak lagi wujud atau telah berkurang. Pelaras semula hanya diiktiraf setakat nilai yang dibawa bagi aset-aset berkenaan (ditolak susut nilai) yang telah kenal pasti tiada kerugian kerosakan telah diiktiraf. Semua pelaras semula kerugian kerosakan diambil kira terus sebagai pendapatan di dalam penyata pendapatan.

##### (g) Inventori

Inventori adalah dinilai mengikut kos dan nilai realisasi bersih yang boleh diperolehi, yang mana lebih rendah.

Nilai realisasi bersih adalah anggaran harga jualan dalam perniagaan biasa ditolak anggaran kos penyelesaian dan anggaran kos yang perlu untuk dijadikan jualan.

Inventori harta tanah siap merangkumi kos tanah dan kos pembangunan berkaitan.

##### (h) Instrumen kewangan

###### (i) Tunai dan kesetaraan tunai

Untuk tujuan penyata aliran tunai, tunai dan kesetaraan tunai mengandungi deposit, wang tunai dan baki bank yang mudah alih tunai dan tertakluk kepada jumlah risiko tidak ketara.

###### (ii) Pelaburan jangka pendek

Pelaburan jangka pendek dinyatakan pada kos dan harga pasaran mengikut yang mana lebih rendah secara agregat portfolio. Pengurangan atau pelaras semula pengurangan diambil kira dalam penyata pendapatan. Pelaburan jangka pendek merupakan pelaburan-pelaburan di dalam sekuriti pegangan dan dagangan, 'revolving fund' dan pengurusan portfolio.

###### (iii) Penghutang

Penghutang adalah dinyatakan pada kos setelah ditolak elaun hutang lapuk dan hutang ragu. Elaun khusus telah dibuat bagi hutang lapuk dan hutang ragu yang telah dikaji satu persatu dan dikenal pasti sebagai hutang lapuk dan hutang ragu.

**2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)**

**2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)**

**(h) Instrumen kewangan (sambungan)**

**(iv) Pemiutang**

Pemiutang adalah dinyatakan pada kos.

**(i) Manfaat pekerja**

**(i) Manfaat jangka pendek**

Gaji, bonus dan caruman kepada institusi keselamatan sosial diiktiraf sebagai perbelanjaan LTAT pada tahun di mana perkhidmatan diberikan oleh kakitangan. Ketidakhadiran berbayar terkumpul jangka pendek seperti cuti tahunan diiktiraf apabila perkhidmatan diberikan oleh pekerja manakala ketidakhadiran berbayar tidak terkumpul jangka pendek seperti cuti sakit diiktiraf apabila ketidakhadiran berlaku.

**(ii) Pelan caruman tetap**

Caruman yang dibuat kepada Kumpulan Wang Simpanan Pekerja. Caruman ini diiktiraf sebagai perbelanjaan LTAT apabila urusan niaga berlaku.

**(iii) Manfaat perubatan selepas persaraan**

LTAT telah memperuntukkan manfaat perubatan selepas persaraan kepada kakitangan-kakitangannya yang telah bersara. Pesara yang dilantik sebagai pegawai kontrak akan menggunakan manfaat ini selepas tamat tempoh perkhidmatan kontrak. Peruntukan manfaat perubatan ini meliputi kos rawatan sepenuhnya di hospital/klinik Panel dan Kerajaan. Peruntukan ini diiktiraf secara akruan di dalam penyata pendapatan tahun semasa sebagai perbelanjaan dan liabiliti di dalam lembaran imbangan sebagai peruntukan manfaat perubatan selepas persaraan.

Pengiraan amaun tanggungan manfaat perubatan selepas persaraan adalah berdasarkan penilaian tahunan aktuari (dijalankan setiap tiga tahun) dengan menganggarkan amaun manfaat yang berhak diterima oleh kakitangan berhubung dengan perkhidmatan yang diberikan oleh mereka dalam tahun kewangan semasa dan sebelumnya. Manfaat tersebut ditentukan oleh aktuari menggunakan kaedah aktuari Unjuran Kredit Unit. Keuntungan dan kerugian aktuari dikira sebagai pendapatan atau perbelanjaan sepanjang jangkaan purata baki tahun bekerja yang tinggal untuk kakitangan yang menyertai skim ini, apabila keuntungan atau kerugian aktuari terkumpul yang tidak dikira melebihi 10% berbanding dengan nilai kini obligasi manfaat dan nilai saksama pelan aset yang mana lebih tinggi.

Andaian utama yang telah digunakan dalam pengiraan kaedah aktuari ini ialah:

- (a) Kadar inflasi terhadap kos rawatan ialah 5% setahun; dan
- (b) Kadar diskaun ialah pada 5.8% setahun.

Manakala pengiraan amaun tanggungan bagi bayaran 'award' cuti gantian kepada kakitangan yang bersara adalah berdasarkan angka sebenar pada tarikh lembaran imbangan serta kelayakan mengikut terma dan syarat perkhidmatan. Kadar gaji semasa digunakan untuk mengira amaun tanggungan ini.

**(j) Mata wang asing**

**(i) Pembentangan dan fungsian mata wang**

Pembentangan dan fungsian mata wang Penyata Kewangan LTAT dibentangkan dalam Ringgit Malaysia (RM).

**(ii) Urus niaga mata wang asing**

Urus niaga dalam mata wang asing ditukarkan ke dalam mata wang fungsian dengan kadar pertukaran pada tarikh urusan niaga dijalankan.

**(k) Pengiktirafan pendapatan**

Pendapatan diiktiraf atas asas akruan.

Pendapatan dividen dari pelaburan saham adalah diiktiraf apabila hak pemegang saham untuk pembayaran dividen telah dapat dipastikan.

Pendapatan daripada pembangunan harta tanah diiktiraf melalui kaedah peratusan siap. Peruntukan penuh dibuat ke atas kerugian yang dijangkakan.

**(l) Perkara-perkara luar biasa**

Perkara-perkara luar biasa ialah pendapatan dan perbelanjaan yang terbit daripada transaksi atau urusan ketara di luar aktiviti biasa perniagaan dan dijangka tidak sering atau selalu berulang. Perkara-perkara ini akan dinyatakan selepas cukai dalam penyata pendapatan.

**(m) Bayaran balik perbelanjaan dan pelarasan pendapatan atau perbelanjaan**

Bayaran balik perbelanjaan dan pelarasan terlebih dan terkurang dinyatakan sebelumnya bagi pendapatan atau perbelanjaan adalah dipelaraskan ke akaun-akaun berkenaan pada tahun semasa.

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 2. DASAR-DASAR UTAMA PERAKAUNAN (Sambungan)

#### 2.2 Ringkasan dasar-dasar utama perakaunan (sambungan)

##### (n) Objektif dan polisi pengurusan risiko kewangan

LTAT mempunyai objektif dan polisi untuk mengurus risiko serta mempunyai mekanisma dan strategi pengurusan risiko yang komprehensif untuk mengenal pasti, mengurus dan mengawal keadaan yang boleh menyebabkan risiko.

##### (i) Risiko ekuiti/pelaburan

Risiko ekuiti adalah pendedahan kepada perubahan nilai saham ekuiti ekoran aktiviti daripada pemilikan ekuiti di dalam sesebuah entiti dan perubahan dalam keadaan pasaran.

Risiko pelaburan adalah risiko daripada pelaburan yang tidak dapat memberi kadar pulangan yang dijangkakan dan termasuk keadaan di mana kemungkinan kehilangan sebahagian atau semua pelaburan asal berlaku.

Pengurusan risiko ekuiti/pelaburan termasuk penelitian di dalam penapisan cadangan pelaburan menurut garis panduan dan polisi pelaburan yang disediakan dan juga strategi pengagihan portfolio dan kepelbagaian.

##### (ii) Risiko kecairan

Risiko kecairan adalah risiko apabila dana yang ada tidak mencukupi bagi memenuhi komitmen kewangan apabila ia perlu dijelaskan.

LTAT menguruskan aliran tunai operasi bagi memastikan kesemua keperluan modal kerjanya dipenuhi.

##### (iii) Risiko kadar faedah

Risiko kadar faedah adalah risiko nilai instrumen kewangan LTAT yang sensitif terhadap kadar faedah yang akan berubah-ubah.

LTAT menguruskan risiko kadar faedah berdasarkan garis panduan dan polisi pelaburan yang diluluskan.

##### (iv) Risiko kredit

Risiko Kredit adalah risiko yang terjadi disebabkan kegagalan pihak yang mengurus niaga untuk memenuhi tanggungjawab yang dipersetujui dengan LTAT.

LTAT menguruskan risiko kreditnya dengan garis panduan dan polisi pelaburan yang diluluskan.

##### (o) Penggunaan pertimbangan dan anggaran

Bagi mematuhi FRS, pengurusan dikehendaki membuat pertimbangan, anggaran dan andaian yang memberi kesan kepada dasar-dasar perakaunan dan amaun aset, liabiliti, pendapatan dan perbelanjaan yang dilaporkan. Keputusan sebenar mungkin berbeza daripada anggaran-anggaran ini.

Dasar anggaran dan andaian ini disemak semula secara berterusan. Semakan semula terhadap anggaran perakaunan diiktiraf dalam Penyata Kewangan bagi tempoh semakan semula anggaran tersebut dan bagi sebarang tempoh masa hadapan.

Tiada pertimbangan kritikal dan ketidaktentuan ketara dalam menggunakan pakai dasar-dasar perakaunan yang memberi kesan ke atas pengiktirafan amaun-amaun di Penyata Kewangan kecuali yang dilaporkan dalam nota-nota seperti berikut:-

|         |   |
|---------|---|
| Nota 3  | Harta tanah, loji dan peralatan           |
| Nota 5  | Pelaburan harta tanah                     |
| Nota 10 | Pembangunan harta tanah dalam pelaksanaan |

#### 2.3 Perubahan dalam dasar-dasar perakaunan

LTAT tidak memilih untuk menerima pakai awal FRS yang menjadi mandatori bagi tempoh kewangan bermula pada atau selepas 1 Januari 2010 atau tempoh berikutnya:

|         |   |
|---------|---|
| FRS 139 | Instrumen Kewangan : Pengiktirafan dan Pengukuran |
| FRS 7   | Instrumen Kewangan : Pendedahan                   |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 3. HARTA TANAH, LOJI DAN PERALATAN

|                                 | Harta Tanah<br>Milik Bebas<br>RM'000 | Harta Tanah<br>Sewa Pajak<br>Jangka Panjang<br>RM'000 | Loji &<br>Peralatan<br>Lain<br>RM'000 | Bangunan<br>Dalam<br>Binaan<br>RM'000 | Jumlah<br>RM'000 |
|---------------------------------|--------------------------------------|---|---------------------------------------|---------------------------------------|------------------|
| <b>2009</b>                     |                                      |   |                                       |                                       |                  |
| <b>Kos/Penilaian</b>            |                                      |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>      | <b>130</b>                           | <b>53,695</b>   | <b>23,482</b>                         | <b>143,582</b>                        | <b>220,889</b>   |
| Penambahan                      | -                                    | -   | 3,459                                 | -                                     | 3,459            |
| Pelarasan/pelupusan             | -                                    | (775)   | (213)                                 | -                                     | (988)            |
| Pindah ke pelaburan harta tanah | -                                    | -   | -                                     | (143,208)                             | (143,208)        |
| <b>Baki pada 31 Disember</b>    | <b>130</b>                           | <b>52,920</b>   | <b>26,728</b>                         | <b>374</b>                            | <b>80,152</b>    |
| <b>Susut nilai terkumpul</b>    |                                      |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>      | <b>6</b>                             | <b>25,086</b>   | <b>16,484</b>                         | <b>-</b>                              | <b>41,576</b>    |
| Penambahan                      | 3                                    | 3,645   | 2,543                                 | -                                     | 6,191            |
| Pelarasan/pelupusan             | -                                    | -   | (242)                                 | -                                     | (242)            |
| <b>Baki pada 31 Disember</b>    | <b>9</b>                             | <b>28,731</b>   | <b>18,785</b>                         | <b>-</b>                              | <b>47,525</b>    |
| <b>Nilai buku bersih</b>        | <b>121</b>                           | <b>24,189</b>   | <b>7,943</b>                          | <b>374</b>                            | <b>32,627</b>    |
| <b>2008</b>                     |                                      |   |                                       |                                       |                  |
| <b>Kos/Penilaian</b>            |                                      |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>      | <b>130</b>                           | <b>50,520</b>   | <b>19,371</b>                         | <b>101,500</b>                        | <b>171,521</b>   |
| Penambahan                      | -                                    | 4,975   | 4,770                                 | 42,082                                | 51,827           |
| Pelarasan/pelupusan             | -                                    | (1,800)   | (659)                                 | -                                     | (2,459)          |
| Pindah ke pelaburan harta tanah | -                                    | -   | -                                     | -                                     | -                |
| <b>Baki pada 31 Disember</b>    | <b>130</b>                           | <b>53,695</b>   | <b>23,482</b>                         | <b>143,582</b>                        | <b>220,889</b>   |
| <b>Susut nilai terkumpul</b>    |                                      |   |                                       |                                       |                  |
| <b>Baki pada 1 Januari</b>      | <b>3</b>                             | <b>21,174</b>   | <b>14,528</b>                         | <b>-</b>                              | <b>5,705</b>     |
| Penambahan                      | 3                                    | 3,912   | 2,345                                 | -                                     | 6,260            |
| Pelarasan/pelupusan             | -                                    | -   | (389)                                 | -                                     | (389)            |
| <b>Baki pada 31 Disember</b>    | <b>6</b>                             | <b>25,086</b>   | <b>16,484</b>                         | <b>-</b>                              | <b>41,576</b>    |
| <b>Nilai buku bersih</b>        | <b>124</b>                           | <b>28,609</b>   | <b>6,998</b>                          | <b>143,582</b>                        | <b>179,313</b>   |

### 4. PEMBANGUNAN HARTA TANAH

|                              | Harta Tanah<br>Pajakan Jangka<br>Panjang<br>RM'000 | Jumlah<br>RM'000 |
|------------------------------|--|------------------|
| <b>2009</b>                  |  |                  |
| <b>Kos</b>                   |  |                  |
| <b>Baki pada 1 Januari</b>   | <b>125,371</b>                                     | <b>125,371</b>   |
| Penambahan                   | 331  | 331              |
| <b>Baki pada 31 Disember</b> | <b>125,702</b>                                     | <b>125,702</b>   |
| <b>2008</b>                  |  |                  |
| <b>Kos</b>                   |  |                  |
| <b>Baki pada 1 Januari</b>   | <b>125,024</b>                                     | <b>125,024</b>   |
| Penambahan                   | 347  | 347              |
| <b>Baki pada 31 Disember</b> | <b>125,371</b>                                     | <b>125,371</b>   |

**NOTA-NOTA KEPADA PENYATA KEWANGAN**

Bagi Tahun Berakhir 31 Disember 2009

**5. PELABURAN HARTA TANAH**

|   | Tanah<br>RM'000 | Bangunan<br>RM'000 | Jumlah<br>RM'000 |
|---|-----------------|--------------------|------------------|
| <b>2009</b>                                   |                 |                    |                  |
| <b>Harta tanah milik bebas:</b>               |                 |                    |                  |
| <b>Baki pada 1 Januari</b>                    | <b>30,320</b>   | <b>95,410</b>      | <b>125,730</b>   |
| Pindah dari harta tanah, loji dan peralatan   | -               | 143,208            | 143,208          |
| Penambahan                                    | -               | 25,250             | 25,250           |
| Pelarasan                                     | 47,008          | (47,008)           | -                |
| Keuntungan nilai saksama                      | 5,770           | (3,080)            | 2,690            |
|   | <b>83,098</b>   | <b>213,780</b>     | <b>296,878</b>   |
| <b>Harta tanah sewa pajak jangka panjang:</b> |                 |                    |                  |
| <b>Baki pada 1 Januari</b>                    | <b>8,500</b>    | <b>3,189</b>       | <b>11,689</b>    |
| Pelarasan                                     | -               | (77)               | (77)             |
| Kerugian nilai saksama                        | -               | (12)               | (12)             |
|   | <b>8,500</b>    | <b>3,100</b>       | <b>11,600</b>    |
| <b>Baki pada 31 Disember</b>                  | <b>91,598</b>   | <b>216,880</b>     | <b>308,478</b>   |
| <b>2008</b>                                   |                 |                    |                  |
| <b>Harta tanah milik bebas:</b>               |                 |                    |                  |
| <b>Baki pada 1 Januari</b>                    | <b>28,880</b>   | <b>95,410</b>      | <b>124,290</b>   |
| Pindah dari harta tanah, loji dan peralatan   | -               | -                  | -                |
| Penambahan                                    | -               | -                  | -                |
| Pelarasan                                     | -               | -                  | -                |
| Keuntungan nilai saksama                      | 1,440           | -                  | 1,440            |
|   | <b>30,320</b>   | <b>95,410</b>      | <b>125,730</b>   |
| <b>Harta tanah sewa pajak jangka panjang:</b> |                 |                    |                  |
| <b>Baki pada 1 Januari</b>                    | <b>8,500</b>    | <b>3,189</b>       | <b>11,689</b>    |
| Kerugian nilai saksama                        | -               | -                  | -                |
|   | <b>8,500</b>    | <b>3,189</b>       | <b>11,689</b>    |
| <b>Baki pada 31 Disember</b>                  | <b>38,820</b>   | <b>98,599</b>      | <b>137,419</b>   |

**6. SEWA PAJAK TANAH PRABAYARAN**

|                                  | 2009<br>RM'000 | 2008<br>RM'000 |
|----------------------------------|----------------|----------------|
| <b>Baki pada 1 Januari</b>       | <b>170</b>     | 172            |
| Pelunasan dalam tahun            | (2)            | (2)            |
| <b>Baki pada 31 Disember</b>     | <b>168</b>     | 170            |
| <b>Analisis seperti berikut:</b> |                |                |
| Sewa pajak jangka panjang        | <b>168</b>     | 170            |
|                                  | <b>168</b>     | 170            |



## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 7. SYARIKAT SUBSIDIARI

|                                       | 2009<br>RM'000   | 2008<br>RM'000   |
|---------------------------------------|------------------|------------------|
| Saham disebut harga, atas kos         | 2,217,186        | 1,810,182        |
| Pelaburan di dalam perbadanan         | 48,000           | 48,000           |
| Saham tidak disebut harga, atas kos   | 336,686          | 336,541          |
|                                       | <b>2,601,872</b> | <b>2,194,723</b> |
| Peruntukan am pelaburan:              |                  |                  |
| - saham disebut harga, atas kos       | (2,217)          | (1,810)          |
| - pelaburan di dalam perbadanan       | (48)             | (48)             |
| - saham tidak disebut harga, atas kos | (336)            | (336)            |
|                                       | <b>(2,601)</b>   | <b>(2,194)</b>   |
|                                       | <b>2,599,271</b> | <b>2,192,529</b> |
|                                       |                  |                  |
| Nilai Pasaran:                        | 2009<br>RM'000   | 2008<br>RM'000   |
| Saham disebut harga                   | <b>3,174,038</b> | <b>2,111,032</b> |

### 8. SYARIKAT BERSEKUTU

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Saham tidak disebut harga, atas kos    | 277,689        | 235,848        |
| Peruntukan rosot nilai kekal pelaburan |                |                |
| - saham tidak disebut harga, atas kos  | (5,631)        | (5,153)        |
| Peruntukan am pelaburan                |                |                |
| - saham tidak disebut harga, atas kos  | (272)          | (230)          |
|  | <b>271,786</b> | <b>230,465</b> |

### 9. PELABURAN-PELABURAN LAIN

|   | 2009<br>RM'000   | 2008<br>RM'000   |
|---|------------------|------------------|
| Saham disebut harga, atas kos   | 2,073,879        | 2,448,965        |
| Saham tidak disebut harga, atas kos                                   | 133,519          | 130,289          |
| Saham keutamaan boleh tebus terkumpul tidak disebut harga, atas kos   |                  |                  |
| - syarikat subsidiari   | 236,000          | 223,000          |
| - syarikat bersekutu  | 110,027          | 54,027           |
| - pelaburan lain-lain   | 16,278           | 15,123           |
| Pelaburan di luar Malaysia  | 15,829           | 15,912           |
| Bon (Sukuk Al-Musyarakah)   | 300,000          | 300,000          |
|   | <b>2,885,532</b> | <b>3,187,316</b> |
| Peruntukan rosot nilai kekal pelaburan                                |                  |                  |
| - saham disebut harga, atas kos                                       | (46,249)         | (18,031)         |
| Peruntukan am pelaburan   |                  |                  |
| - saham disebut harga, atas kos                                       | (2,028)          | (2,431)          |
| - saham tidak disebut harga, atas kos                                 | (133)            | (131)            |
| - saham keutamaan boleh tebus terkumpul tidak disebut harga, atas kos |                  |                  |
| - syarikat subsidiari   | (236)            | (223)            |
| - syarikat bersekutu  | (110)            | (54)             |
| - pelaburan lain-lain   | (16)             | (15)             |
| - Pelaburan di luar Malaysia  | (16)             | (16)             |
| - Bon (Sukuk Al-Musyarakah)   | (300)            | (300)            |
|   | <b>(2,839)</b>   | <b>(3,170)</b>   |
|   | <b>2,836,444</b> | <b>3,166,115</b> |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 9. PELABURAN-PELABURAN LAIN (Sambungan)

| Nilai Pasaran:      | 2009<br>RM'000 | 2008<br>RM'000 |
|---------------------|----------------|----------------|
| Saham disebut harga | 1,461,175      | 1,298,577      |

### 10. PEMBANGUNAN HARTA TANAH DALAM PERLAKSANAAN

Pembangunan harta tanah dalam pelaksanaan adalah projek pembinaan perumahan dan rumah kedai kos rendah, sederhana rendah dan sederhana di Taman LTAT, Bukit Jalil Kuala Lumpur untuk ditawarkan kepada anggota-anggota Angkatan Tentera Malaysia (ATM) yang sedang berkhidmat dan yang telah bersara sebagai melaksanakan tanggungjawab korporat LTAT kepada anggota ATM.

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Kos pembangunan Taman LTAT adalah seperti berikut:          |                |                |
| Tanah pada kos  | 12,239         | 12,239         |
| Kos pembangunan   | 125,921        | 100,089        |
|   | 138,160        | 112,328        |
| Tolak:  |                |                |
| Kos diiktiraf sebagai perbelanjaan dalam penyata pendapatan |                |                |
| Tahun terdahulu   | (53,693)       | (30,355)       |
| Tahun semasa  | (30,236)       | (23,338)       |
|   | (83,929)       | (53,693)       |
|   | 40,526         | 58,635         |
| Pindah ke inventori (Nota 11)                               | (13,705)       | -              |
|   | 40,526         | 58,635         |

### 11. INVENTORI

Inventori adalah kos rumah kediaman dan rumah kedai sedia untuk dijual di Taman LTAT, Bukit Jalil bagi tahun semasa berjumlah RM13.705 juta (2008: Tiada).

### 12. PELABURAN JANGKA PENDEK

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Sekuriti pegangan dan dagangan                          |                |                |
| Saham disebut harga, atas kos                           | 68,309         | 100,907        |
| Pengurusan portfolio:                                   |                |                |
| Saham disebut harga, atas kos                           | 138,998        | 117,721        |
| Deposit dan baki-baki lain                              | 7,402          | 22,021         |
|   | 146,400        | 139,742        |
| Penambahan/(Pengurangan) nilai pelaburan jangka pendek: |                |                |
| Sekuriti pegangan dan dagangan                          | -              | 14,536         |
| Pengurusan Portfolio                                    | -              | (49,399)       |
|   | 214,709        | 205,786        |

Termasuk dalam pengurusan portfolio berjumlah RM146.400 juta (2008: RM139.742 juta) ialah LTAT 'revolving fund' yang diuruskan secara dalaman berjumlah RM57.133 juta (2008: RM48.376 juta).

| Nilai Pasaran:                                       | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Sekuriti pegangan dan dagangan - saham disebut harga | 85,533         | 115,443        |
| Pengurusan portfolio - saham disebut harga           | 123,650        | 68,322         |
|  | 209,183        | 183,765        |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 13. PENGHUTANG

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Penghutang-penghutang lain                                | 3,999          | 903            |
| Elaun hutang lapuk dan ragu                               | (84)           | (83)           |
|   | <b>3,915</b>   | 820            |
| Cukai akan diperolehi dari LHDN                           | 255,761        | 249,666        |
| Faedah terakru bagi deposit, sekuriti dan pinjaman        | 331            | 15             |
| Keuntungan terakru bagi deposit - SPTF                    | 3,796          | 3,890          |
| Dividen terakru   | 2,232          | 2,001          |
| Pendapatan terakru dari pengurusan portfolio              | 4,938          | 762            |
| Pinjaman perumahan kakitangan                             | 6,851          | 7,232          |
| Pinjaman kenderaan kakitangan                             | 664            | 907            |
| Pinjaman komputer   | 68             | 83             |
| Pendahuluan perkahwinan dan anak masuk universiti         | 1              | 7              |
| Pelbagai prabayaran                                       | 698            | 765            |
| Amaun terhutang daripada syarikat-syarikat subsidiari     | 137,927        | 105,173        |
| Amaun terhutang daripada syarikat bersekutu dan berkaitan | 19,182         | 3,445          |
| Bil terakru pembangunan harta tanah                       | 4,992          | 8,354          |
|   | <b>441,356</b> | 383,120        |

Penghutang-penghutang lain, amaun terhutang daripada syarikat-syarikat subsidiari dan syarikat bersekutu adalah tidak bercagar, tidak dikenakan faedah dan tidak mempunyai syarat bayaran yang tetap.

Analisis pengumuran penghutang-penghutang lain pada tarikh lembaran imbalan adalah seperti berikut :

|                         | 2009<br>RM'000 | 2008<br>RM'000 |
|-------------------------|----------------|----------------|
| Kurang daripada 1 tahun | 3,561          | 464            |
| 1 hingga 3 tahun        | 4              | 5              |
| 3 hingga 5 tahun        | -              | 58             |
| Melebihi 5 tahun        | 434            | 376            |
| Jumlah                  | <b>3,999</b>   | 903            |

### 14. DEPOSIT

|                                  | 2009<br>RM'000 | 2008<br>RM'000 |
|----------------------------------|----------------|----------------|
| Deposit tetap di:                |                |                |
| - syarikat sub-subsidiari        | 1,200          | 1,200          |
| Bil perintah di:                 |                |                |
| - syarikat sub-subsidiari        | -              | 221,415        |
| - institusi-institusi lain       | 81,223         | -              |
| Deposit jangka pendek di:        |                |                |
| - syarikat sub-subsidiari        | 136,369        | 36,172         |
| - institusi-institusi lain       | 127,851        | 10,000         |
|                                  | <b>264,220</b> | 46,172         |
| Wang panggilan di:               |                |                |
| - institusi-institusi lain       | 54,700         | 31,477         |
| Bil perintah (SPTF) di:          |                |                |
| - institusi-institusi lain       | 72,176         | -              |
| Deposit jangka pendek (SPTF) di: |                |                |
| - syarikat sub-subsidiari        | -              | 17,899         |
| - institusi-institusi lain       | 111,782        | 137,099        |
|                                  | <b>111,782</b> | 154,988        |
| Wang panggilan (SPTF) di:        |                |                |
| - institusi-institusi lain       | 6,016          | -              |
|                                  | <b>591,317</b> | 455,252        |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 15. AKAUN CARUMAN AHLI

Jumlah Akaun Caruman Ahli yang terkumpul setakat 31 Disember 2009 ialah RM6,315.013 juta (2008: RM5,851.514 juta). Jumlah ini didapati selepas dicampurkan caruman diterima dalam tahun serta dividen yang dikreditkan pada kadar 7% (2008: 7%) setahun, dividen atas pengeluaran pada kadar 7% (2008: 7%) setahun, bonus pada kadar 1% (2008: 3%) setahun dan ditolak pengeluaran sepanjang tahun dan pengasingan ke Akaun Dormant.

### 16. KUMPULAN WANG RIZAB

Rizab ini dikendalikan mengikut Seksyen 11(2) Akta Tabung Angkatan Tentera, 1973 (Akta 101). Pergerakan akaun ini pada tahun adalah seperti berikut:

|                                    | 2009<br>RM'000 | 2008<br>RM'000 |
|------------------------------------|----------------|----------------|
| Baki pada 1 Januari                | 117,030        | 105,140        |
| Pindahan dari Keuntungan Terkumpul | 2,955          | 11,890         |
| Baki pada 31 Disember              | 119,985        | 117,030        |

### 17. PERUNTUKAN MANFAAT PERUBATAN SELEPAS PERSARAAN

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| <b>Manfaat perubatan selepas persaraan</b>                             |                |                |
| Nilai kini obligasi tidak berdana                                      | 5,784          | 5,267          |
| Kerugian aktuari tidak diiktiraf                                       | (2,138)        | (2,291)        |
| Liabiliti bersih   | 3,646          | 2,976          |
| <b>Pergerakan dalam liabiliti bersih/(aset) dalam lembaranimbangan</b> |                |                |
| Liabiliti bersih pada 1 Januari  | 2,976          | 2,296          |
| Manfaat dibayar  | (52)           | (38)           |
| Perbelanjaan diiktiraf dalam penyata pendapatan                        | 722            | 718            |
| Liabiliti bersih pada 31 Disember                                      | 3,646          | 2,976          |

### 18. PERUNTUKAN FAEDAH UNIT AMANAH

|                       | 2009<br>RM'000       | 2008<br>RM'000      |
|-----------------------|----------------------|---------------------|
| Baki pada 1 Januari   | 106,540              | 96,371              |
| Peruntukan pada tahun | 118,041              | 106,540             |
| Bayaran dalam tahun   | 224,581<br>(106,540) | 202,911<br>(96,371) |
| Baki pada 31 Disember | 118,041              | 106,540             |

### 19. AKAUN DORMANT

|                                     | 2009<br>RM'000 |
|-------------------------------------|----------------|
| <b>Baki pada 1 Januari</b>          | -              |
| Pengasingan dari Akaun Caruman Ahli | 969            |
| <b>Baki pada 31 Disember</b>        | 969            |

Akaun Dormant diasingkan daripada Akaun Caruman Ahli di bawah Seksyen 4, Peraturan-Peraturan Tabung Angkatan Tentera (Pengendalian & Pembayaran Balik Caruman Bagi Akaun Dormant) 2009 Akta Tabung Angkatan Tentera, 1973 (Akta 101).

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 20. PEMIUTANG

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Caruman ahli akan dibayar                               | 96             | 134            |
| Cukai atas pendapatan sewaan                            | 12,621         | 10,068         |
| Perbelanjaan ubah suai Bangunan LTAT                    | 768            | 2,456          |
| Pemiutang-pemiutang lain                                | 2,697          | 2,959          |
| Amaun terhutang kepada syarikat-syarikat subsidiari     | 21,331         | 30,541         |
| Amaun terhutang kepada syarikat bersekutu dan berkaitan | -              | 2              |
| Deposit dari penyewa                                    | 2,588          | 293            |
| Pelbagai deposit dan jaminan                            | 31             | 1,431          |
|   | <b>40,132</b>  | <b>47,884</b>  |

Amaun terhutang kepada syarikat-syarikat subsidiari dan syarikat bersekutu dan berkaitan adalah tidak bercagar, tidak dikenakan faedah dan tidak mempunyai syarat bayaran yang tetap.

### 21. PENDAPATAN

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Pendapatan dari faedah-faedah:  |                |                |
| - faedah dari deposit tetap   | 35             | 41             |
| - faedah dari deposit jangka pendek                                       | 5,754          | 7,336          |
| - keuntungan dari deposit jangka pendek - SPTF                            | 1,840          | 8,088          |
| - keuntungan dari bil perintah - SPTF                                     | 489            | 24             |
| - faedah dari bil perintah dan bil perbendaharaan                         | 4,570          | 7,432          |
| - keuntungan dari bon (Sukuk Al-Musyarakah)                               | 33,000         | 33,091         |
|   | <b>45,688</b>  | <b>56,012</b>  |
| Pendapatan pelaburan jangka pendek:                                       |                |                |
| - dividen sekuriti pegangan dan dagangan disebut harga                    | 6,060          | 12,833         |
| - keuntungan penjualan saham sekuriti pegangan dan dagangan disebut harga | 122,307        | 161,121        |
| - pengurusan portfolio  |                |                |
| - dividen saham disebut harga   | 2,694          | 4,263          |
| - keuntungan penjualan saham disebut harga                                | 6,687          | 3,528          |
| - pendapatan deposit dan baki-baki lain                                   | 493            | 600            |
| - perbelanjaan  | (499)          | (424)          |
|   | <b>137,742</b> | <b>181,921</b> |
| Dividen dari pelaburan:   |                |                |
| - syarikat subsidiari disebut harga                                       | 168,394        | 172,169        |
| - syarikat subsidiari tidak disebut harga                                 | 16,783         | 37,153         |
| - pelaburan di dalam perbadanan   | 6,230          | 3,230          |
| - syarikat bersekutu tidak disebut harga                                  | 46,787         | 33,396         |
| - pelaburan-pelaburan lain disebut harga                                  | 43,395         | 67,220         |
| - pelaburan-pelaburan lain tidak disebut harga                            | 4,823          | 4,919          |
| - National Islamic Exchange Traded Fund                                   | -              | 183            |
| - Saham keutamaan boleh tebus terkumpul                                   |                |                |
| - syarikat subsidiari tidak disebut harga                                 | 19,673         | 12,427         |
| - syarikat bersekutu tidak disebut harga                                  | 8,951          | 1,945          |
| - pelaburan-pelaburan lain tidak disebut harga                            | 1,000          | 1,000          |
|   | <b>316,036</b> | <b>333,642</b> |
| Keuntungan/(kerugian) penjualan saham:                                    |                |                |
| - pelaburan-pelaburan subsidiari disebut harga                            | -              | 31,109         |
| - pelaburan-pelaburan bersekutu tidak disebut harga                       | 2,722          | -              |
| - pelaburan-pelaburan lain disebut harga                                  | -              | 10,005         |
| - pelaburan-pelaburan lain tidak disebut harga                            | (2,277)        | (6,865)        |
| - National Islamic Exchange Traded Fund                                   | -              | 586            |
|   | <b>445</b>     | <b>34,835</b>  |
| Pendapatan dari pelaburan di luar Malaysia                                | <b>372</b>     | <b>993</b>     |

**NOTA-NOTA KEPADA PENYATA KEWANGAN**

Bagi Tahun Berakhir 31 Disember 2009

**21. PENDAPATAN (Sambungan)**

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Pendapatan lain pelaburan:               |                |                |
| - syarikat bersekutu                     | 1,958          | 1,765          |
| - syarikat lain                          | -              | 6,590          |
|  | 1,958          | 8,355          |
| Pendapatan sewaan:                       |                |                |
| - sewaan harta tanah, loji dan peralatan |                |                |
| - sewaan dari syarikat subsidiari        | 942            | 1,255          |
| - sewaan-sewaan lain                     | 121            | 37             |
| - sewaan dari pelaburan harta tanah      | 13,239         | 12,508         |
|  | 14,302         | 13,800         |
|  | 516,543        | 629,558        |

**22. PENDAPATAN-PENDAPATAN LAIN**

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Faedah pinjaman kenderaan kakitangan                    | 27             | 33             |
| Faedah pinjaman perumahan kakitangan                    | 225            | 264            |
| Faedah pinjaman komputer                                | 3              | 4              |
| Keuntungan penjualan harta tanah, loji dan peralatan    | 34             | 26             |
| Keuntungan nilai saksama daripada pelaburan harta tanah | 2,678          | 1,440          |
| Pelbagai  | 311            | 28             |
|   | 3,278          | 1,795          |

**23. PERBELANJAAN KAKITANGAN**

|                                       | 2009<br>RM'000 | 2008<br>RM'000 |
|---------------------------------------|----------------|----------------|
| Gaji dan elaun kakitangan             | (14,629)       | (13,665)       |
| Faedah persaraan dan ganjaran         | (2,454)        | (2,267)        |
| Bayaran saguhati tamat perkhidmatan   | (168)          | (573)          |
| Perubatan kakitangan                  | (1,504)        | (1,487)        |
| Latihan kakitangan                    | (324)          | (539)          |
| Pemberian insentif dan kemudahan lain | (135)          | (172)          |
| Manfaat perubatan selepas persaraan   | (722)          | (718)          |
|                                       | (19,936)       | (19,421)       |

**24. PERBELANJAAN PENGURUSAN**

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Perjalanan dan pengangkutan jabatan    | (255)          | (287)          |
| Perkhidmatan perhubungan               | (869)          | (725)          |
| Utiliti                                | (116)          | (104)          |
| Perkhidmatan percetakan                | (249)          | (240)          |
| Bekalan dan bahan-bahan pejabat        | (422)          | (451)          |
| Penyenggaraan dan pembaikan            | (1,059)        | (955)          |
| Kos penyenggaraan bangunan             | (5,388)        | (3,995)        |
| Perkhidmatan ikhtisas dan pengurusan   | (891)          | (921)          |
| Yuran audit                            | (176)          | (160)          |
| Bayaran dan emolumen pengarah-pengarah | (336)          | (330)          |
| Tanggungjawab korporat (CR)            | (922)          | (638)          |
| Perbelanjaan-perbelanjaan lain         | (158)          | (248)          |
|  | (10,841)       | (9,054)        |



**NOTA-NOTA KEPADA PENYATA KEWANGAN**

Bagi Tahun Berakhir 31 Disember 2009

**25. PERUNTUKAN ROSOT NILAI KEKAL PELABURAN SAHAM**

|                        | 2009<br>RM'000 | 2008<br>RM'000 |
|------------------------|----------------|----------------|
| Peruntukan dalam tahun | (28,696)       | (11,261)       |
|                        | (28,696)       | (11,261)       |

**26. CUKAI**

Cukai ke atas pendapatan sewaan bagi tahun semasa berjumlah RM2.552 juta (2008: RM3.192 juta). Di bawah Perintah Cukai Pendapatan (Pengecualian)(No. 5) 1974, LTAT dikecualikan daripada cukai ke atas pendapatan yang diterima daripada pelaburan-pelaburan selain daripada sewa, yang dibuat di bawah Seksyen 15 Akta Tabung Angkatan Tentera, 1973 (Akta 101).

**27. PELARASAN CARUMAN**

|                                  | 2009<br>RM'000 | 2008<br>RM'000 |
|----------------------------------|----------------|----------------|
| Pelarasan caruman:               |                |                |
| Dividen ahli terlebih kredit     | -              | (2)            |
| Dividen kerajaan terlebih kredit | -              | (2)            |
| Jumlah pelarasan caruman         | -              | (4)            |

**28. TUNAI DAN KESETARAAN TUNAI**

Tunai dan kesetaraan tunai di dalam penyata aliran tunai adalah merupakan amaun di dalam lembaran imbalan seperti berikut:

|                          | 2009<br>RM'000 | 2008<br>RM'000 |
|--------------------------|----------------|----------------|
| Wang tunai dan baki bank | 42,322         | 34,253         |
| Deposit (nota 14)        | 591,317        | 455,252        |
|                          | 633,639        | 489,505        |

**29. PENGLIBATAN MODAL**

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Perbelanjaan modal diluluskan dan dikontrakkan | 24,255         | 126,608        |
| Langganan saham                                | 19,629         | 60,576         |
|  | 43,884         | 187,184        |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 30. RISIKO KADAR FAEDAH

LTAT terdedah kepada pelbagai risiko yang berkaitan dengan kesan turun naik dalam paras kadar faedah pasaran semasa atas kedudukan kewangan dan aliran tunainya. Jadual berikut menunjukkan kadar faedah efektif pada tarikh Lembaran Imbangan serta jangka masa instrumen kewangan tertentu harga semula atau matang, yang mana lebih awal.

2009

| Aset                                      | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|---|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|------------------|---------------------------------|
| <b>Aset Bukan Semasa</b>                  |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Syarikat subsidiari                       | -                              | -                                  | -                                   | -                                  | -                          | 2,599,271                             | 2,599,271        | -                               |
| Syarikat bersekutu                        | -                              | -                                  | -                                   | -                                  | -                          | 271,786                               | 271,786          | -                               |
| Pelaburan-pelaburan lain                  | -                              | -                                  | -                                   | -                                  | 299,700                    | 2,536,744                             | 2,836,444        | 11.00                           |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 466,975                               | 466,975          | -                               |
| <b>Jumlah Aset Bukan Semasa</b>           | -                              | -                                  | -                                   | -                                  | 299,700                    | 5,874,776                             | 6,174,476        | -                               |
| <b>Aset Semasa</b>                        |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Pelaburan jangka pendek                   | -                              | -                                  | -                                   | -                                  | -                          | 214,709                               | 214,709          | -                               |
| Penghutang                                | -                              | 2                                  | 16                                  | 465                                | 7,049                      | 433,824                               | 41,356           | 3.55                            |
| Deposit                                   | 442,747                        | 87,854                             | 60,716                              | -                                  | -                          | -                                     | 591,317          | 2.08                            |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 96,553                                | 96,553           | -                               |
| <b>Jumlah Aset Semasa</b>                 | 442,747                        | 87,856                             | 60,732                              | 465                                | 7,049                      | 745,086                               | 1,343,935        | -                               |
| <b>JUMLAH ASET</b>                        | 442,747                        | 87,856                             | 60,732                              | 465                                | 306,749                    | 6,619,862                             | 7,518,411        | -                               |

**NOTA-NOTA KEPADA PENYATA KEWANGAN**

Bagi Tahun Berakhir 31 Disember 2009

**30. RISIKO KADAR FAEDAH (Sambungan)**

2009

|  | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|--|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|------------------|---------------------------------|
| <b>EKUITI DAN LIABILITI</b>                    |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| <b>Ekuiti</b>                                  |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Akaun Caruman Ahli                             | -                              | -                                  | -                                   | -                                  | -                          | 6,315,013                             | 6,315,013        | -                               |
| Kumpulan Wang Rizab                            | -                              | -                                  | -                                   | -                                  | -                          | 119,985                               | 119,985          | -                               |
| Keuntungan Terkumpul                           | -                              | -                                  | -                                   | -                                  | -                          | 920,625                               | 920,625          | -                               |
| <b>Jumlah Ekuiti</b>                           | -                              | -                                  | -                                   | -                                  | -                          | <b>7,355,623</b>                      | <b>7,355,623</b> | -                               |
| <b>Liabiliti Bukan Semasa</b>                  |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Peruntukan manfaat perubahan selepas persaraan | -                              | -                                  | -                                   | -                                  | -                          | 3,646                                 | 3,646            | -                               |
| <b>Jumlah Liabiliti Bukan Semasa</b>           | -                              | -                                  | -                                   | -                                  | -                          | <b>3,646</b>                          | <b>3,646</b>     | -                               |
| <b>Liabiliti Semasa</b>                        |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Peruntukan faedah unit amanah                  | -                              | -                                  | -                                   | -                                  | -                          | 118,041                               | 118,041          | -                               |
| Akaun Dormant                                  | -                              | -                                  | -                                   | -                                  | -                          | 969                                   | 969              | -                               |
| Pemutang                                       | -                              | -                                  | -                                   | -                                  | -                          | 40,132                                | 40,132           | -                               |
| <b>Jumlah Liabiliti Semasa</b>                 | -                              | -                                  | -                                   | -                                  | -                          | <b>159,142</b>                        | <b>159,142</b>   | -                               |
| <b>JUMLAH EKUITI DAN LIABILITI</b>             |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Dalam Lembaran Imbangan Faedah Jurang Sensitif | 442,747                        | 87,856                             | 60,732                              | 465                                | 306,749                    | (898,549)                             | -                | -                               |
| <b>Jumlah Jurang Faedah Sensitif</b>           | <b>442,747</b>                 | <b>87,856</b>                      | <b>60,732</b>                       | <b>465</b>                         | <b>306,749</b>             | <b>(898,549)</b>                      | -                | -                               |

### NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

#### 30. RISIKO KADAR FAEDAH (Sambungan)

2008

| Aset                                      | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|---|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|------------------|---------------------------------|
| Aset Bukan Semasa                         |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Syarikat subsidiari                       | -                              | -                                  | -                                   | -                                  | -                          | 2,192,529                             | 2,192,529        | -                               |
| Syarikat bersekutu                        | -                              | -                                  | -                                   | -                                  | -                          | 230,465                               | 230,465          | -                               |
| Pelaburan-pelaburan lain                  | -                              | -                                  | -                                   | -                                  | 299,700                    | 2,866,415                             | 3,166,115        | 11.00                           |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 442,273                               | 442,273          | -                               |
| <b>Jumlah Aset Bukan Semasa</b>           | -                              | -                                  | -                                   | -                                  | 299,700                    | 5,731,682                             | 6,031,382        | -                               |
| Aset Semasa                               |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Pelaburan jangka pendek                   | -                              | -                                  | -                                   | -                                  | -                          | 205,786                               | 205,786          | -                               |
| Penghutang                                | -                              | 2                                  | 48                                  | 464                                | 7,573                      | 375,033                               | 383,120          | 3.55                            |
| Deposit                                   | 375,807                        | 46,768                             | 32,677                              | -                                  | -                          | -                                     | 455,252          | 3.36                            |
| Aset-aset lain yang tidak sensitif faedah | -                              | -                                  | -                                   | -                                  | -                          | 92,888                                | 92,888           | -                               |
| <b>Jumlah Aset Semasa</b>                 | 375,807                        | 46,770                             | 32,725                              | 464                                | 7,573                      | 673,707                               | 1,137,046        | -                               |
| <b>JUMLAH ASET</b>                        | 375,807                        | 46,770                             | 32,725                              | 464                                | 307,273                    | 6,405,389                             | 7,168,428        | -                               |

## NOTA-NOTA KEPADA PENYATA KEWANGAN

Bagi Tahun Berakhir 31 Disember 2009

### 30. RISIKO KADAR FAEDAH (Sambungan)

2008

|  | Kurang<br>1<br>Bulan<br>RM'000 | > 1<br>Hingga<br>3 Bulan<br>RM'000 | > 3<br>Hingga<br>12 Bulan<br>RM'000 | > 1<br>Hingga<br>5 Tahun<br>RM'000 | Lebih<br>5 Tahun<br>RM'000 | Tidak<br>Sensitif<br>Faedah<br>RM'000 | Jumlah<br>RM'000 | Kadar<br>Efektif<br>Faedah<br>% |
|--|--------------------------------|------------------------------------|-------------------------------------|------------------------------------|----------------------------|---------------------------------------|------------------|---------------------------------|
| <b>EKUITI DAN LIABILITI</b>                    |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Ekuiti   |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Akaun Caruman Ahli                             | -                              | -                                  | -                                   | -                                  | -                          | 5,851,514                             | 5,851,514        | -                               |
| Kumpulan Wang Rizab                            | -                              | -                                  | -                                   | -                                  | -                          | 117,030                               | 117,030          | -                               |
| Keuntungan Terkumpul                           | -                              | -                                  | -                                   | -                                  | -                          | 1,042,484                             | 1,042,484        | -                               |
| Jumlah Ekuiti                                  | -                              | -                                  | -                                   | -                                  | -                          | 7,011,028                             | 7,011,028        | -                               |
| Liabiliti Bukan Semasa                         |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Peruntukan manfaat perubahan selepas persaraan | -                              | -                                  | -                                   | -                                  | -                          | 2,976                                 | 2,976            | -                               |
| Jumlah Liabiliti Bukan Semasa                  | -                              | -                                  | -                                   | -                                  | -                          | 2,976                                 | 2,976            | -                               |
| Liabiliti Semasa                               |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Peruntukan faedah unit amanah<br>Pemiutang     | -                              | -                                  | -                                   | -                                  | -                          | 106,540                               | 106,540          | -                               |
|  | -                              | -                                  | -                                   | -                                  | -                          | 47,884                                | 47,884           | -                               |
| Jumlah Liabiliti Semasa                        | -                              | -                                  | -                                   | -                                  | -                          | 154,424                               | 154,424          | -                               |
| <b>JUMLAH EKUITI DAN LIABILITI</b>             |                                |                                    |                                     |                                    |                            |                                       |                  |                                 |
| Dalam Lembaran Imbangan Faedah Jurang Sensitif | 375,807                        | 46,770                             | 32,725                              | 464                                | 307,273                    | (763,039)                             | -                | -                               |
| Jumlah Jurang Faedah Sensitif                  | 375,807                        | 46,770                             | 32,725                              | 464                                | 307,273                    | (763,039)                             | -                | -                               |

## **NOTA-NOTA KEPADA PENYATA KEWANGAN**

Bagi Tahun Berakhir 31 Disember 2009

### **31. PERISTIWA-PERISTIWA PENTING**

#### **a) Irat Hotels & Resorts Sdn Bhd/ Irat Properties Sdn Bhd**

LTAT telah menandatangani perjanjian dengan Irat Hotels & Resorts Sdn Bhd (IHRSB) pada tahun 2008 untuk melanggan RM140 juta Saham Keutamaan Boleh Tebus C (RPS C) pada kadar dividen 8% setahun. Langganan RPS C tersebut adalah untuk membiayai kos pembinaan Hotel Royale Chulan dan lain-lain kos berkaitan. Pada tahun 2009, LTAT telah melanggan RM135 juta RPS C dan baki sebanyak RM5 juta akan dilanggan pada tahun 2010.

### **32. ANGKA BANDINGAN**

Persembahan dan klasifikasi item-item tertentu di dalam penyata kewangan ini telah diubah suai. Angka-angka perbandingan bagi item-item tersebut telah dikelaskan semula sejajar dengan tahun semasa.





## CORPORATE INFORMATION

|  |     |
|--|-----|
| Quality Policy                           | 136 |
| Key Performance Indicator (KPI)          | 136 |
| Chairman's Statement                     | 137 |
| LTAT's Background                        | 138 |
| Statement Of Corporate Governance        | 140 |
| Statement Of Internal Control            | 148 |
| Board of Directors 2009                  | 150 |
| Investment Panel 2009                    | 152 |
| Executive Committee 2009                 | 153 |
| Audit Committee 2009                     | 154 |
| Management Team 2009                     | 154 |
| LTAT's Organisation Chart                | 155 |
| Chairman's Review For The Year 2009      | 156 |
| Outcome And Impact Assessment Report     | 169 |
| Analysis Of Financial Performance        | 178 |
| LTAT's Five Years Financial Performance  | 179 |
| Group's Five Years Financial Performance | 180 |
| Report on Government Assistance          | 181 |
| ISO : 9001 Certificate                   | 182 |
| ISO : 20000 Certificate                  | 183 |

## FINANCIAL STATEMENT

|  |     |
|--|-----|
| Certificate of The Auditor General On The Financial Statements Of LTAT For The Year Ended 31 December 2009 | 184 |
| Statement By Directors (LTAT's Account)  | 185 |
| Statement By Directors (Group Account)   | 185 |
| Statutory Declaration By Principal Officer Responsible For The Financial Management Of LTAT                | 186 |
| Group's Financial Statements For The Year Ended 31 December 2009   | 187 |
| Balance Sheets   | 188 |
| Income Statement   | 190 |
| Statement Of Changes In Equity   | 191 |
| Cash Flow Statement  | 194 |
| Notes To The Financial Statements  | 197 |
| LTAT's Financial Statements For The Year Ended 31 December 2009  | 245 |
| Balance Sheet  | 246 |
| Income Statement   | 247 |
| Statement Of Changes In Equity   | 248 |
| Cash Flow Statement  | 249 |
| Notes To the Financial Statements  | 250 |



### Quality Policy

LTAT is committed to be a respectable organisation to excel in the management of contributors' fund and endeavour to fulfill customers' expectations in terms of services rendered and return on contributors fund and continually improve the effectiveness of the Quality Management System.

| Key Performance Indicator (KPI)   | Target Rate                            |
|---|--|
| 1. Dividend, Bonus and Special Bonus for Contributors   | 15%                                    |
| 2. Return on Investment   | 9.0%                                   |
| 3. Customer Satisfaction Index  | 90%                                    |
| 4. Processing of all Members Withdrawals and Payment under the Death & Disablement Scheme within 24 hours | 100%                                   |
| 5. Processing of all Housing Withdrawals within 24 hours  | 100%                                   |
| 6. Cost To Income Ratio   | Not Exceeding 5.0%                     |
| 7. Financial and Management Reports   | Audit Certificate Without Observations |



The Honourable  
Minister of Defence,

We, members of the Lembaga Tabung Angkatan Tentera, have the honour to present, in accordance with Section 17(4) of the Tabung Angkatan Tentera Act 1973 (Act 101), our accounts for the year ended 31 December 2009.

On behalf of the Lembaga

LAKSAMANA TAN SRI DATO' SRI MOHD ANWAR BIN HAJI MOHD NOR (Retired)  
Chairman



### BACKGROUND

Lembaga Tabung Angkatan Tentera, better known as LTAT was established in August 1972 by an Act of Parliament.

#### Main Objective

LTAT has two main objectives. The first main objective is to provide retirement and other benefits to members of the other ranks in the Armed Forces (compulsory contributors) and to enable officers and Mobilised Members of the Volunteer Forces in the service to participate in a saving scheme.

The second main objective is to offer retraining for the retiring and retired personnel of the Armed Forces.

#### Contributions

Under the superannuation scheme, serving members of the other ranks in the Armed Forces are required to contribute 10% of their monthly salary to LTAT with the government as employer contributing 15%. For officers, participation is voluntary and contributions are minimum of RM25 with a maximum of RM750 monthly.

### VISION

- To be a respectable organisation and a role model to other Government and corporate bodies.

### MISSION

LTAT has drawn up three important mission statements as follows:

- To provide retirement and quality socio-economic benefits for members of the Malaysian Armed Forces.
- Committed towards nation's socio-economic development through prudent investment.
- To instill quality and positive work culture among the staff and work as a dedicated, responsible, disciplined, trustworthy, proactive and innovative team towards achieving a continually high performance growth.

### BENEFITS FOR SERVING MEMBERS OF THE ARMED FORCES

#### Lump Sum Withdrawal Inclusive Of Dividends And Bonuses

Compulsory non-pensionable contributor receives his retirement benefit in the form of a lump sum payment inclusive of government contributions and cumulative yearly dividends and bonuses when he dies, (next of kin), retires or is discharged from service, or attains the age of 50.

Compulsory contributor who is pensionable receives his retirement benefit in the form of lump sum payment of only his portion of contribution together with the cumulative yearly dividends and bonuses when he dies (next of kin), retires or is discharged from service, or attains the age of 50. The government portion is remitted to Kumpulan Wang Persaraan (KWAP) for payment as monthly pension.

Voluntary contributor may withdraw his saving at any time and is allowed to be contributor for the second time after his first withdrawal.

From time to time, LTAT also gives special bonus in the form of free unit trust to its contributors. However, this special bonus is given based on LTAT's yearly financial performance.

#### Death And Disablement Benefits Scheme

Both compulsory and voluntary contributors are automatically covered under the LTAT Death and Disablement Benefits Scheme. This scheme is designed to provide the contributors with a fair sum of money upon discharge from service due to infirmity of mind or body, or the the next-of-kin upon death while in service.

#### Partial Withdrawal To Purchase A House

Compulsory contributor is allowed to withdraw not more than 40% of his contribution or 10% of the cost of the immovable property or RM10,000 whichever is lower, to purchase a first residential house or land for building a house.

### BENEFITS FOR THE RETIRING AND RETIRED MEMBERS OF THE ARMED FORCES

#### Retraining Program For The Retiring And Retired Members

LTAT offers various training programs to retiring and retired members of the armed forces to prepare them for a second career through Perbadanan Hal Ehwal Bekas Angkatan Tentera or PERHEBAT, a wholly-owned corporation of LTAT which was established in 1994.



## **WHOLLY-OWNED CORPORATIONS OF LEMBAGA TABUNG ANGKATAN TENTERA**

### **Perbadanan Perwira Niaga Malaysia (PERNAMA)**

*Perbadanan Perwira Niaga Malaysia or PERNAMA, LTAT's wholly-owned corporation established in 1983, operates a network of retail outlets at military camps nationwide selling consumer products, some at duty-free prices, to members of the armed forces and their families.*

### **Perbadanan Perwira Harta Malaysia (PPHM)**

*Perbadanan Perwira Harta Malaysia or PPHM, another wholly-owned corporation of LTAT established in 1984, is involved in business activities related to takeovers, purchasing, possession, renting, leasing, construction, development and sales of property, provision of project management services and property maintenance activities on behalf of LTAT.*

### **Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT)**

*Perbadanan Hal Ehwal Bekas Angkatan Tentera or PERHEBAT, the third wholly-owned corporation of LTAT established in 1994, offers various training and retraining programmes in the technical, vocational and professional fields and entrepreneurial development for the retiring and retired personnel of the armed forces.*

### **Address**

12th Floor,  
Bangunan LTAT  
Jalan Bukit Bintang  
P.O. Box 11542  
50748 Kuala Lumpur

### **Auditors**

Ketua Audit Negara  
Malaysia

### **Principal Banker**

Affin Bank Berhad

### **Principal Solicitors**

Azam, Lim & Pang  
Hisham, Sobri & Kadir  
Azzat & Izzat

### **Web Site**

[www.ltat.org.my](http://www.ltat.org.my)





### CODE

The Board of Directors is fully committed to ensure that the highest standards of Corporate Governance as outlined in the Malaysian Code of Corporate Governance, is applied to LTAT and the Group as an integral part of its efforts to discharge its responsibilities in managing LTAT's assets and administering contributors' monies. The Board of Directors is pleased to report that LTAT and the Group have adopted the principles and complied with the Best Practices as outlined in the Code.

### THE BOARD OF DIRECTORS

#### Composition of the Board of Directors, Investment Panel and Management

LTAT recognizes the important role played by the Board of Directors, the Investment Panel and the Management in the formulation and determination of LTAT's direction and operations. LTAT is led and managed by an experienced and skillful Board of Directors with varied backgrounds such as finance, economy, public services and accounts, which are important for the overall strategic achievement of LTAT. The Board of Directors is responsible for the corporate governance in LTAT and the Group including the direction of its strategic development, and the setting of objectives for the management and monitoring the accomplishment of those objectives.

#### Board of Directors Integrity

The decision by the Board of Directors is not influenced by any party and if there is any conflict of interest, the Board member shall exempt himself/herself from taking part in any deliberation (except by the invitation of the Board) or decision relating to matters involving their interests, personal interests or that related to shareholders whom he/she represents.

The Board of Directors is a body established to administer and manage LTAT in such a manner as would further enhance the respective interests of the contributors as well as the retiring and retired personnel of the Malaysian Armed Forces and Mobilised Members of the Volunteer Forces. The function of the Board is to formulate administration and management policies and procedures, and to

ensure that LTAT achieves its objectives with success and excellence.

The Board of Directors consists of:

- (i) A Chairman who shall be the Secretary General of the Ministry of Defence or such other person as may be appointed by the Minister.
- (ii) A Deputy Chairman who is a representative of the Ministry of Defence.
- (iii) The Deputy Secretary General to the Treasury.
- (iv) The Chief Executive who shall be an ex-officio member.
- (v) Four (4) members to be appointed by the Minister to represent the contributors, one of whom shall be the Chief of the Defence Forces.
- (vi) Such other members, not exceeding four (4) in numbers as appointed by the Minister.

The Chief Executive appointed by the Board, subject to the approval of the Minister, shall be responsible for the management and operation of LTAT and execute all policies and strategies as set by the Board.

#### Board of Directors Meeting

The Board of Directors meets four (4) times in a year even though the TAT Act 1973 (Act 101) under Section 4(4) of the First Schedule 4(1) only provides for one in every six (6) months. The Chairman or any member presiding in the absence of the Chairman and three (3) other members shall form a quorum at any meeting of the Board. At every meeting, the Board of Directors shall consider and make decision on proposals pertaining to administration and operations, policies, LTAT's current and strategic issues and approval of LTAT's financial statement.

All Board of Directors are supplied with accurate and complete information before every meeting to enable them to understand the issue to be discussed and make the right decisions and to enable them participate fully in those meetings. The Board may employ independent professional advisers to enable





### Board of Directors Meeting (continued)

them to effectively discharge its duties and responsibilities as stated in the TAT Act 1973 (Act 101) under Section 5(3). In 2009, the Board of Directors met four (4) times.

### Retirement and Reappointment

The Tabung Angkatan Tentera Act 1973 (Act 101) under Section 4(3) (d) (other than the Chief of the Defence Forces) and (e) stated that Board members shall serve for such period, not exceeding three (3) years, as specified in their letters of appointment and they shall be eligible for reappointment. The appointment of the Chief of the Armed Forces shall be by virtue of his office.

### Board of Directors Remuneration

The Board of Directors who are appointed may be paid such allowances, including travelling and subsistence allowances, as determined by the Board from time to time subject to such limits and conditions as the Minister may impose.

### INVESTMENT PANEL

The Investment Panel is a body established under the TAT Act 1973 (Act 101) Section 6 (1), (2) and (3) to assist the Board in all matters pertaining to LTAT's investments.

The Investment Panel consists of :

- (i) A Chairman who shall be appointed by the Minister on the advice of the Board.
- (ii) The Governor of Bank Negara, or the Deputy Governor of Bank Negara.
- (iii) The Chief of the Defence Forces.
- (iv) The Deputy Secretary General of the Treasury.
- (v) Two (2) other members with business or financial experience to be appointed by the Minister.

### Investment Panel Meeting

The Investment Panel shall meet before the Board meet and, as and when required by the Board. The Chairman and two (2) other members of the Investment Panel shall form a quorum at any meeting of the Panel. In 2009, the Investment Panel met four (4) times.

### Retirement And Reappointment

An Investment Panel member shall serve for such period as specified by LTAT and they shall be eligible for reappointment.

### Investment Panel Remuneration

The Investment Panel members who are appointed may be paid allowances, including travelling and subsistence allowances, as the Board may determine from time to time subject to such limits and conditions as the Minister may impose.

### BOARD OF DIRECTORS COMMITTEE

The Board of Directors, for the purpose of assisting in the performance of its functions may establish such committees consisting of such persons as the Board may think fit to assist in executing its responsibilities to ensure the corporate governance is being implemented efficiently and methodically. The main committees established by the Board to assist the execution of its duties are as follows:

- Executive Committee
- Audit Committee
- Procurement Board
- Interview Committee
- Disciplinary Committee
- Financial Management And Accounting Committee
- Remuneration and Service Scheme Committee
- Management Integrity Committee
- Risk Management Committee
- Quality Management System Special Committee
- IT Services Management System Special Committee

### Executive Committee

The Executive Committee is a body established to assist the Board in formulating plans, actions and strategies in certain administrative and operational matters. All matters discussed/approved by the Executive Committee are ratified/approved at the Board Meeting. The Executive Committee members are appointed from among members of the Board of Directors. In 2009, the Executive Committee met four (4) times.

### Composition of the Executive Committee

#### Chairman

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Retired)

#### Members

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
Secretary General Ministry of Defence

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin  
Deputy Chief of Army

YBhg. Dato' Zalekha binti Hassan  
Deputy Secretary General to the Treasury Malaysia

### Audit Committee

The Audit Committee was established to assist the Board in reviewing, evaluating and reporting matters pertaining to auditing including audit plans, internal



## Audit Committee (continued)

policies and procedures, deliberating the internal auditor's reports and the Auditor General's reports and to ensure the effectiveness of LTAT's internal control system. The Committee shall meet at least once in every three (3) months or as required by its Chairman. In 2009, the Audit Committee met four (4) times.

## Composition of the Executive Committee

### Chairman

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Retired)

### Members

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Secretary General to the Ministry of Defence**

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin  
**Deputy Chief of Army**

YBhg. Dato' Zalekha binti Hassan  
**Deputy Secretary General to the Treasury Malaysia**

## Procurement Board

The Procurement Board comprises of members appointed by the Board of Directors to consider and decide on LTAT's procurements amounting to more than RM500,000 but not more RM100 million for every single item, or every class item, or project, or contract. The members and authority limit of the procurement committees are as follows:

### Composition of Procurement Board

- (1) Amount of **more than RM500,000 but not more than RM20 million**

#### Chairman

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Secretary General to the Ministry of Defence**

#### Members

YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim  
**Deputy Chief of Air Force**

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin  
**Deputy Chief of Army**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Chief Executive**

- (2) Amount of **more than RM20 million but not more than RM100 million**

#### Chairman

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Secretary General to the Ministry of Defence**

## Members

YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim  
**Deputy Chief of Air Force**

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin  
**Deputy Chief of Army**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Chief Executive**

And representatives to the **Secretary General of the Treasury Malaysia**

- (i) Puan Nurul Syahmi Binti Mohd Ramli  
**Assistant Secretary**  
Supplies and Services Section  
Government Procurement Division  
(Permanent Member)

- (ii) Datin Rohani binti Md Isa  
**Principal Assistant Technical Secretary**  
Consultation Services Section  
Government Procurement Division  
(Alternate Member)

- (3) A Purchase Order form will be used for procurements of **not more than RM100,000** and will be signed by the authorized Officer.

- (4) For LTAT's procurement amounting to **more than RM100,000 but not more than RM500,000** for every single item, project or contract, members of the committee are appointed by the Chief Executive.

- (5) For tender amounting to **more than RM100 million**, the consideration and final decision will be made by the Ministry of Finance.

In 2009, there was no meeting held for the Procurement Board as there was no requirement.

## Interview Committee

The Interview Committee consists of members appointed by the Board, to be responsible for interviewing, appointing and confirming LTAT's officers.

### Composition of Interview Committee

- (i) For Grade 25 and above.

#### Chairman

YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim  
**Deputy Chief of Air Force**



### Composition of Interview Committee (continued)

#### Members

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin  
**Deputy Chief of Army**

YBhg. Laksamana Madya Datuk Mohammed Noordin bin Ali  
**Deputy Chief of Navy**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Chief Executive**

In 2009, there was no interview held for Grade 25 and above.

- (ii) The Board authorises the Chief Executive to interview, employ and confirm the employment of the officers and staff for Grade 23 and below, and the Committee consists of:

For Grade 23:

- (a) Chief Executive/Deputy Chief Executive as Chairman
- (b) General Manager Investment
- (c) General Manager (Operation)
- (d) Assistant General Manager (Services)

For Grade 22 and below:

- (a) Chief Executive/Deputy Chief Executive as Chairman
- (b) General Manager Investment
- (c) General Manager (Operation)
- (d) Assistant General Manager (Services)
- (e) Human Resource and Administration Manager

In 2009, nine (9) interviews were held for Grade 23 and below.

### Disciplinary Committee

The Disciplinary Committee is responsible for considering and determining the disciplinary punishments against officers and staff of LTAT for breaking the rules and regulations of the terms of service that are enforced from time to time.

#### Composition of the Disciplinary Committee

- (i) Group A Officer

- a) Two (2) Board members, one will be the Chairman, not including the Deputy Chairman and Deputy Secretary General of the Ministry of Finance.

- b) Chief Executive

- c) General Manager (Operation) as secretary

- (ii) Group B Officer

- a) Chief Executive shall be the Chairman

- b) Deputy Chief Executive

- c) General Manager (Operation)

- d) Assistant General Manager (Services) as secretary

In 2009, there was no meeting held for the Disciplinary Committee as there were no disciplinary cases.

### Financial Management and Accounts Committee

This Committee is appointed by the Board and consists of a minimum of six (6) Grade 21 Officers and above. The Committee is responsible in assisting the Chief Executive to monitor, detect and supervise all matters pertaining to finance and accounts to ensure everything runs smoothly and complies with the Tabung Angkatan Tentera 1973 Act (Act 101) and current Financial Procedures. This Committee is required to prepare quarterly reports to be presented to the Secretary General of the Ministry of Defence.

The Financial Management and Accounts Committee meets every month or at least once in every three (3) months. In 2009, this committee met eleven (11) times.

### Remuneration and Services Scheme Committee

This Committee was set by the Board to conduct detailed studies on proposals pertaining to new schemes of service. This committee met once in 2009.

### Composition of the Remuneration and Services Scheme Committee

The Committee will be represented by members appointed by the Board of Directors as follows:

#### Chairman

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
**Secretary General Ministry of Defence**

#### Members

YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim  
**Deputy Chief of Air Force**

YBhg. Laksamana Madya Datuk Mohammed Noordin bin Ali  
**Deputy Chief of Navy**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
**Chief Executive**



### Management Integrity Committee

The Management Integrity Committee was established aimed to create an efficient and disciplined administration in LTAT, with the highest levels of integrity and in an effort to promote best practices in line with LTAT's and the nation's vision. The committee is responsible for the following:

- (i) To identify, evaluate and recommend changes to any of LTAT's rules and regulations that may help to overcome the management's weaknesses, enhanced level of controls on corruptions, abuse of powers and fraud especially in financial and investments management;
- (ii) To identify, evaluate and inform the relevant authorities of any changes in the system and working procedures of various departments in order to enhance efficiencies, effectiveness, transparency and accountability;
- (iii) To carry out activities that will encourage, inculcate and adopt noble values and best ethics in order to strengthen the integrity level of the staff and officers of LTAT;
- (iv) To formulate and put in order the Code of Ethics as a guide for the staff and officers of LTAT;
- (v) To give recognition to officers and staff who adopt noble values and best practices by volunteering and reporting on fraud and malpractices in their departments;
- (vi) To take action or recommend to the disciplinary board to take disciplinary action on officers and staff who are found violating any regulations under the Lembaga Tabung Angkatan Tentera Officers' Regulations (Conduct and Discipline) 1996 and cooperating or reporting to the Anti-Corruption Agency (ACA) any corrupt act or abuse of powers by any officers and staff;
- (vii) To monitor and put in place internal control procedures in the course of executing supervisory duties by senior officers in order to prevent any misappropriation and corruption; and
- (viii) To take remedial action after any disciplinary violation or criminal action including corruption, through corrective measures such as tightening disciplinary regulations, amending rules and procedures, ensuring departmental transparency principles are practiced and increasing the efficiency of units and departments.

This committee will convene at least once every three (3) months and report the status of its actions to the Ministry of Defence Management Working Committee. In 2009, the Committee met four (4) times.

### Risk Management Committee

This Committee was set up by the Board to monitor the execution of matters related to risk management, including setting up the Risk Management Framework, checking the infrastructure of risk management, make appropriate recommendations on various risks involved in existing and new business activities and reporting issues related to risk to the Board of Directors.

This Committee is represented by all Heads of Department and meets at least four (4) times in a year. In 2009, the Committee met four (4) times.

### Quality Management System Special Committee

The Quality Management System Special Committee was established in 2009 and aimed to make appropriate recommendation on the overall quality management system of LTAT to enable it to enhance the level of service delivery to the contributors.

This committee is represented by Deputy Chief Executive as Chairman and Management Representative, Senior Managers, Heads of Department and officers appointed by the management and meets at least two (2) times in a year to discuss and reassess the member's contribution management system and to ensure LTAT achieved the ISO 9001:2008 certification. In 2009, the Quality Management Review meeting were held twice (2).

### IT Service Management System Special Committee

The IT Service Management System Special Committee was established in 2009 and aimed to make appropriate recommendation on the overall IT services management system to enable it to enhance the level of service delivery related to the IT services to LTAT's officers, staff and contributors.

This committee is represented by Deputy Chief Executive as Chairman and Management Representative, Senior Managers, Heads of Department and officers appointed by the management and meets at least once in a year to discuss and reassess the service delivery of IT service management system in LTAT and to ensure LTAT achieved the ISO/IEC 20000:2005 certification. In 2009, the meeting was held once (1).





## ACCOUNTABILITY AND AUDITING

### Financial Reports

LTAT as Statutory Body is required to submit its accounts to be audited by the Auditor General's Office every year. Its audited accounts are then tabled at the Parliament for adoption. The Board also ensures that the accounting records are disclosed with reasonable accuracy and, provides a true and fair view of the state of affairs of LTAT at the end of the financial year based on applicable accounting standards.

The Board of Directors, pursuant to the TAT 1973 Act (Act 101) shall ensure the following:

- The Board shall, not later than one month before the commencement of each financial year, consider and approve an estimate of the expenditure of the Board (including capital expenditure) for the ensuing year;
- The Board is responsible for instructing that the financial statements and other financial reports of LTAT are prepared according to the relevant and approved accounting standards;
- The Board must ensure that all financial reports are audited annually by the Auditor General or any other auditor appointed by the Board with the approval of the Minister of Finance;
- As soon as the accounts have been audited, after the end of each financial year, the Board shall cause that a copy of the statement of accounts be submitted to the Minister, together with a copy of any audit observation. The Minister shall cause that a copy of every such statement and observation to be tabled before each Parliament sitting; and
- The Board shall, not later than the thirtieth (30) day of June in each year, cause to make and submit to the Minister a report dealing with the activities of LTAT during the preceding financial year and containing such information relating to the proceedings and policy of LTAT as the Minister may from time to time direct. The Minister shall cause that a copy of every such report be laid before each Parliament sitting.

## OTHERS MATTERS

### Relationship With Auditors

The Board of Directors has a formal and transparent relationship with the Auditor General's Office and private auditors for LTAT's subsidiaries. The audit findings on LTAT will be scrutinized by the Chief Executive before any further action taken. Answers to the audit findings will be presented formally in the Exit Conference Meeting and continuous monitoring will be done by officers at every division and department for audit observations received.

### Communications With The Contributors

The Board recognizes the need for Lembaga Tabung Angkatan Tentera to communicate accurate information on the performance of LTAT and other matters involving the interest of the contributors. Among the methods used by LTAT to communicate with the contributors on LTAT's activities and financial performance are through Annual Reports, Members' Contribution Statement, Customers' Care Program, Press Statements, Website, Briefings and other announcements through the media.

## BOARD OF DIRECTORS RESPONSIBILITIES ON FINANCIAL REPORTING

The Board of Directors is responsible in ensuring that the Financial Statements is prepared in compliance with the applicable and approved accounting standards that give a fair and true picture of LTAT's and Group's financial performances. This includes the results and Cash Flow Statements of LTAT and its Group for the current financial year. The Board shall ensure that the process of preparing the Financial Statements is founded on a going concern basis, based on reasonable assumptions and sufficient sources for LTAT and its Group to continue operations for a specific period of time. The Board of Directors is also adequately responsible for taking steps to ensure the safety of the Group's assets and reducing the operational and financial risks.

## INTERNAL CONTROL

The Board of Directors has taken the responsibility to identify, evaluate and review the adequacy and effectiveness of the internal control system in LTAT to ensure compliance to laws, regulations and relevant guidelines. Information on the internal control system in LTAT is presented in the Statement of Internal Control in the Annual Report, giving a complete overview regarding the status of LTAT's internal control.



## DATE OF THE BOARD OF DIRECTORS MEETINGS

| Date  | Time    |
|---|---------|
| Meeting 1/2009 – Tuesday, 10 March 2009     | 9.30 am |
| Meeting 2/2009 – Monday, 15 June 2009       | 2.15 pm |
| Meeting 3/2009 – Monday, 1 September 2009   | 9.30 am |
| Meeting 4/2009 – Thursday, 17 December 2009 | 2.15 pm |

## ATTENDANCE OF MEETING OF THE BOARD OF DIRECTORS

| NAME OF THE BOARD OF DIRECTORS   | ATTENDANCE 2009     |
|--|---------------------|
| <b>Chairman LTAT</b><br>YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Retired)   | 4 out of 4 meetings |
| <b>Deputy Chairman</b><br>YBhg. Dato' Sri Abu Bakar bin Haji Abdullah<br><b>Secretary General to the Ministry of Defence</b>   | 1 out of 4 meetings |
| YBhg. Dato' Zalekha binti Hassan<br><b>Deputy Secretary General to the Treasury Malaysia</b>   | 3 out of 4 meetings |
| <b>Members Representing Contributors</b><br>YBhg. Gen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal<br><b>Chief of the Defence Forces</b><br>(until 31 August 2009) | 2 out of 2 meetings |
| YBhg. Gen. Tan Sri Dato' Sri Azizan bin Ariffin<br><b>Chief of the Defence Forces</b><br>(from 1 September 2009)   | 1 out of 1 meeting  |
| YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin<br><b>Deputy Chief of the Army</b>   | 1 out of 4 meetings |
| YBhg. Laksamana Madya Datuk Mohammed Noordin bin Ali<br><b>Deputy Chief of Navy</b>  | 3 out of 4 meetings |
| YBhg. Lt. Gen. Datuk Seri Bashir bin Haji Abu Bakar<br><b>Deputy Chief of the Air Force</b><br>(until 31 August 2009)  | 2 out of 2 meetings |
| YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim<br><b>Deputy Chief of the Air Force</b><br>(from 1 September 2009)  | 1 out of 1 meeting  |
| YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin<br><b>Chief Executive of LTAT (Ex-Officio)</b>   | 4 out of 4 meetings |





## DATE OF THE INVESTMENT PANEL MEETINGS

| DATE                                       | TIME    |
|--|---------|
| Meeting 1/2009 – Monday, 2 March 2009      | 9.30 am |
| Meeting 2/2009 – Monday, 18 May 2009       | 9.30 am |
| Meeting 3/2009 – Monday, 17 August 2009    | 9.30 am |
| Meeting 4/2009 – Tuesday, 17 November 2009 | 9.30 am |

## ATTENDANCE OF MEETING OF THE INVESTMENT PANEL

| NAME OF THE INVESTMENT PANEL   | ATTENDANCE 2009     |
|--|---------------------|
| <b>Chairman</b><br>YBhg. Gen. Tan Sri Dato' Mohd Ghazali bin Dato' Mohd Seth (Retired)                                       | 4 out of 4 meetings |
| YBhg. Gen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal<br><b>Chief of the Defence Forces</b><br>(until 31 August 2009) | 1 out of 2 meetings |
| YBhg. Gen. Tan Sri Dato' Sri Azizan bin Ariffin<br><b>Panglima Angkatan Tentera</b><br>(from 1 September 2009)               | 0 out of 1 meeting  |
| YBhg. Datuk Zalekha binti Hassan<br><b>Deputy Secretary General to the Treasury Malaysia</b>                                 | 2 out of 4 meetings |
| YBhg. Dato' Abdul Aziz Bin Ibrahim   | 4 out of 4 meetings |
| YBhg. Datuk Haji Abdul Rahman bin Hamid  | 4 out of 4 meetings |



### RESPONSIBILITY

The Board of Directors acknowledges its responsibility towards maintaining a sound and effective system of internal control. However, due to the limitations that are inherent in any system of internal controls, the internal control system of LTAT serves to manage, rather than eliminate the risk of failure to absolutely achieve organizational objectives. It can therefore, only provide reasonable but not absolute assurance of the effectiveness of the organization and against material misstatement or visible loss.

### KEY ELEMENTS OF INTERNAL CONTROL

The key elements of the internal control of LTAT are as follows:

- Clearly defined terms of reference that outlines the role and responsibilities of the Board of Directors, Executive Committee and Investment Panel;
- Clearly defined organizational structure that outlines the authority limits and lines of responsibilities at all levels to ensure accountability for risk management and control;
- Regular Board, Executive Committee and Investment Panel meetings to evaluate performance and to identify, discuss and resolve significant matters on risk management, administration, finance and investments;
- The responsibilities of the Board of Directors, Executive Committee and Investment Panel are noted in the Statement on Corporate Governance;
- Regular Audit Committee meetings are held to review, evaluate and deliberate findings based on the internal audit reports and reports from the office of the Auditor General, concerning financial reports and the effectiveness of the internal control operation on LTAT's activities, which are subsequently presented to the Board for approval. Management is responsible for the follow up action on the respective findings;
- Management meetings held on weekly basis by the Chief Executive together with Senior Officers and Heads of Department focus on monitoring and evaluating the process of risk management, income performance, customer service, finance, administration, investments and quality systems;
- The Financial Procedures outline the overall policy and procedure pertaining to LTAT's management of financial and accounting matters to guide staff in their daily responsibilities and is updated regularly and when necessary;
- LTAT's Strategic Plan for every seven (7) years and the annual budget is prepared by the Management, reviewed by the Executive Committee and approved by the Board;
- Documented manual procedures and work instructions clearly outlining the internal control processes in carrying out the day-to-day works of LTAT's activities which are embedded in the ISO 9001:2008 and ISO/IEC 20000:2005 Quality Management System. These documents are reviewed, audited and updated regularly;
- A development and assessment system for staff's training program to ensure staff acquire the necessary training and are competent in discharging their duties and responsibilities;
- A comprehensive information communication system whereby monthly financial statement, reports from various investment companies of LTAT, Key Performance Indicators and any reports on the changes and weaknesses in the risk profile is reported regularly to the Management, Board of Directors, Executive Committee and Investment Panel; and
- An Information Technology Security Policy that outlines the significant policies and procedures to ensure the protection of IT assets in terms of confidentiality, integrity and availability of information, data and its application in LTAT.



### **FUNCTIONS OF THE INTERNAL AUDIT DEPARTMENT**

The main function of internal audit is to provide the Board with the assurance it requires regarding the adequacy, effectiveness and integrity of the internal control system.

The function of internal audit is to review the internal control in key activities of LTAT and its Group based on the Annual Internal Audit Plan which is presented to the Audit Committee for approval. The internal audit process adopts a risk-based approach and prepares its audit strategy and plan based on the risk profiles of business units.

The internal audit reports are reviewed by the Audit Committee. The Management is responsible for ensuring that corrective actions on reported weaknesses are taken within the required time frame. The Audit Committee has full access to both internal auditors and auditors from the office of the Auditor General.

### **RISK MANAGEMENT**

LTAT is truly committed to ensure that the Risk Management Framework plays a key role in establishing good corporate governance practices in LTAT. As such, LTAT has established a Risk Management Framework in order for risks to be accounted for in all decision making processes and ensuring that reasonable steps are taken to minimize exposure to risks after the identification of such risks.

In relation to this, LTAT has set up a Risk Management Committee at the highest level and a risk unit in every department. A Risk Department was also set up to ensure effective management of risk. In view of greater challenges ahead, LTAT continues to tighten its monitoring of every risk situation and to scrutinize each one closely to ensure that appropriate risk management steps are taken.

### **MONITORING AND REVIEW OF THE ADEQUACY AND INTEGRITY OF INTERNAL CONTROL SYSTEM**

The processes of monitoring and review of the adequacy and integrity of LTAT's internal control system include:

- Continuous deliberation and follow-up action geared towards improvement by the Chief Executive, Senior Officers and Heads of

Department in the weekly Management meetings on the internal control system and risk management;

- Regular confirmation by the Chief Executive and the Board on the effectiveness of the internal control system on a yearly basis in the annual financial report;
- Periodic examination on the compliance of internal control procedures and regular reviews of all findings and recommendations of the internal audit function by the Audit Committee in its regular meetings;
- Proof of compliance of Quality Management System standards through the ISO 9001:2008 Certification and IT service management system for internal customer through ISO/IEC 20000:2005 Certification by Lloyds Register Quality Assurance, an auditor authorized by the Government;
- Confirmation from the Office of the Auditor General through the Auditor General's Certificate on Financial and Management Reports;

The management will continue to take measures to strengthen the internal control environment of LTAT.

### **CONCLUSION**

For the year 2009, no material losses incurred as a result of weaknesses in the internal control of LTAT and its Group.

The internal control system of LTAT and its Group covers risk management and financial, operational and compliance controls. Except for insurable risks where insurance covers can be purchased, other significant risks faced by the Group (excluding associated companies) are reported to and managed by the respective Boards. The Board's opinion is that the internal control system of LTAT and its Group is sound and sufficient to safeguard shareholders' investment, customers' interests and the Group's assets.



## LTAT'S BOARD OF DIRECTORS 2009

### **Sitting from left**

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
(Deputy Chairman)

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar  
bin Haji Mohd Nor (Retired)  
(Chairman)

YBhg. Gen. Tan Sri Dato' Sri Azizan bin Ariffin  
(Chief of Defence Forces)

### **Standing from left**

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
(Chief Executive)

YBhg. Laksamana Madya Datuk Mohammed Noordin  
bin Ali

YBhg. Dato' Zalekha binti Hassan

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin

YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim

YBhg. Datuk Haji Abdul Aziz bin Ismail  
(Deputy Chief Executive)





## LTAT'S BOARD OF DIRECTORS 2009

### Chairman

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Retired)  
P.G.A.T., P.M.N., P.S.A.T., P.S.D., S.J.M.K., S.S.A.P., S.S.I.S., S.P.T.S., D.H.M.S., D.C.S.M., D.P.M.S., D.P.T.S., P.A.T., J.S.M., J.S.D., P.M.P., K.A.T., K.M.N., B.K.T., D.P.K.T (Brunei), OLH (France), OMRI (Italy), Yudha Dharma Utama (Indonesia), White Elephant, First Class Knight Grand Cross (Thailand), PLH (Philippines), NI(M) (Pakistan), LOM (USA), P.P.S., P.P.A., MSc EBM (Warwick), jssc, psc

### Deputy Chairman

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
S.S.A.P., S.I.M.P., D.S.D.K., D.I.M.P., K.M.N., A.M.N.  
**Secretary General Ministry of Defence**

### Deputy Secretary General to the Treasury Malaysia

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.

### Members Representing Contributors

YBhg. Gen. Tan Sri Dato' Sri Azizan bin Ariffin  
P.G.A.T., P.S.M., P.S.A.T., S.S.A.P., S.I.M.P., S.P.T.S., D.S.A.P., D.H.M.S., D.S.D.K., P.A.T., J.M.N., J.S.D., K.A.T., P.J.M., P.P.S., P.P.A., ndc, psc, TUDM  
**Chief of Defence Forces**  
(from 1 September 2009)

YBhg. Gen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal  
P.G.A.T., P.M.N., P.S.M., P.S.A.T., S.P.M.P., S.S.D.K., S.S.A.P., S.I.M.P., S.P.T.J., S.P.K.K., S.P.T.S., D.S.A.P., D.I.M.P., D.H.M.S., D.G.M.K., P.A.T., J.M.N., K.A.T., A.M.N., D.P.K.T. (Brunei), PLOH (Philippines), mpat, psc, MM (AIM) Manila, Hon PhD(Mgmt)(UMS), Hon PhD (Mgmt) (UNITAR)  
**Chief of Defence Forces**  
(until 31 August 2009)

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd. Zin  
P.J.N., P.S.A.T., S.I.M.P., S.P.K.K., D.P.K.K., D.G.M.K., D.M.S.M., D.S.D.K., P.M.W., P.A.T., J.M.N., S.D.K., K.M.N., A.S.K., A.M.K., Legion of Honor (Phil), AMIM, MSc (NDU), mpat, lmt, psc  
**Deputy Chief of Army**

YBhg. Laksamana Madya Datuk Mohammed Noordin bin Ali  
P.S.A.T., P.J.N., S.I.M.P., D.I.M.P., D.G.M.K., P.A.T., J.S.M., S.D.K., K.A.T., K.M.N., P.P.T.(Sel), B.C.K., P.P.S., P.P.A., mpat, psc  
**Deputy Chief of Navy**

YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim  
P.S.A.T., P.J.N., P.S.D., S.I.M.P., D.S.A.P., D.I.M.P., P.A.T., J.M.N., D.J.N., A.M.K., P.J.M., MSc, MA, Dip, Mngt, Sci, ndc, mpat, psc, jt, TUDM  
**Deputy Chief of Air Force**  
(from 1 September 2009)

YBhg. Lt. Gen. Datuk Seri Bashir bin Haji Abu Bakar  
P.S.A.T., P.J.N., S.M.W., S.I.M.P., S.P.K.K., D.P.K.K., D.S.A.P., D.I.M.P., P.A.T., J.S.M., S.M.P., K.A.T., P.P.A., fadc, dssc, mpat, psc, jt, TUDM  
**Deputy Chief of Air Force**  
(until 31 August 2009)

### Members Appointed by Minister

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
P.S.M., S.P.S.K., D.S.A.P., D.P.M.P., S.M.P., P.M.P., A.S.K., K.M.N., A.M.P., P.P.T., CLH (France)  
**Chief Executive (Ex-Officio)**



### **LTAT'S INVESTMENT PANEL 2009**

#### ***Sitting from left***

YBhg. Gen. Tan Sri Dato' Sri Azizan bin Ariffin  
(Chief of Defence Forces)

YBhg. Gen. Tan Sri Dato' Mohd Ghazali bin  
Dato' Mohd Seth (Retired)  
(Chairman of Investment Panel)

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar  
bin Haji Mohd Nor (Retired)  
(Chairman of LTAT)

#### ***Standing from left***

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
(Chief Executive)

YBhg. Dato' Abdul Aziz bin Ibrahim

YBhg. Dato' Zalekha binti Hassan

YBhg. Datuk Haji Abdul Rahman bin Hamid

YBhg. Datuk Haji Abdul Aziz bin Ismail  
(Deputy Chief Executive)





## LTAT'S INVESTMENT PANEL 2009

### Chairman

YBhg. Gen. Tan Sri Dato' Mohd Ghazali bin Dato' Mohd Seth (Retired)  
P.G.A.T., P.M.N., P.S.M., S.P.M.J., S.I.M.P., D.H.M.S., P.N.B.S., J.M.N., P.P.C., jssc, psc.

### Members

YBhg. Gen. Tan Sri Dato' Sri Azizan bin Ariffin  
P.G.A.T., P.S.M., P.S.A.T., S.S.A.P., S.I.M.P., S.P.T.S., D.S.A.P., D.H.M.S., D.S.D.K., P.A.T., J.M.N., J.S.D, K.A.T., P.J.M., P.P.S., P.P.A., ndc, psc, TUDM

**Chief of Defence Forces**  
(from 1 September 2009)

YBhg. Gen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal  
P.G.A.T, P.M.N., P.S.M., P.S.A.T., S.P.M.P., S.S.D.K., S.S.A.P., S.I.M.P., S.P.T.J., S.P.K.K., S.P.T.S., D.S.A.P., D.I.M.P., D.H.M.S., D.G.M.K., P.A.T., J.M.N., K.A.T., A.M.N., D.P.K.T. (Brunei), PLOH (Philippines), mpat, psc, MM (AIM) Manila, Hon PhD(Mgmt)(UMS), Hon PhD (Mgmt) (UNITAR)

**Chief of Defence Forces**  
(until 31 August 2009)

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.

**Deputy Secretary General to the Treasury Malaysia**

YBhg. Dato' Abdul Aziz bin Ibrahim  
D.P.M.T., S.M.T.

YBhg. Datuk Haji Abdul Rahman bin Hamid  
P.J.N., K.M.N.

## EXECUTIVE COMMITTEE 2009

### Chairman

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Retired)  
P.G.A.T., P.M.N., P.S.A.T., P.S.D., S.J.M.K., S.S.A.P., S.S.I.S., S.P.T.S., D.H.M.S., D.C.S.M., D.P.M.S., D.P.T.S., P.A.T., J.S.M., J.S.D., P.M.P., K.A.T., K.M.N., B.K.T., D.P.K.T (Brunei), OLH (France), OMRI (Italy), Yudha Dharma Utama (Indonesia), White Elephant, First Class Knight Grand Cross (Thailand), PLH (Philippines), NI(M) (Pakistan), LOM (USA), P.P.S., P.P.A., MSc EBm (Warwick), jssc, psc

### Members

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
S.S.A.P., S.I.M.P., D.S.D.K., D.I.M.P., K.M.N., A.M.N.  
**Secretary General Ministry of Defence**

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.

**Deputy Secretary General to the Treasury Malaysia**

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin  
P.J.N., P.S.A.T., S.I.M.P., S.P.K.K., D.P.K.K., D.G.M.K., D.M.S.M, D.S.D.K., P.A.T., J.M.N., S.D.K., K.M.N., A.S.K., A.M.K., Legion of Honor (Phil), AMIM, MSc (NDU), mpat, lmt, psc  
**Deputy Chief of Army**



## AUDIT COMMITTEE 2009

### Chairman

YBhg. Laksamana Tan Sri Dato' Sri Mohd Anwar bin Haji Mohd Nor (Retired)  
P.G.A.T., P.M.N., P.S.A.T., P.S.D., S.J.M.K., S.S.A.P., S.S.I.S., S.P.T.S., D.H.M.S., D.C.S.M., D.P.M.S., D.P.T.S.,  
P.A.T., J.S.M., J.S.D., P.M.P., K.A.T., K.M.N., B.K.T., D.P.K.T (Brunei), OLH (France), OMRI (Italy), Yudha  
Dharma Utama (Indonesia), White Elephant, First Class Knight Grand Cross (Thailand), PLH (Philippines),  
NI(M) (Pakistan), LOM (USA), P.P.S., P.P.A., MSc EBm (Warwick), jssc, psc

### Members

YBhg. Dato' Sri Abu Bakar bin Haji Abdullah  
S.S.A.P., S.I.M.P., D.S.D.K., D.I.M.P., K.M.N., A.M.N.  
**Secretary General Ministry of Defence**

YBhg. Dato' Zalekha binti Hassan  
D.P.M.K., P.G.D.K., A.K.P.  
**Deputy Secretary General to the Treasury Malaysia**

YBhg. Lt. Gen. Datuk Zulkifeli bin Mohd Zin  
P.J.N., P.S.A.T., S.I.M.P., S.P.K.K., D.P.K.K., D.G.M.K., D.M.S.M, D.S.D.K., P.A.T., J.M.N., S.D.K., K.M.N.,  
A.S.K., A.M.K., Legion of Honor (Phil), AMIM, MSc (NDU), mpat, lmt, psc  
**Deputy Chief of Army**

## MANAGEMENT TEAM 2009

### Chief Executive

YBhg. Tan Sri Dato' Haji Lodin bin Wok Kamaruddin  
P.S.M., S.P.S.K., D.S.A.P., D.P.M.P., S.M.P., P.M.P.,  
A.S.K., K.M.N., A.M.P., P.P.T., CLH (France)

### Deputy Chief Executive

YBhg. Datuk Haji Abdul Aziz bin Ismail  
D.M.S.M., J.S.M., K.M.N., A.M.P., A.M.N.

### General Manager Investment I

YBhg. Datuk Zakaria bin Sharif  
D.M.S.M., K.M.N.

### General Manager (Operation)

Puan Rathiyah binti Hassan  
A.M.N.

### General Manager (Finance)

Puan Muslemah binti Jaafar  
A.M.N.

### General Manager Investment II

Tuan Haji Roslan bin Abu Talib

### Assistant General Manager (Investment)

Tuan Haji Dziauddin bin Azizan  
A.M.N.

### Assistant General Manager (Services)

Tuan Haji Mohd Yunus bin Ahmad

### Assistant General Manager (Finance)

Puan Ho Chai Suan  
A.M.N.

### Assistant General Manager (Strategic Planning & Quality Implementation)

Encik Mohd Saubae bin Roslan  
A.M.N.

### Assistant General Manager (Risk Management)

Puan Hajah Saira Banu binti Chara Din

### Investment Manager

Puan Boo Phaik Suan  
Puan Hajah Norihan binti Akhiruddin

### Finance Manager

Encik Musa bin Bachik  
Encik Mohamed Roslan Al-Husni bin Mohamed

### Human Resource & Administration Manager

Puan Hajah Noorlaily binti Ibrahim

### Corporate & Customer Affairs Manager

Puan Sharifah Salmah binti Syed Ahmad

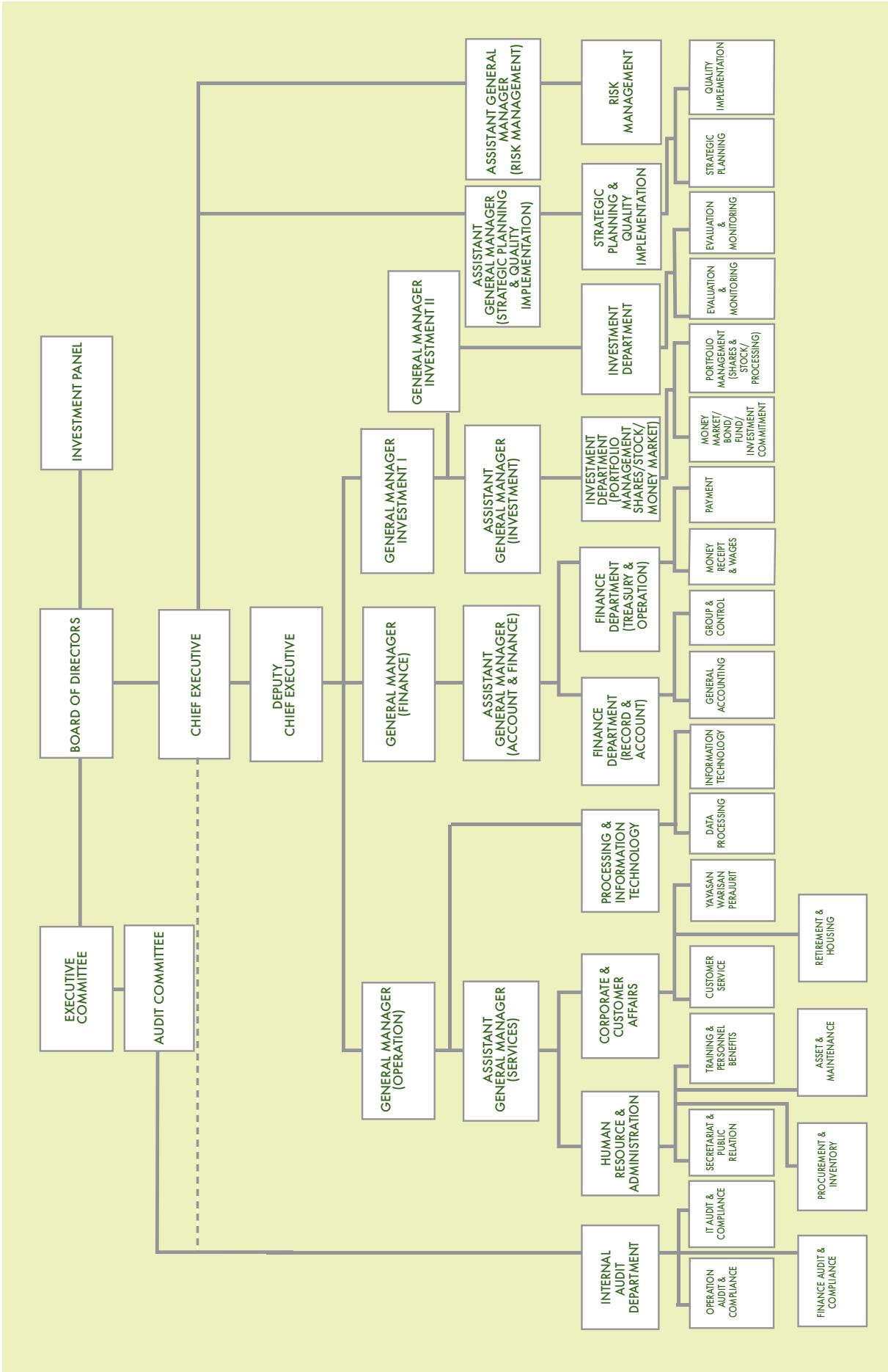
### Processing & Information Technology Manager

Puan Hajah Shariffah Azlina binti Syed Hussain

### Internal Audit Manager

Puan Putri Rozita binti Abdul Rahman

# LTAT'S ORGANISATION CHART



## Chairman's Review For The Year 2009







DYMM Seri Paduka Baginda Yang di-Pertuan Agong Tuanku Mizan Zainal Abidin telah berkenan untuk berangkat merasmikan Hospital Angkatan Tentera di Jalan Genting Klang, Kuala Lumpur yang dibina oleh Perbadanan Perwira Harta Malaysia, sebuah perbadanan milik penuh LTAT.

DYMM Seri Paduka Baginda Yang di-Pertuan Agong Tuanku Mizan Zainal Abidin at the official opening of Hospital Angkatan Tentera at Jalan Genting Klang, Kuala Lumpur built by Perbadanan Perwira Harta Malaysia, a wholly-owned corporation of LTAT.

## CHAIRMAN'S REVIEW

The year 2009 was a challenging year for LTAT. The slow growth of the country's economic recovery due to the global economic crisis has led to LTAT facing tough challenges in retaining its solid financial performance. However, the government's implementation of two economic stimulus packages and accommodative monetary policy contributed well to the positive economic growth in the fourth quarter compared to the contraction during the first nine months of 2009. This resulted in an overall contraction of only 1.7% in the Gross Domestic Product (GDP) as compared to a projection of 3.0%. This scenario promises better prospects for LTAT's performance to further improve in the ensuing year.

Based on the economic scenario as stated, I am pleased to present, on behalf of the Board, the thirty-seventh Annual Report and Financial Statement of Lembaga Tabung Angkatan Tentera and the twenty-eighth Financial Statement of the LTAT Group for the financial year ending 31 December 2009.

## PERFORMANCE REVIEW

For the year ending 31 December 2009, LTAT recorded total revenue of RM554.7 million, a 7.0% decline as compared to the RM596.5 million earned in 2008. This is a reflection of the tough challenges

faced by LTAT in maintaining its outstanding performance during the weakened economic situation. However, the situation is expected to improve in tandem with the strong improvement in the country's economy as well as the global economy.

For the year 2009, dividend income received from LTAT's investment in various quoted and unquoted companies and redeemable preference shares was the main contributor with a total of RM322.1 million or 58.1% of the total overall income. Revenue from this source declined 7.0% compared with the RM346.5 million earned in 2008, a glaring indication that the operation of LTAT's investment companies were also impacted by the prevailing economic situation.

Profits from the sale of shares contributed RM122.8 million or 22.1% to LTAT's income, a decline of 37.3% compared to RM195.9 million received in 2008, due mainly to the still volatile stock market. However, contributions from the portfolio fund managers saw an increase of 17.5% to RM9.4 million compared to RM8.0 million received in 2008.

In 2009, income derived from fixed deposit and short term deposits constituted 8.2% of total income or RM45.7 million, a decline by 18.4% compared to



Majlis menandatangani perjanjian di antara LTAT dan syarikat Coca-Cola Bottlers (Malaysia) Sdn. Bhd. (CCBM).

Signing ceremony between Coca-Cola Bottlers (Malaysia) Sdn. Bhd. (CCBM) and LTAT.

### **PERFORMANCE REVIEW (continued)**

RM56.0 million in 2008, due to higher usage of fund for equity investments and for buying good shares during weak market sentiments.

Rental income during the reporting year amounted to RM14.3 million or 2.6% of the total gross income, an increase of 3.5% as compared to RM13.8 million in 2008. In 2009, LTAT received income of RM327,000 from its investment in IDB Infrastructure Islamic Development Bank Fund (IDBIF), Bahrain, LTAT's first offshore investment, a decline of 62.5% or RM666,000 compared to the RM993,000 received in 2008. The drop was due to the maturity of part of the capital which was returned to LTAT.

In 2009, income from management service fee, interest received from repayment of staff loan and, profits from sale and revaluation of properties, plant and equipment were down to RM5.2 million as compared to RM10.1 million received in the previous year.

### **DIVIDEND AND BONUS**

LTAT is committed to ensure that fund entrusted to it is managed professionally to ensure maximum possible returns to its contributors in the form of dividend,

bonus and other returns. For the year 2009, LTAT declared dividend and bonus of 14%, down by 2% from the 16% declared in 2008. The dividend and bonus comprise of normal dividend of 7%, bonus of 1% and 6% special bonus in the form of free unit trust to active contributors.

The payment of the 2009 dividend, bonus and special bonus amounted to RM575.2 million, a slight decline as compared to RM616.5 million paid the previous year. In terms of breakdown, LTAT paid RM457.2 million as dividend and bonus, and RM118.0 million in the form of unit trust to eligible contributors.

LTAT's continued strong performance is mainly attributed to the Group's policy of investing in mostly strong and reputable companies. LTAT's long term investment strategy is not just to be able to remain resilient during any period of economic crisis, but to also seize on new opportunities from such economic situations to invest in good stocks and companies which will be the early favourites to recover in an economic upturn. LTAT will continue to identify and participate in investments which can give high and stable returns in the long term while at the same time take steps to strengthen and, if required restructure existing investments to ensure maximum possible returns are obtained from the investments.





Lawatan ke Syarikat Sapura Group Berhad, sebuah syarikat pembekal alat-alat telekomunikasi.

A visit to Sapura Group Berhad, a company involved in supplies of telecommunication equipment



### PURCHASE OF EQUITY

The Government's move to introduce several initiatives to ensure Malaysia's capital market remains as an attractive platform to attract foreign and local investors has resulted in the increased performance of the local equity market. In 2009, LTAT also participated actively in the local bourse by buying shares with strong fundamentals and good financial performance. During the year, LTAT invested a total of RM923.7 million in new and existing companies, a decrease of 26.2% as compared to RM1,252.3 million in 2008. Of this amount, RM431.9 million was invested in subsidiary companies, RM38.7 million in associated companies, RM294.4 million in other investments which include shares of listed companies traded on Bursa Malaysia and joint venture companies, RM64.4 million in portfolio management and RM69.0 million in warrants and redeemable preference shares. LTAT also increased its investments in the property sector by RM25.3 million.

As at 31 December 2009, LTAT's total investments at cost stood at RM5,979.8 million comprising of RM2,601.9 million in subsidiaries companies, RM277.7 million in associated companies, RM2,885.5 million in other medium and long term investments and RM214.7 million in short term investments.

### MONEY MARKET OPERATION

LTAT's money market activities are undertaken mainly to maximise returns on surplus fund while at the same time ensuring sufficient liquidity for payment of long term investment commitments and withdrawals. During

the reporting year, RM591.3 million was invested in various fixed deposits, short term deposit and commercial bills which generated a return of RM45.7 million. Of this amount, RM1.2 million was invested in fixed deposits with tenure of between 92 days to 184 days and rate of return of 2.0% per annum, RM264.2 million in conventional short term deposits with rate of return of 2.35% to 2.55% per annum and for period of 31 days to 62 days and RM111.8 million in Al-Wadiah short term deposits with tenure of 31 days to 64 days and rate of return of 2.25% to 2.45% per annum.

LTAT also invested RM135.9 million in conventional commercial bills with tenure of between 22 days to 429 days and rate of return of 2.00% to 2.50% per annum, RM78.2 million in Al-Wadiah commercial bills deposits with tenure of 22 days to 422 days and rate of return of 1.95% to 2.50% per annum, and RM300 million in sukuk bonds with rate of return of 11.0% per annum for a period of 8 1/2 years.

### LTAT's CORPORATIONS

#### PERBADANAN PERWIRA NIAGA MALAYSIA (PERNAMA)

PERNAMA, a wholly-owned corporation of LTAT, was established under the provisions of Section 23, TAT Act 1973 (Act 101) to carry out activities related to the retailing business, wholesaling, distribution, import and export, hire purchase of goods and management



Sebahagian barangan ruji yang terdapat di kedai PERNAMA yang dijual kepada anggota ATM pada harga murah daripada pasaran.

Selected products at PERNAMA retail outlet sold to ATM members at price cheaper than market price.

### **PERBADANAN PERWIRA NIAGA MALAYSIA (PERNAMA) (continued)**

services. Presently, PERNAMA operates 70 retail outlets in military camps throughout Malaysia which offer a wide variety of consumer goods, some of which are duty-free, to members of the armed forces and their families, retired members of the armed forces, members of the Commonwealth Forces and Malaysian Army Reserves who have undergone at least 72 hours of training at any one time.

Although the retail market in 2009 saw stiff and challenging competition amongst hypermarkets such as Carrefour, Giant, Tesco and Jusco, PERNAMA was still able to increase its sales through a variety of properly structured and aggressive sales and promotion programs.

In 2009, PERNAMA recorded a revenue of RM196.4 million, an increase of 11.7% compared to RM175.9 million recorded in 2008. Sales increased by 12.4% to RM167.8 million compared to RM149.3 million the previous year. The year 2009 also saw an increase in customers' visit to PERNAMA outlets mainly due to the intensive 'PRIHATIN' sales programs carried out whereby essential items such as rice, flour, milk, instant

noodles, cooking oil, canned drinks and bottled drinks were offered to armed forces personnel at a price below the market price.

PERNAMA registered pre tax profit of RM15.7 million for 2009, an increase of 10.1% compared to RM14.2 million recorded in 2008. With this achievement, PERNAMA was able to pay a dividend of 12.0% for 2009, similar to that paid the previous year.

### **PERBADANAN PERWIRA HARTA MALAYSIA (PPHM)**

PPHM, another wholly-owned corporation of LTAT, was established in 1984 to enable LTAT to play a more active role in the property and construction sector. For the year 2009, PPHM recorded operating revenue of RM13.3 million, a decline of 79.8% compared to RM65.9 million recorded the previous year. The drop was due to the completion of the Armed Forces Hospital in Genting Kelang camp, Kuala Lumpur in July 2009 and the completion of Phase 1 of Taman LTAT, Bukit Jalil, Kuala Lumpur housing project. The revenue generated for the year was mostly from management fees from the Taman LTAT project and building maintenance management fee. For the year, PPHM recorded a pre tax profit of RM496,200, an increase of 36.3% compared to RM359,700 recorded in the previous year.





Pelatih-pelatih PERHEBAT sedang menjalani latihan praktikal di Pusat Pengurusan Makanan dan Sajian, IKK, PERHEBAT.

PERHEBAT's trainees during practical training at the Food and Catering Service Management Centre, IKK, PERHEBAT.

LTAT for the purpose of funding its operations. During the year, 1,249 retiring personnel successfully completed their re-training programs at 8 centres in PERHEBAT, namely Automotive Engineering Centre, Engineering & Construction Centre, Electric & Electronic Engineering Centre, ICT and Media Centre, Entrepreneur Development Centre, Hotel & Tourism Centre, Occupational Safety & Health Centre and Food Management and Catering Service Centre. PERHEBAT also sponsored 492 trainees for various external courses including one new course namely Estate Course conducted by Syarikat Harina Consultancy with 3 trainees. For post-transition training programs, PERHEBAT was able to train 494 personnel in the Gerak Perwira

Program conducted at both PERHEBAT Sungai Buloh Complex and its branches.

### PERBADANAN HAL EHWAL BEKAS ANGKATAN TENTERA (PERHEBAT)

PERHEBAT, the third wholly-owned corporation of LTAT was incorporated in August 1994 to undertake various socio economic and welfare programs for both retiring and retired personnel of the Malaysian Armed Forces.

However since 1 January 2002, PERHEBAT's activities have been confined to only those programs relating to training, retraining and providing educational enhancement to the retiring and retired members of the armed forces. Other activities such as job placement, welfare and entrepreneurship development have been taken over by the Veteran Affairs Department (JHEV), Ministry of Defence.

For the reported year, PERHEBAT received a grant of RM28.9 million from the Government, paid through

In 2009, PERHEBAT also successfully conducted its Integrated Transition Training Pre Program for retiring armed forces personnel for 2 weeks, with attendance of 4,253 personnel, exceeding the targeted 4,000 personnel. During the year, PERHEBAT's ISO 9001:2008 Auditing Certification was reaffirmed.

### ASSETS

As at 31 December 2009, LTAT's total assets at cost stood at RM7,518.4 million compared to RM7,168.4 million in 2009, an increase of 4.9% mainly due to an increase in the Members' Contribution Account which stood at RM6,315.0 million and represents a 84% claim on the total assets. As at 31 December 2009, the Reserve Fund account stood at RM120.0 million and Accumulated Profits stood at RM920.6 million.



Projek perumahan di Taman LTAT, Bukit Jalil, Kuala Lumpur.

Housing project at Taman LTAT, Bukit Jalil, Kuala Lumpur.

**GROUP PERFORMANCE**

At the Group level, profit before tax for 2009 was RM1,245.1 million, a decrease of 10.4% compared to RM1,389.7 million in 2008. The Group's accumulated assets as at 31 December 2009 stood at RM52,050.7 million, an increase of 6.9% compared to RM48,677.2 million in 2008.

**MEMBERS' CONTRIBUTION**

Total members' contribution received in 2009 increased 3.7% to RM615.2 million from RM593.5 million in 2008. Total repayment to contributors amounted to RM607.9 million including withdrawals for members whose services ended during the year amounting to RM587.5 million and withdrawals by active members for the purchase of houses amounting to RM20.4 million. During the year, a total of 5,198 contribution withdrawals and 4,059 housing withdrawals were made as compared to 4,609 and 2,984 withdrawals made in 2008 respectively. Total cumulative members' contribution at the end of 2009 stood at RM6,315.0 million, an increase of 7.9 % compared to RM5,851.5 million in 2008.

**APPROPRIATION OF PROFIT**

For the year 2009, total profit available for appropriation amounted to RM1,503.3 million including net profit for the year of RM460.9 million and accumulated profit as at 1 January 2009 totaling RM1,042.4 million. The profit appropriated as follows:

|  | RM<br>Million | RM<br>Million  |
|--|---------------|----------------|
| Accumulated Profit as at 1 January 2009                              |               | 1,042.4        |
| Net Profit for the Year  |               | 460.9          |
| <b>Total Accumulated Profit</b>                                      |               | <b>1,503.3</b> |
| <b>LESS:</b>   |               |                |
| <b>Appropriation</b>   |               |                |
| Dividend at 7.0%   | 404.6         |                |
| Bonus at 1.0%  | 52.6          |                |
| Unit Trust at 6%   | 118.0         |                |
| Death and Disability Benefit Scheme                                  | 4.5           |                |
| Reserve Fund   | 3.0           | <b>582.7</b>   |
| <b>Accumulated Profit after Appropriation as at 31 December 2009</b> |               | <b>920.6</b>   |





YBhg. Dato' Seri Ahmad Zahid Hamidi, Menteri Pertahanan Malaysia sedang meneliti penyata caruman anggota ATM yang dicetak melalui e-kiosk yang di tempatkan di Bangunan LTAT.

YBhg. Dato' Seri Ahmad Zahid Hamidi, Minister of Defence looking at the ATM member's contribution statement printed through the e-kiosk located at LTAT's building.



## DELIVERY SYSTEM

In 2009, LTAT further expanded its responsibilities to its members by further upgrading its delivery system and enhancing benefits and facilities extended to members of the armed forces and their families.

## ADDITIONAL BENEFITS EXTENDED TO MEMBERS

### Death and Disablement Benefits Scheme

The year 2009 was the twenty third consecutive year LTAT made payments under the Death and Disablement Benefits Scheme. Under the scheme, special payment is made to the dependents of a contributor who passes away whilst in service with the Malaysian Armed Forces, while disability payment is made to a contributor who is discharged from service by reason of infirmity of mind or body. During the year, LTAT paid out a total of RM4.5 million under the scheme, the same amount that was paid in 2008. From this amount, a total of RM3.5 million was paid to 160 beneficiaries under the Death Benefit Scheme as compared to RM3.8 million paid to 162 beneficiaries the previous year. A total of RM1.0 million was paid to 53 members under the Disablement Benefit Scheme as compared to RM0.7 million paid to 54 members in 2008.

### Housing Withdrawal Scheme

Under this scheme, a contributor is allowed to withdraw not more than 40% of his contribution or 10% of the price of an immovable property or RM10,000, whichever is lower, to purchase a first residential house or land to build a house. During the reporting year, a total of RM20.4

million was withdrawn by 4,059 members as compared to RM16.2 million withdrawn by 2,984 members in 2008.

## E-KIOSK Facilities

The e-Kiosk service enables members to obtain accurate and up to date information on the status of their accounts and printed statement of accounts, update naming of beneficiaries, update qualification status for withdrawals of contributions and printed statement of contributors information for the purpose of updating members' finger prints and naming of beneficiaries.

The e-Kiosk facilities have also been upgraded to provide links to LTAT and its corporations' websites to disseminate information on the activities of Perbadanan Perwira Niaga Malaysia (PERNAMA), Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT), Perbadanan Perwira Harta Malaysia (PPHM) and Yayasan Warisan Perajurit (YWP).

LTAT has further strengthened its delivery systems by increasing its e-Kiosk machines nationwide to 51 units in 2009 as compared to 28 units in 2008. Due to the encouraging response from contributors, LTAT plans to increase another 10 e-Kiosk machines in 2010.

## Customers Care Programs

In 2009, LTAT successfully organised 136 Customer Care programs in military camps throughout Malaysia including Sabah and Sarawak compared to 125 programs held in 2008 to enable members to make enquiries and obtain the latest information on LTAT.





Juruaudit dari syarikat LRQA semasa sesi audit untuk Persijilan ISO 9001:2008 di bawah skop Penyediaan Skim Kumpulan Wang Persaraan untuk Anggota Angkatan Tentera Malaysia.

Auditor from LRQA during the auditing session for ISO 9001:2008 Certification under the Scope of Provision of Superannuation Fund Scheme for Members of The Malaysian Armed Forces.

## **ADDITIONAL BENEFITS EXTENDED TO MEMBERS (continued)**

### **MS ISO 9000 And ISO 20000 Certification**

LTAT's continued creditable performance is the result of its various initiatives to increase and enhance the management of its delivery systems and operations. To ensure quality service and management, LTAT has successfully maintained its ISO 9001:2008 Certification under the scope of Provision of Superannuation Fund Scheme for members of the Malaysian Armed Forces and successfully obtained the ISO/IEC 20000:2005 Certification under the scope of Information Technology Service for Internal Customer. LTAT is presently the sole government agency in Malaysia to be awarded the ISO 20000 Certification.

### **Risk Management**

In 2009, the role of the Risk Management Department was further enhanced to ensure continued good corporate governance practices in LTAT especially in the area of investment. Apart from overseeing the management of risk in LTAT and monitoring closely the implementation and achievement of KPIs, the risk management department is also required to evaluate all possible risks involved in any new investments being considered or to be undertaken by LTAT.

### **LTAT's Integrity Management**

In 2009, LTAT successfully launched its Integrity Action Plan which is based on seven (7) core issues: preventing corruption, fraud, abuse of powers,

enhancement of efficiencies in service delivery system, enhancement of good corporate governance, implementation of corporate affairs through investment strategies and human capital management.

### **Government-Linked Companies (GLC)**

In 2009, LTAT continued with the implementation of the various initiatives under the Government-Linked Company (GLC) Transformation program, which is getting GLCs to show clear and sustainable results. The implementation of the initiatives under the program by its group of companies, especially Boustead Holdings Berhad, Affin Holdings Berhad and LTAT's wholly-owned corporations namely PERNAMA, PPHM dan PERHEBAT was also being actively pursued and monitored by LTAT.

## **CORPORATE SOCIAL RESPONSIBILITY**

In 2009, LTAT continued with its various corporate social responsibility programs for members of the armed forces and their families by offering them various facilities and financial assistance especially in the areas of training, education, welfare, home ownership and scholarships.

### **Yayasan Warisan Perajurit**

In 2009, Yayasan Warisan Perajurit (YWP), which was established in 2000 by LTAT's Group of companies led by Boustead Holdings Berhad, offered scholarships amounting to RM3.9 million to 3,976 children of the armed forces who achieved outstanding results in



YB Dato' Seri Dr. Ahmad Zahid bin Hamidi, Menteri Pertahanan menyerahkan sebuah bas sumbangan daripada LTAT dan syarikat kumpulannya kepada wakil Pusat Pemulihan Dalam Komuniti ATM.

YB Dato' Seri Dr. Ahmad Zahid bin Hamidi, Minister of Defence presenting a bus contributed by LTAT and its Group of companies to representative of Pusat Pemulihan Dalam Komuniti ATM.



### Yayasan Warisan Perajurit (continued)

their Ujian Penilaian Sekolah Rendah (UPSR) and Lower Secondary Assessment (PMR) examinations, as well as those who were offered places at Institutes of Higher Learning (IPTAs). Apart from that, YWP also contributed RM234,900 to 55 ex-servicemen who were in need of financial assistance.

To date, YWP has contributed a total of RM32.9 million to 34,404 members of the armed forces both serving and retired in the form of scholarships and other contributions. In 2010, YWP will launch a new scholarship program to be known as 'role model' scholarship program. Under this program, a child of serving armed forces members of other rank will be identified and awarded financial assistance to enable him/her to achieve academic excellence and to become a role model for the family.

Apart from financial assistance, LTAT, through its group of companies and YWP also contributed a bus valued at RM350,000 to the Pusat Pemulihan Dalam Komuniti ATM and 5,062 copies of Al-Quran Bertajwid with Translation to the armed forces officers.

### Cash Awards For Academic Achievements Of Children Of ATM Members

In 2009, LTAT contributed RM407,350 as cash awards to 571 children of armed forces personnel who achieved academic excellence in their Lower Secondary Assessment (PMR) and Malaysian Certificate of Education (SPM) examinations.

### Other Contributions

In 2009, LTAT and its group of companies also donated 2 units of dialysis machines valued at

RM86,000 to the Yayasan Veteran Angkatan Tentera Malaysia Haemodialysis Medical Centre, RM250,000 to the Malaysian Armed Forces Ex-Servicemen Association (PBTM) as contribution to the National Warriors' Day Campaign Fund 2009 and RM75,000 to Armed Forces Welfare Fund as Hari Raya hampers for personnel who were on duty during the festival period.

LTAT and its group of companies also contributed RM57,220 to the Armed Forces Welfare Fund and an additional RM65,650 to sports and other welfare bodies under the Ministry of Defence to help finance their annual activities.

In 2009, LTAT wholly owned corporations continued to initiate various CSR programs for both serving and retired armed forces personnel and their families. PERNAMA, for example, established a subsidised pricing scheme known as 'Program Prihatin' where by 15 staple food such as rice, flour, milk, instant noodles, cooking oil and canned and bottled drinks by selling those items below market price with the aim of helping armed forces personnel and their families to meet the challenges of increasing cost of living.

### Low And Low Medium Cost Housing Scheme

During the reporting year, LTAT continued with its program of building low and low medium cost houses for sale to eligible members of the armed forces. To date, a total of 1,544 units of low and low medium cost houses have been built and offered to eligible members of the armed forces in Mutiara Rini, Johor Bahru, Mutiara Damansara, Selangor and Taman LTAT, Bukit Jalil, Kuala Lumpur. LTAT and its group of



Pegawai-pegawai LTAT semasa menghadiri kursus motivasi yang diadakan di Janda Baik, Pahang.

LTAT 's staff during a motivation seminar held at Janda Baik, Pahang.

**CORPORATE SOCIAL RESPONSIBILITY (continued)**

**Low And Low Medium Cost Housing Scheme (continued)**

companies, led by Boustead Holdings Berhad, will continue to build and sell more affordable residential houses to eligible members of the armed forces in the future.

**HUMAN RESOURCE DEVELOPMENT**

In line with the Government's call for better management of human capital and equipping personnel with the right skills, expertise and work

culture, LTAT has increased its yearly budget for human capital development and has established various training and development programs for its staff.

During the reporting year, LTAT organized numerous training programs for its staff, covering motivation, quality and productivity, investment and finance, computer literacy, multimedia and information technology. All staff achieved their targets of attending at least 45 hours of courses per year as required by LTAT's key performance indicators. LTAT also offers various financial assistance to staff who are keen to further their studies to a higher level in the form of advances and scholarships.

**KEY PERFORMANCE INDICATORS**

In 2009, LTAT's key performance indicators are as follows:

| KEY PERFORMANCE INDICATORS (KPIs)  | 2009 Target                           | 2009 Achievement                      |
|--|---------------------------------------|---------------------------------------|
| 1. Dividend, Bonus & Special Bonus To Contributors   | 15%                                   | 14%                                   |
| 2. Return on Investment  | 7.3%                                  | 8.8%                                  |
| 3. Customers Satisfaction Index  | 90%                                   | 92%                                   |
| 4. Processing of Members' Withdrawals and Payment under the Death and Disablement Scheme within 24 hours | 100%                                  | 100%                                  |
| 5. Processing of Housing Withdrawals within 24 hours   | 100%                                  | 100%                                  |
| 6. Cost to Income Ratio  | Not exceeding 5.0%                    | 4.6%                                  |
| 7. Financial and Management Reports  | Audit Certificate Without Observation | Audit Certificate Without Observation |





Pegawai-pegawai Pelaburan LTAT semasa lawatan ke syarikat Hopetech Sdn. Bhd sebagai sebahagian aktiviti pemantauan pelaburan.

A visit by LTAT's Investment Officers to Hopetech Sdn. Bhd. as part of LTAT's investment monitoring activities.



### THE BOARD AND THE INVESTMENT PANEL

The Board of Directors and Investment Panel are fully committed towards providing services and benefits of the highest quality to LTAT's contributors. To achieve these goals, the Board and Investment Panel will continue to seek sound and viable investment opportunities in new growth areas to enhance investment activities and income. The Board and Investment Panel will continue to formulate and implement policies and strategies to ensure effective and efficient management of funds and assets and, to enable LTAT to accomplish its business goals and give the best to its contributors.

### FUTURE PROSPECTS

Valuable lessons were learnt following the country's economic setback during the first half of 2009 which was mainly influenced by the 2008/2009 global economic crisis. It has indeed given LTAT valuable experience and lessons in the planning of its policies and strategies to enable it to withstand future challenges.

LTAT's dynamic and sustainable growth was the result of its pragmatic operation philosophy, a healthy and solid financial strength, diversified business activities and visionary entrepreneurship. LTAT and its group of companies will continue to work hard to achieve stable and encouraging growth in all its activities. LTAT will continue to identify new profitable investments with potential for growth apart from strengthening the present investments. The 7 Year LTAT

Strategic Master Plan (2007-2013) will guide LTAT's direction in-term of its investment strategies and activities.

Additionally, LTAT is committed in helping the Government in its transformation program so as to effectively contribute to the country's economic growth and ensure the success of the 10th Malaysia Plan (RMK-10), the New Economic Model and increase in productivity. LTAT will continue to be committed in establishing and implementing the best corporate governance practices and managing members' contribution fund and assets entrusted to it in the best possible way leading to high returns.

### APPRECIATION

On behalf of the Board of Directors, I wish to extend a warm welcome to YBhg. Gen. Tan Sri Dato' Sri Azizan bin Ariffin, Chief of the Armed Forces on his appointment as a member of LTAT's Board and Investment Panel with effect from 1 September 2009. I also wish to welcome YBhg. Lt. Gen. Datuk Haji Shahron bin Haji Ibrahim, Deputy Chief of Air Force as a member of the Board with effect from 1 September 2009.

I would like to record my deepest appreciation to YBhg. Gen. Tan Sri Dato' Sri Haji Abdul Aziz bin Haji Zainal, the former Chief of Armed Forces who completed his tenure as a member of LTAT's Board and Investment Panel on 31 August 2009. My appreciation also to YBhg. Lt. Gen. Datuk Seri Bashir bin Haji Abu Bakar, the former Deputy Chief of the Air Force who completed his tenure as a Board member on 31 August 2009.



Kakitangan LTAT bergotong-royong menyediakan salah satu menu sempena program Majlis Tahlil dan Bacaan Yasin.

LTAT's staff preparing food for Majlis Tahlil and Bacaan Yasin program.

### APPRECIATION (continued)

*I would like to take this opportunity to express my appreciation and pay tribute to all members of the Board, the Investment Panel, management and staff of LTAT for their dedication, commitment and contributions to LTAT's success for the year.*

*Finally, I would like to convey my sincere appreciation to all Government Ministries and Agencies, business organisations and individuals for their continued support and contributions towards the success of Lembaga Tabung Angkatan Tentera.*

**LAKSAMANA TAN SRI DATO' SRI MOHD ANWAR  
BIN HAJI MOHD NOR (Retired)**  
Chairman





## E-KIOSK DEVELOPMENT PROGRAM

### OBJECTIVE

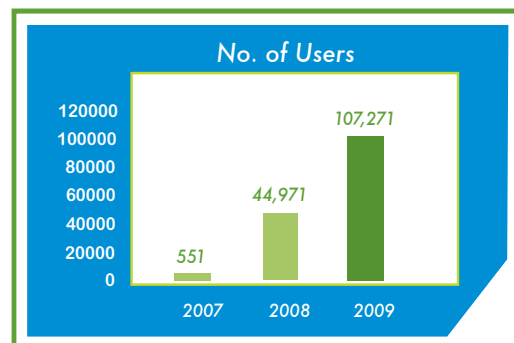
Enable members:

- To obtain accurate and up to date information on the status of their account and printed statement of accounts.
- To update naming of beneficiaries.
- To update qualification status for withdrawals of contributions and printed statement of contributors information for the purpose of updating members' finger prints and naming of beneficiaries.

### LINKS TO E-KIOSK FACILITIES



| Year                  | No. e-Kiosk | No. of Users |
|-----------------------|-------------|--------------|
| 2007<br>(From 24 Oct) | 2           | 551          |
| 2008                  | 28          | 44,971       |
| 2009                  | 51          | 107,271      |



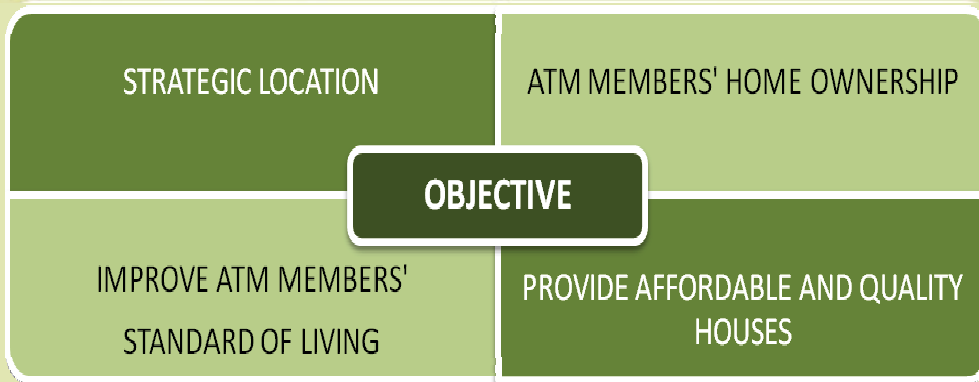


LTAT E-KIOSK LOCATION

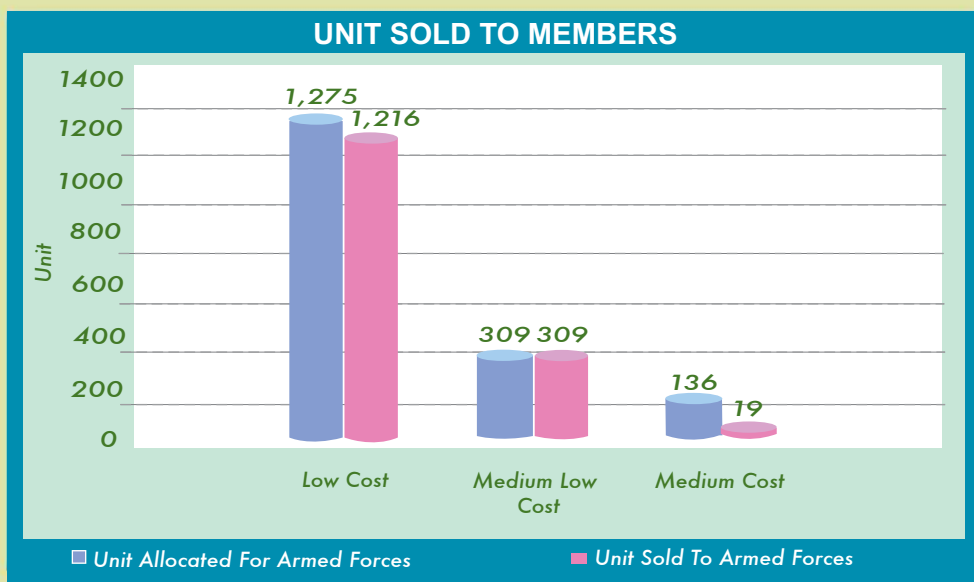




HOUSING DEVELOPMENT PROGRAM



| Location                    | Type Of Houses  | Unit Allocated To Armed Forces | Unit Bought By Armed Forces | Sold %      |
|-----------------------------|-----------------|--------------------------------|-----------------------------|-------------|
| MUTIARA RINI, JOHOR         | Low Cost        | 528                            | 469                         | 88.8        |
| MUTIARA DAMANSARA, SELANGOR | Low Cost        | 247                            | 247                         | 100         |
|                             | Medium Low Cost | 117                            | 117                         | 100         |
| BUKIT JALIL, KUALA LUMPUR   | Low Cost        | 500                            | 500                         | 100         |
|                             | Medium Low Cost | 192                            | 192                         | 100         |
|                             | Medium Cost     | 136                            | 19                          | 14.0        |
| <b>Total</b>                |                 | <b>1,720</b>                   | <b>1,544</b>                | <b>89.8</b> |





### WITHDRAWALS SCHEME

#### CONTRIBUTION WITHDRAWAL SCHEME

- When contributors discharge from service, retires or attains the age of 50.

#### HOUSING WITHDRAWAL SCHEME

- Compulsory contributor is allowed to withdraw not more than 40% of his contribution or 10% of the price of an immovable property or RM10,000 whichever is lower, to purchase a first residential house or land to build a house.

#### DEATH AND DISABLEMENT BENEFITS SCHEME

- Death benefits are paid to the dependent of the contributor who passed away whilst in service, while disability benefits are paid to a contributor who is discharged from the service due to mental or physical handicaps.

#### TOTAL MEMBERS WITHDRAWALS





WITHDRAWALS SCHEME (Continued)

TOTAL HOUSING WITHDRAWALS



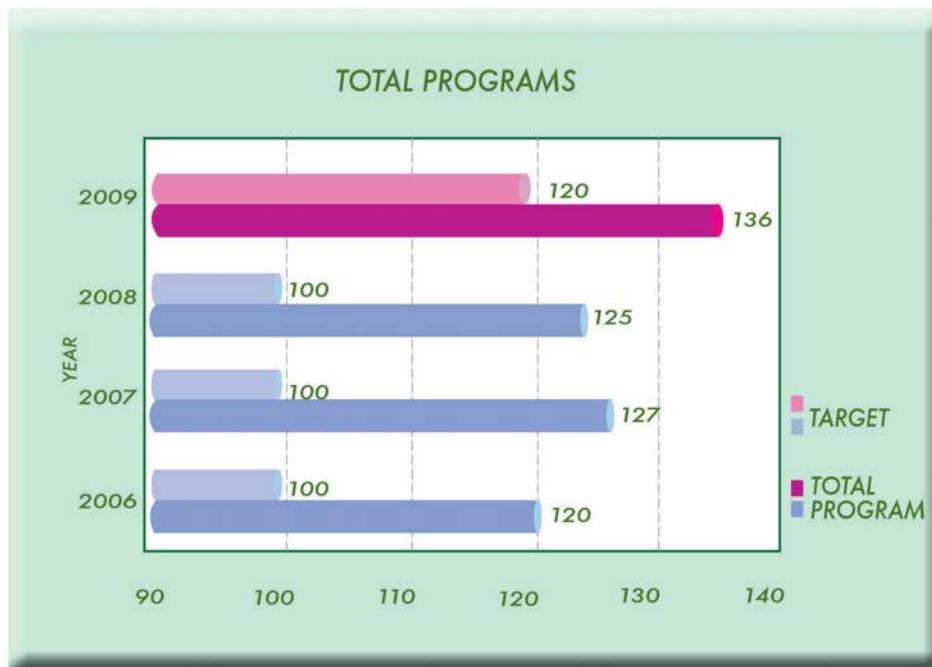
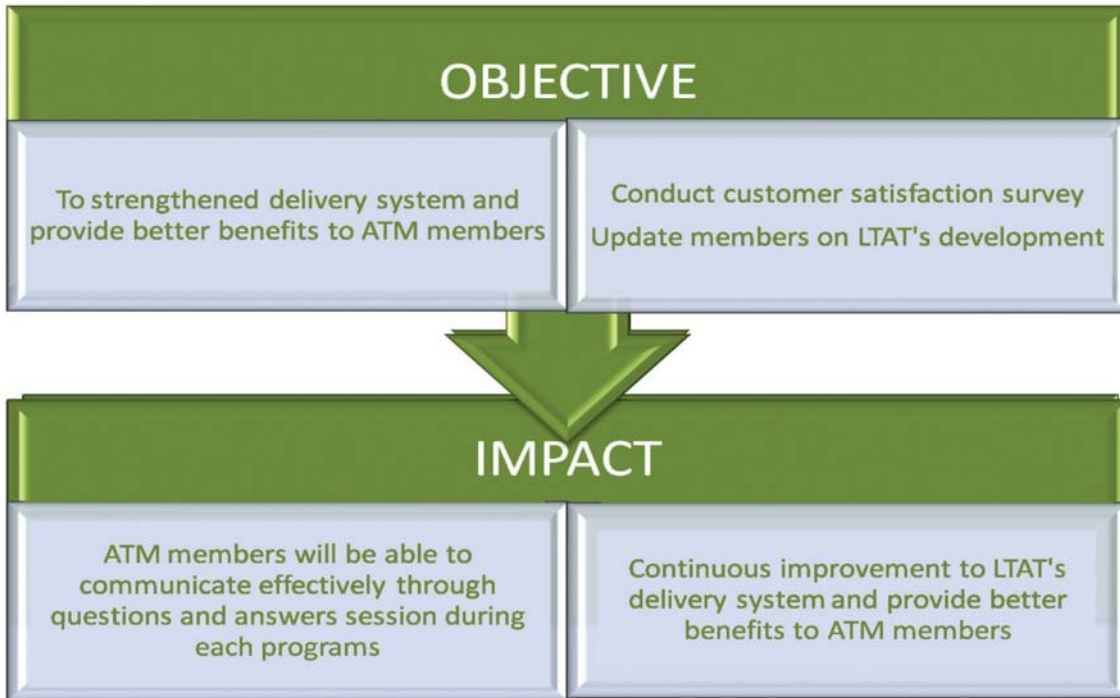
DEATH AND DISABLEMENT BENEFITS SCHEME







### CUSTOMER CARE PROGRAMS





**CUSTOMER SATISFACTION SURVEY**





**ACADEMIC EXCELLENCE AWARD PROGRAM**



LTAT contributed cash awards to children of the armed forces personnel through ATM's Academic Excellence Award which was established in the year 1991 to give recognition to the children of the ATM members achieved outstanding result in PMR and SPM as an encouragement and incentive to ATM children.



Children of the ATM members who achieved outstanding result in PMR and SPM level.



As at 2009, 5,243 children of the ATM members received the award involving a total contribution of RM3,555,685.

**Achievement By Examination Year**

| PAYMENT YEAR | NO. OF RECEIPIENTS |              | NO. OF RECEIPIENTS | TOTAL AMOUNT (RM) |
|--------------|--------------------|--------------|--------------------|-------------------|
|              | SPM                | PMR          |                    |                   |
| 1992         | 20                 | 36           | 56                 | 39,000            |
| 1993         | 26                 | 20           | 46                 | 40,000            |
| 1994         | 27                 | 33           | 60                 | 49,400            |
| 1995         | 18                 | 75           | 93                 | 57,000            |
| 1996         | 31                 | 107          | 138                | 87,000            |
| 1997         | 24                 | 112          | 136                | 83,650            |
| 1998         | 25                 | 185          | 210                | 122,675           |
| 1999         | 29                 | 200          | 229                | 133,230           |
| 2000         | 75                 | 233          | 308                | 196,000           |
| 2001         | 53                 | 262          | 315                | 215,800           |
| 2002         | 82                 | 300          | 382                | 250,600           |
| 2003         | 95                 | 281          | 376                | 255,000           |
| 2004         | 117                | 291          | 408                | 277,500           |
| 2005         | 112                | 283          | 395                | 270,900           |
| 2006         | 148                | 309          | 457                | 332,080           |
| 2007         | 164                | 337          | 501                | 342,550           |
| 2008         | 174                | 388          | 562                | 395,950           |
| 2009         | 158                | 413          | 571                | 407,350           |
| <b>TOTAL</b> | <b>1,378</b>       | <b>3,865</b> | <b>5,243</b>       | <b>3,555,685</b>  |



### YAYASAN WARISAN PERAJURIT



**OBJECTIVE**

- LTAT and its group of companies provide numerous facilities and financial assistance for the comfort of the ATM members and scholarships for children of eligible ATM members.



**TARGET**

- Provide scholarships to the children of the armed forces who achieved outstanding results in Ujian Penilaian Sekolah Rendah (UPSR) and Lower Secondary Assessment (PMR), as well as those who were offered places at Institutes of Higher Learning (IPTAs).
- Offered cash awards to the children of retired armed forces who achieved outstanding result in their UPSR and PMR.
- Offered Role Model Scholarship to the children of armed forces who achieved academic excellence and become the family's role model.
- Provide financial assistance to eligible retired personnel of the armed forces who were in need of financial assistance.



**ACHIEVEMENT**

- As at 2009, Yayasan Warisan Perajurit has contributed a total of RM32,960,458 to 34,404 members of the armed forces both serving and retired, and the children of the armed forces.


**LTAT'S FIVE YEARS FINANCIAL PERFORMANCE**

| I. INCOME (RM MILLION)                                  | YEAR ENDED 31 DECEMBER |       |       |       |       |
|---|------------------------|-------|-------|-------|-------|
|   | 2009                   | 2008  | 2007  | 2006  | 2005  |
| 1. TOTAL INCOME<br>(including Other Income)             | 554.7                  | 596.5 | 616.9 | 468.9 | 465.1 |
| 2. EXPENSES   | 30.7                   | 28.5  | 23.9  | 24.6  | 19.5  |
| 3. COST TO INCOME RATIO (%)                             | 4.6                    | 4.5   | 3.9   | 5.2   | 4.2   |
| 4. NET PROFIT FOR THE YEAR                              | 460.9                  | 525.9 | 579.1 | 476.6 | 435.8 |
| 5. DIVIDEND, BONUS AND SPECIAL<br>BONUS FOR MEMBERS (%) | 14.0                   | 16.0  | 16.0  | 15.0  | 15.75 |

| II. BALANCE SHEET DATA (RM MILLION)              | YEAR ENDED 31 DECEMBER |         |         |         |         |
|--|------------------------|---------|---------|---------|---------|
|  | 2009                   | 2008    | 2007    | 2006    | 2005    |
| 1. TOTAL ASSETS                                  | 7,518.4                | 7,168.4 | 6,657.2 | 5,983.2 | 5,457.6 |
| 2. PROPERTY, PLANT AND EQUIPMENT                 | 32.6                   | 179.3   | 135.8   | 66.9    | 106.3   |
| 3. ASSET TURNOVER (%)<br>(Based on Total Income) | 7.4                    | 8.3     | 9.3     | 7.8     | 8.6     |
| 4. INVESTMENTS                                   | 5,922.2                | 5,794.9 | 4,832.8 | 4,240.2 | 4,506.0 |
| • Subsidiary Companies                           | 2,599.3                | 2,192.5 | 2,021.9 | 1,816.8 | 1,633.2 |
| • Associated Companies                           | 271.8                  | 230.5   | 241.5   | 274.7   | 285.7   |
| • Other Investments                              | 2,836.4                | 3,166.1 | 2,233.5 | 1,600.1 | 1,846.3 |
| • Short Term Investments                         | 214.7                  | 205.8   | 335.9   | 548.6   | 740.8   |
| 5. CASH AND CASH EQUIVALENTS                     | 633.6                  | 489.5   | 1,031.0 | 1,136.3 | 537.0   |
| 6. NET CURRENT ASSETS                            | 1,184.8                | 982.6   | 1,620.0 | 1,868.1 | 1,447.7 |
| 7. MEMBER'S CONTRIBUTION ACCOUNTS                | 6,315.0                | 5,851.5 | 5,257.0 | 4,654.2 | 4,168.1 |
| 8. RESERVE FUND                                  | 120.0                  | 117.0   | 105.1   | 93.1    | 83.4    |
| 9. ACCUMULATED PROFITS                           | 920.6                  | 1,042.4 | 1,149.4 | 1,138.1 | 1,125.3 |
| 10. NON-CURRENT LIABILITIES                      | 3.6                    | 3.0     | 2.3     | 2.1     | 1.9     |

**GROUP'S FIVE YEARS FINANCIAL PERFORMANCE**

| I. INCOME (RM MILLION)                                | YEAR ENDED 31 DECEMBER |          |         |         |         |
|---|------------------------|----------|---------|---------|---------|
|   | 2009                   | 2008     | 2007    | 2006    | 2005    |
| 1. TOTAL INCOME<br>(Including Other Operating Income) | 8,155.7                | 10,193.8 | 9,011.9 | 7,200.8 | 4,573.8 |
| 2. PROFIT BEFORE TAXATION                             | 1,245.1                | 1,389.7  | 1,466.2 | 1,010.8 | 695.1   |
| 3. PROFIT FOR THE YEAR                                | 1,070.9                | 1,316.3  | 1,246.6 | 911.4   | 613.1   |

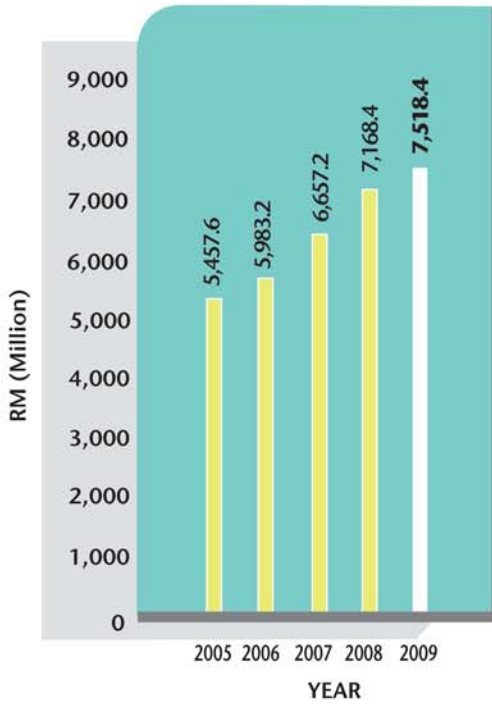
  

| II. BALANCE SHEET DATA (RM MILLION)              | YEAR ENDED 31 DECEMBER |          |          |          |          |
|--|------------------------|----------|----------|----------|----------|
|  | 2009                   | 2008     | 2007     | 2006     | 2005     |
| 1. TOTAL ASSETS                                  | 52,050.7               | 48,677.3 | 47,847.1 | 43,990.3 | 39,088.9 |
| 2. PROPERTY, PLANT AND EQUIPMENT                 | 2,467.3                | 2,621.3  | 2,356.2  | 2,170.2  | 1,751.4  |
| 3. ASSET TURNOVER (%)<br>(Based on Total Income) | 15.7                   | 20.9     | 18.8     | 16.4     | 11.7     |
| 4. INVESTMENTS                                   | 13,124.3               | 11,601.8 | 10,698.2 | 10,354.9 | 11,457.1 |
| • Associated Companies                           | 856.3                  | 802.7    | 776.4    | 1,235.0  | 1,163.1  |
| • Investment In Jointly Controlled Entity        | 108.0                  | 96.4     | 97.7     | 108.4    | 0.7      |
| • Other Investments                              | 3,334.7                | 4,130.3  | 3,158.5  | 2,177.4  | 2,819.7  |
| • Securities Held-for-trading                    | 8,579.2                | 6,343.9  | 6,292.3  | 6,297.1  | 6,783.2  |
| • Short Term Investments                         | 246.1                  | 228.5    | 373.3    | 537.0    | 690.4    |
| 5. CASH AND CASH EQUIVALENTS                     | 7,339.9                | 8,489.3  | 10,948.4 | 9,354.2  | 4,703.1  |
| 6. NET CURRENT ASSETS                            | 2,365.3                | 1,341.6  | 2,899.0  | 3,343.3  | 2,217.8  |
| 7. MEMBERS' CONTRIBUTION ACCOUNT                 | 6,315.0                | 5,851.5  | 5,257.0  | 4,654.2  | 4,168.1  |
| 8. RESERVES                                      | 782.3                  | 661.1    | 495.7    | 414.5    | 531.6    |
| 9. FUNDS   | 9.9                    | 10.0     | 13.9     | 14.9     | 15.1     |
| 10. ACCUMULATED PROFITS                          | 2,429.2                | 2,395.8  | 2,239.2  | 2,134.2  | 1,798.4  |
| 11. MINORITY INTERESTS                           | 3,036.4                | 2,403.8  | 2,731.2  | 2,233.9  | 2,005.1  |
| 12. NON-CURRENT LIABILITIES                      | 772.1                  | 1,263.9  | 1,785.0  | 1,525.6  | 1,708.4  |

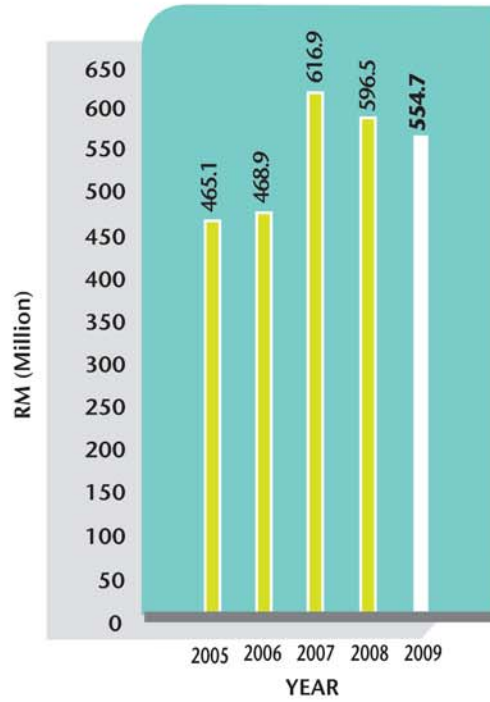




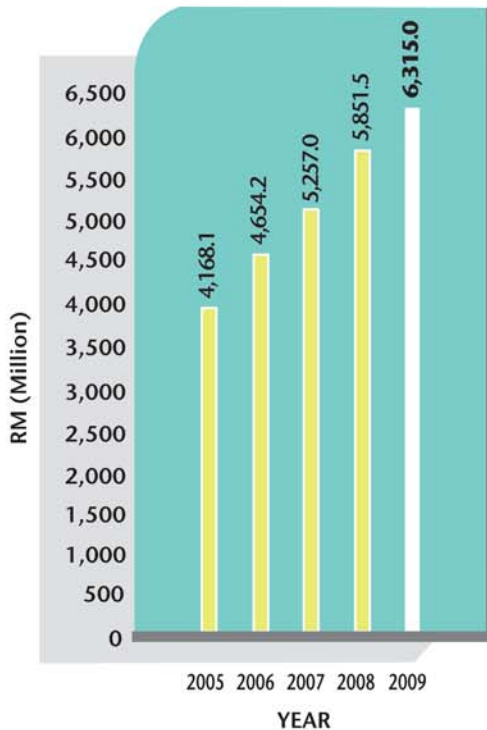
**ASSET**  
Year Ended 31 December



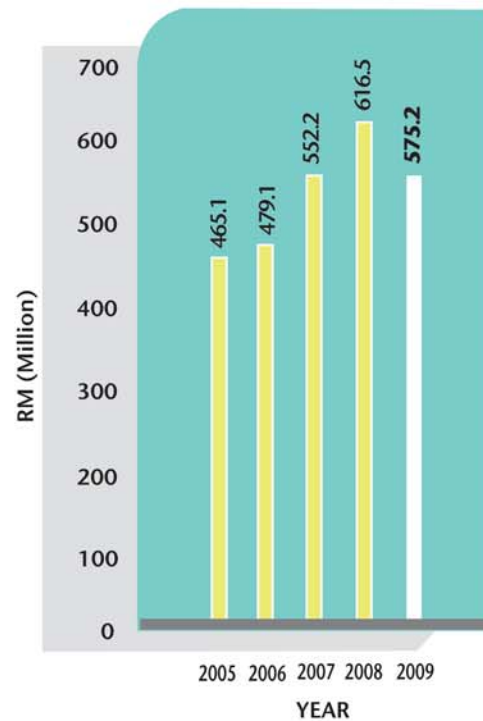
**INCOME**  
Year Ended 31 December



**MEMBERS' CONTRIBUTION ACCOUNT**  
Year Ended 31 December



**DIVIDEND, BONUS & SPECIAL BONUS TO MEMBERS**  
Year Ended 31 December

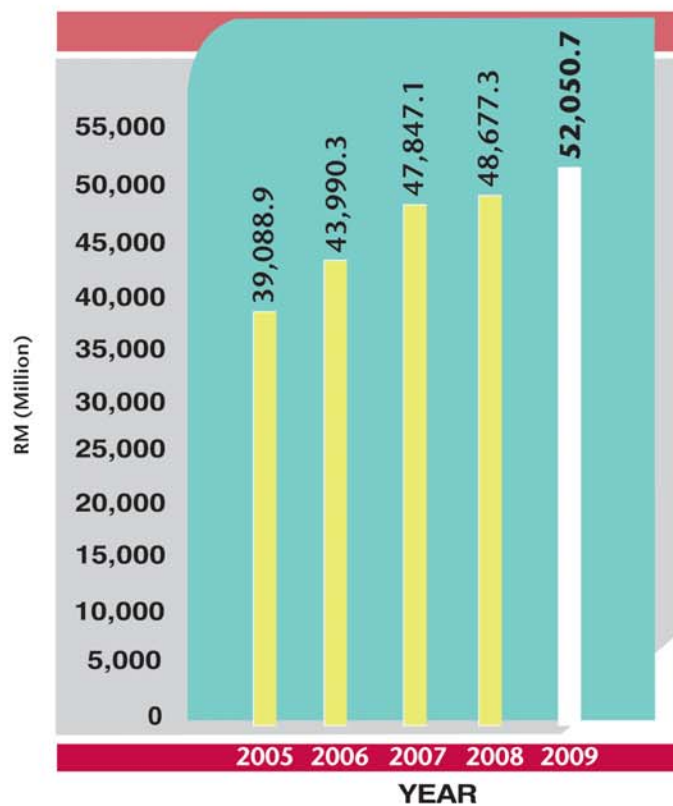




**INCOME**  
Year Ended 31 December



**ASSET**  
Year Ended 31 December





*PERHEBAT, a wholly owned corporation of LTAT established in 1994, offers various training and retraining programs in the technical, vocational and professional fields, and entrepreneurial development for retiring and retired armed forces personnel. The government gave an initial grant of RM30.0 million and an annual grant of RM26.0 million, to help finance PERHEBAT's operating costs and programs. However, for the year 2009, PERHEBAT received a Government grant of RM28.9 million to carry out its activities.*



## CERTIFICATE OF APPROVAL

This is to certify that the Quality Management System of:

**Lembaga Tabung Angkatan Tentera  
Kuala Lumpur  
Malaysia**

has been approved by Lloyd's Register Quality Assurance  
to the following Quality Management System Standards:

**ISO 9001:2008  
EN ISO 9001:2008  
BS EN ISO 9001:2008  
MS ISO 9001:2008**

The Quality Management System is applicable to:

**Provision of superannuation fund scheme for members of  
the Malaysian armed forces.**

Approval  
Certificate No: KLR 0403648

Original Approval: 05 April 2002

Current Certificate: 04 June 2009

Certificate Expiry: 04 April 2011

Issued by: Lloyd's Register of Shipping (M) Bhd  
for and on behalf of Lloyd's Register Quality Assurance Ltd.



This document is subject to the provision on the reverse  
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This approval is carried out in accordance with the LRQA assessment and certification procedures and monitored by LRQA.  
The use of the UKAS Accreditation Mark indicates Accreditation in respect of those activities covered by the Accreditation Certificate Number 001  
Marked Revision 13



## CERTIFICATE OF APPROVAL

This is to certify that the IT Service Management System of:

**Lembaga Tabung Angkatan Tentera  
Kuala Lumpur  
Malaysia**

has been approved by Lloyd's Register Quality Assurance  
to the following IT Service Management Standards:

**ISO/IEC 20000-1:2005**

The IT Service Management System is applicable to:

**The IT service management system that supports the  
provision of IT services to LTAT's internal customers.**

Approval  
Certificate No: KLR 6006667

Original Approval: 16 October 2009  
Current Certificate: 16 October 2009  
Certificate Expiry: 15 October 2012

Issued by: Lloyd's Register of Shipping (M) Bhd  
for and on behalf of Lloyd's Register Quality Assurance Ltd.



This document is subject to the provision on the reverse  
Suite 21-04, Level 21, Menara Tan & Tan, 207 Jln Tun Razak, 50400 Kuala Lumpur, Malaysia. Registered Number 111008-K  
This approval is carried out in accordance with the LRQA assessment and certification procedures and monitored by LRQA.  
The use of the itSMF Mark indicates recognition in respect of the itSMF IT Service Management Scheme  
Macro Version 1.1





**CERTIFICATE OF THE AUDITOR GENERAL ON  
THE FINANCIAL STATEMENTS OF THE LEMBAGA TABUNG ANGKATAN TENTERA  
FOR THE YEAR ENDED 31 DECEMBER 2009**

*I have audited the Financial Statements of Lembaga Tabung Angkatan Tentera and the Group for the year ended 31 December 2009. These Financial Statements are the responsibility of the management. My responsibility is to audit and to express an opinion on these Financial Statements.*

*The audit has been carried out in accordance with the Audit Act 1957 and in conformity with approved standards on auditing. Those standards require an audit be planned and performed to obtain reasonable assurance that the Financial Statements are free of material misstatement. The audit includes examining on a test basis, evidence supporting the amounts and disclosures in the Financial Statements. It also includes assessment of accounting principles used as well as evaluating the overall presentation of the Financial Statements. I believe that the audit has been carried out provide a reasonable basis for my opinion.*

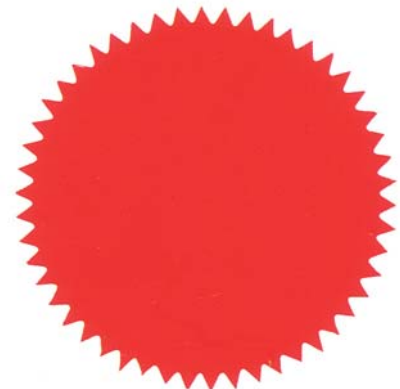
*In my opinion, the Financial Statements give a true and fair view of the state of financial affairs of the Lembaga Tabung Angkatan Tentera and the Group as at 31 December 2009 and of the results of its operations and its cash flow for the year ended based on the approved accounting standards.*

*I have considered the Financial Statements and the auditors' reports of the subsidiary companies of which I have not acted as auditor as indicated in the notes to the Financial Statements. I am satisfied that these Financial Statements of the subsidiary companies that has been consolidated with the Lembaga Tabung Angkatan Tentera Financial Statements are in appropriate form and content, proper for the purposes of preparation of the Consolidated Financial Statements. I have received satisfactory information and explanations required by me for those purposes.*

*The auditors' report on the Financial Statements of the subsidiary companies were not subjected to any observations that could affect the Consolidated Financial Statements.*

**(TAN SRI DATO' SETIA HAJI AMBRIN BIN BUANG)  
AUDITOR GENERAL  
MALAYSIA**

**PUTRAJAYA  
27 APRIL 2010**



## STATEMENT BY DIRECTORS

We, **Admiral Tan Sri Dato' Sri Mohd Anwar Bin Haji Mohd Nor, (Rtd)** and **Dato' Sri Abu Bakar Bin Haji Abdullah** being the Chairman and Deputy Chairman of **Lembaga Tabung Angkatan Tentera**, do hereby state that, in the opinion of the Directors, the accompanying Financial Statements comprising of the Balance Sheets, Income Statements, Statement of Changes in Equity, Cash Flow Statements and Notes to the Financial Statements are drawn up so as to give a true and fair view of the state of affairs of **Lembaga Tabung Angkatan Tentera** as at 31 December 2009 and of the results and the cash flows for the financial year ended on that date.

On behalf of the Board,

**ADMIRAL TAN SRI DATO' SRI MOHD ANWAR  
BIN HAJI MOHD NOR  
(Retired)**

**CHAIRMAN**

**DATE: 26 APRIL 2010  
KUALA LUMPUR**

On behalf of the Board,

**DATO' SRI ABU BAKAR BIN HAJI ABDULLAH**

**DEPUTY CHAIRMAN**

**DATE: 26 APRIL 2010  
KUALA LUMPUR**

## STATEMENT BY DIRECTORS

We, **Admiral Tan Sri Dato' Sri Mohd Anwar Bin Haji Mohd Nor, (Rtd)** and **Dato' Sri Abu Bakar Bin Haji Abdullah** being the Chairman and Deputy Chairman of **Lembaga Tabung Angkatan Tentera**, do hereby state that, in the opinion of the Directors, the accompanying Financial Statements comprising of the Balance Sheets, Income Statements, Statement of Changes in Equity, Cash Flow Statements and Notes to the Financial Statements are drawn up so as to give a true and fair view of the state of affairs of **Lembaga Tabung Angkatan Tentera** and the **Group** as at 31 December 2009 and of the results and the cash flows for the financial year ended on that date.

On behalf of the Board,

**ADMIRAL TAN SRI DATO' SRI MOHD ANWAR  
BIN HAJI MOHD NOR  
(Retired)**

**CHAIRMAN**

**DATE: 26 APRIL 2010  
KUALA LUMPUR**

On behalf of the Board,

**DATO' SRI ABU BAKAR BIN HAJI ABDULLAH**

**DEPUTY CHAIRMAN**

**DATE: 26 APRIL 2010  
KUALA LUMPUR**

**STATUTORY DECLARATION BY PRINCIPAL OFFICER RESPONSIBLE  
FOR THE FINANCIAL MANAGEMENT  
OF LEMBAGA TABUNG ANGGARAN TENTERA**

I, **Tan Sri Dato' Haji Lodin Bin Wok Kamaruddin**, being the principal officer primarily responsible for the financial management and accounting records of **Lembaga Tabung Angkatan Tentera**, do sincerely declare that the Balance Sheets, Income Statements, Statement of Changes In Equity, Cash Flow Statements and Notes to the Financial Statements are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and  
solemnly declared by  
the above named in  
KUALA LUMPUR  
on 5 MARCH 2010

)  
)  
)  
)



**TAN SRI DATO' HAJI LODIN BIN WOK KAMARUDDIN**

Before me,



No: 86, Tingkat Bawah  
Jalan Putra  
50350 KUALA LUMPUR

**GROUP FINANCIAL STATEMENTS**  
**For The Year Ended 31 December 2009**

**CONTENTS**

|  |            |
|--|------------|
| <b>Balance Sheets</b>                    | <b>188</b> |
| <b>Income Statement</b>                  | <b>190</b> |
| <b>Statement Of Changes In Equity</b>    | <b>191</b> |
| <b>Cash Flow Statement</b>               | <b>194</b> |
| <b>Notes To The Financial Statements</b> | <b>197</b> |

## BALANCE SHEETS

As At 31 December 2009

|   | Note | Group             |                | LTAT             |                |
|---|------|-------------------|----------------|------------------|----------------|
|   |      | 2009<br>RM'000    | 2008<br>RM'000 | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>ASSETS</b>                           |      |                   |                |                  |                |
| <b>Non-Current Assets</b>               |      |                   |                |                  |                |
| Property, plant and equipment           | 3    | <b>2,467,259</b>  | 2,621,332      | <b>32,627</b>    | 179,313        |
| Biological assets                       | 4    | <b>356,493</b>    | 357,142        | -                | -              |
| Development properties                  | 5    | <b>335,605</b>    | 318,821        | <b>125,702</b>   | 125,371        |
| Investment properties                   | 6    | <b>1,431,088</b>  | 776,510        | <b>308,478</b>   | 137,419        |
| Prepaid land lease payments             | 7    | <b>192,251</b>    | 188,822        | <b>168</b>       | 170            |
| Long term prepayment                    | 8    | <b>132,923</b>    | 134,050        | -                | -              |
| Offshore patrol vessel expenditure      | 9    | <b>455,341</b>    | 455,341        | -                | -              |
| Intangible assets                       | 10   | <b>1,180,405</b>  | 1,225,692      | -                | -              |
| Subsidiary companies                    | 11   | -                 | -              | <b>2,599,271</b> | 2,192,529      |
| Associated companies                    | 12   | <b>856,322</b>    | 802,662        | <b>271,786</b>   | 230,465        |
| Investment in jointly controlled entity | 13   | <b>107,979</b>    | 96,384         | -                | -              |
| Other investments                       | 14   | <b>3,334,737</b>  | 4,130,258      | <b>2,836,444</b> | 3,166,115      |
| Deferred tax assets                     | 15   | <b>129,266</b>    | 137,576        | -                | -              |
| <b>Total Non-Current Assets</b>         |      | <b>10,979,669</b> | 11,244,590     | <b>6,174,476</b> | 6,031,382      |
| <b>Current Assets</b>                   |      |                   |                |                  |                |
| Property development in progress        | 16   | <b>68,631</b>     | 107,964        | <b>40,526</b>    | 58,635         |
| Inventories                             | 17   | <b>285,613</b>    | 288,756        | <b>13,705</b>    | -              |
| Due from customers on contracts         | 18   | <b>118,541</b>    | 83,870         | -                | -              |
| Short term investments                  | 19   | <b>246,124</b>    | 228,520        | <b>214,709</b>   | 205,786        |
| Receivables                             | 20   | <b>23,957,396</b> | 21,744,909     | <b>441,356</b>   | 383,120        |
| Deposits                                | 21   | <b>890,735</b>    | 1,493,842      | <b>591,317</b>   | 455,252        |
| Securities held-for-trading             | 22   | <b>8,579,229</b>  | 6,343,923      | -                | -              |
| Cash and bank balances                  | 23   | <b>6,296,945</b>  | 7,053,470      | <b>42,322</b>    | 34,253         |
| <b>Total Current Assets</b>             |      | <b>40,443,214</b> | 37,345,254     | <b>1,343,935</b> | 1,137,046      |
| Assets held for sale                    | 24   | <b>627,846</b>    | 87,412         | -                | -              |
|   |      | <b>41,071,060</b> | 37,432,666     | <b>1,343,935</b> | 1,137,046      |
| <b>TOTAL ASSETS</b>                     |      | <b>52,050,729</b> | 48,677,256     | <b>7,518,411</b> | 7,168,428      |

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



## BALANCE SHEETS (Continued)

As At 31 December 2009

|                                      | Note | Group             |                   | LTAT             |                  |
|--------------------------------------|------|-------------------|-------------------|------------------|------------------|
|                                      |      | 2009<br>RM'000    | 2008<br>RM'000    | 2009<br>RM'000   | 2008<br>RM'000   |
| <b>EQUITY AND LIABILITIES</b>        |      |                   |                   |                  |                  |
| Members' Contribution Account        | 25   | 6,315,013         | 5,851,514         | 6,315,013        | 5,851,514        |
| Funds                                | 26   | 9,919             | 10,018            | -                | -                |
| Reserves                             | 27   | 782,310           | 661,088           | 119,985          | 117,030          |
| Accumulated Profits                  |      | 2,429,242         | 2,395,763         | 920,625          | 1,042,484        |
|                                      |      | 9,536,484         | 8,918,383         | 7,355,623        | 7,011,028        |
| Minority Interests                   |      | 3,036,408         | 2,403,846         | -                | -                |
| <b>Total Equity</b>                  |      | <b>12,572,892</b> | <b>11,322,229</b> | <b>7,355,623</b> | <b>7,011,028</b> |
| <b>Non-Current Liabilities</b>       |      |                   |                   |                  |                  |
| Retirement benefits                  | 28   | 9,563             | 8,829             | 3,646            | 2,976            |
| Long term loans                      | 29   | 610,580           | 1,124,719         | -                | -                |
| Payables                             | 30   | 24,806            | 17,412            | -                | -                |
| Deferred tax liabilities             | 15   | 127,128           | 112,977           | -                | -                |
| <b>Total Non-Current Liabilities</b> |      | <b>772,077</b>    | <b>1,263,937</b>  | <b>3,646</b>     | <b>2,976</b>     |
| <b>Current Liabilities</b>           |      |                   |                   |                  |                  |
| Unit trust benefits                  | 31   | 118,041           | 106,540           | 118,041          | 106,540          |
| Borrowings                           | 32   | 35,597,782        | 33,644,582        | -                | -                |
| Due to customers on contracts        | 18   | 525,102           | 630,250           | -                | -                |
| Dormant Account                      | 33   | 969               | -                 | 969              | -                |
| Payables                             | 30   | 2,197,334         | 1,486,038         | 40,132           | 47,884           |
| Taxation                             |      | 26,860            | 223,680           | -                | -                |
| <b>Total Current Liabilities</b>     |      | <b>38,466,088</b> | <b>36,091,090</b> | <b>159,142</b>   | <b>154,424</b>   |
| Liabilities held for sale            | 24   | 239,672           | -                 | -                | -                |
|                                      |      | 38,705,760        | 36,091,090        | 159,142          | 154,424          |
| <b>Total Liabilities</b>             |      | <b>39,477,837</b> | <b>37,355,027</b> | <b>162,788</b>   | <b>157,400</b>   |
| <b>TOTAL EQUITY AND LIABILITIES</b>  |      | <b>52,050,729</b> | <b>48,677,256</b> | <b>7,518,411</b> | <b>7,168,428</b> |

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

## INCOME STATEMENT

For The Year Ended 31 December 2009

|   | Note | Group              |                | LTAT            |                |
|---|------|--------------------|----------------|-----------------|----------------|
|   |      | 2009<br>RM'000     | 2008<br>RM'000 | 2009<br>RM'000  | 2008<br>RM'000 |
| Income  | 34   | <b>7,746,066</b>   | 9,736,222      | <b>516,543</b>  | 629,558        |
| Other operating income  | 35   | <b>409,661</b>     | 457,605        | <b>3,278</b>    | 1,795          |
| Property development revenue  |      | <b>4,760</b>       | 17,229         | <b>4,760</b>    | 17,229         |
| Property development expenses   |      | <b>(30,236)</b>    | (21,633)       | <b>(30,236)</b> | (23,338)       |
| Interest expense - banking institution                                |      | <b>(642,860)</b>   | (846,848)      | -               | -              |
| Provisions/readjustment and losses on loans, financing and investment | 36   | <b>(180,542)</b>   | (173,582)      | <b>6,048</b>    | (61,385)       |
| Impairment losses on investment and property, plant and equipment     |      | <b>(13,888)</b>    | (74,429)       | -               | -              |
| Changes in inventories of finished goods and work in progress         |      | <b>(28,910)</b>    | 17,425         | -               | -              |
| Finished goods and work in progress purchases                         |      | <b>(2,455,906)</b> | (4,144,169)    | -               | -              |
| Raw material and consumables used                                     |      | <b>(1,577,622)</b> | (1,705,367)    | -               | -              |
| Staff costs   |      | <b>(776,966)</b>   | (741,041)      | <b>(19,936)</b> | (19,421)       |
| Depreciation and amortisation expense                                 |      | <b>(175,154)</b>   | (168,992)      | <b>(6,192)</b>  | (6,262)        |
| Other operating expenses  |      | <b>(982,815)</b>   | (852,051)      | <b>(10,841)</b> | (9,054)        |
|   |      | <b>1,295,588</b>   | 1,500,369      | <b>463,424</b>  | 529,122        |
| Finance cost  |      | <b>(139,585)</b>   | (166,936)      | -               | -              |
| Share of profit of associated companies                               |      | <b>88,858</b>      | 67,723         | -               | -              |
| Share of losses of jointly controlled entity                          |      | <b>216</b>         | (11,499)       | -               | -              |
| <b>Profit before taxation</b>   | 37   | <b>1,245,077</b>   | 1,389,657      | <b>463,424</b>  | 529,122        |
| Taxation  | 38   | <b>(174,193)</b>   | (73,379)       | <b>(2,552)</b>  | (3,192)        |
| <b>Profit for the year</b>  |      | <b>1,070,884</b>   | 1,316,278      | <b>460,872</b>  | 525,930        |
| <b>Attributable to:</b>   |      |                    |                |                 |                |
| <b>Group/LTAT</b>   |      | <b>700,345</b>     | 857,917        | <b>460,872</b>  | 525,930        |
| <b>Minority interests</b>   |      | <b>370,539</b>     | 458,361        | -               | -              |
|   |      | <b>1,070,884</b>   | 1,316,278      | <b>460,872</b>  | 525,930        |

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

## STATEMENT OF CHANGES IN EQUITY

For The Year Ended 31 December 2009

| Group  | Note | Members' Contribution Account<br>RM'000 | Funds (note 26)<br>RM'000 | Reserves (note 27)<br>RM'000 | Accumulated Profits<br>RM'000 | Total<br>RM'000 | Minority Interest<br>RM'000 | Total Equity<br>RM'000 |
|--|------|---|---------------------------|------------------------------|-------------------------------|-----------------|-----------------------------|------------------------|
| <b>2009</b>  |      |   |                           |                              |                               |                 |                             |                        |
| <b>Balance at 1 January</b>  |      | 5,851,514                               | 10,018                    | 661,088                      | 2,395,763                     | 8,918,383       | 2,403,846                   | 11,322,229             |
| Net gains /(losses) not recognised in the income statements:           |      |   |                           |                              |                               |                 |                             |                        |
| Changes in group structure   |      | -                                       | -                         | (3,744)                      | (2,440)                       | (6,184)         | 1,111                       | (5,073)                |
| Partial disposal of investment in a subsidiary company                 |      | -                                       | -                         | -                            | -                             | -               | 24,678                      | 24,678                 |
| Goodwill arising from additional investment in subsidiary companies    |      | -                                       | -                         | -                            | -                             | -               | 22,662                      | 22,662                 |
| Changes in investment fluctuation reserves                             |      | -                                       | -                         | 29,033                       | -                             | 29,033          | 31,985                      | 61,018                 |
| Premium on shares issued by subsidiary companies to minority interests |      | -                                       | -                         | 37                           | -                             | 37              | 267,762                     | 267,799                |
| Exchange fluctuations  |      | -                                       | -                         | 5,004                        | -                             | 5,004           | 3,815                       | 8,819                  |
| Reversal of deferred tax provision                                     |      | -                                       | -                         | (6,472)                      | -                             | (6,472)         | (7,132)                     | (13,604)               |
| Cashflow hedge   |      | -                                       | -                         | 12,372                       | -                             | 12,372          | 8,248                       | 20,620                 |
|  |      | -                                       | -                         | 36,230                       | (2,440)                       | 33,790          | 353,129                     | 386,919                |
| Net profit for the year  |      | -                                       | -                         | -                            | 700,345                       | 700,345         | 370,539                     | 1,070,884              |
| Transfer to Dormant Account  |      | (969)                                   | -                         | -                            | -                             | (969)           | -                           | (969)                  |
| Adjustment on contributions  | 39   | -                                       | -                         | -                            | -                             | -               | -                           | -                      |
| Contributions received during the year                                 |      | 615,241                                 | -                         | -                            | -                             | 615,241         | -                           | 615,241                |
| Withdrawals during the year  |      | (587,539)                               | -                         | -                            | -                             | (587,539)       | -                           | (587,539)              |
| Housing withdrawals during the year                                    |      | (20,447)                                | -                         | -                            | -                             | (20,447)        | -                           | (20,447)               |
| Dividends at 7% (2008: 7%) and at 7% (2008: 7%) for withdrawals        |      | 404,592                                 | -                         | -                            | (404,592)                     | -               | -                           | -                      |
| Bonus credited at 1% (2008: 3%) during the year                        |      | 52,621                                  | -                         | -                            | (52,621)                      | -               | -                           | -                      |
| Reserve realised during the year                                       |      | -                                       | -                         | (1,789)                      | 1,789                         | -               | -                           | -                      |
| Grant received in the year   |      | -                                       | 1,882                     | -                            | -                             | 1,882           | -                           | 1,882                  |
| Amortisation of entrepreneur development loans scheme fund             |      | -                                       | -                         | -                            | -                             | -               | -                           | -                      |
| Amortisation of fixed assets development fund                          |      | -                                       | (1,639)                   | -                            | -                             | (1,639)         | -                           | (1,639)                |
| Provision on bad/doubtful debts  |      | -                                       | -                         | -                            | -                             | -               | -                           | -                      |
| Payment to death and disablement benefit scheme                        |      | -                                       | -                         | -                            | (4,522)                       | (4,522)         | -                           | (4,522)                |
| Unit trust benefits at 6% (2008: 6%) during the year                   |      | -                                       | -                         | -                            | (118,041)                     | (118,041)       | -                           | (118,041)              |
| Transfer (to)/from accumulated profit                                  |      | -                                       | (342)                     | 86,781                       | (86,439)                      | -               | -                           | -                      |
| Shares issued by subsidiary companies to minority interests            |      | -                                       | -                         | -                            | -                             | -               | 55,257                      | 55,257                 |
| Dividend paid to minority interest by subsidiary companies             |      | -                                       | -                         | -                            | -                             | -               | (146,363)                   | (146,363)              |
| <b>Balance at 31 December</b>  |      | 6,315,013                               | 9,919                     | 782,310                      | 2,429,242                     | 9,536,484       | 3,036,408                   | 12,572,892             |

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

## STATEMENT OF CHANGES IN EQUITY (Continued)

For The Year Ended 31 December 2009

| Group  | Note | Members' Contribution Account<br>RM'000 | Funds (note 26)<br>RM'000 | Reserves (note 27)<br>RM'000 | Accumulated Profits<br>RM'000 | Total<br>RM'000 | Minority Interest<br>RM'000 | Total Equity<br>RM'000 |
|--|------|---|---------------------------|------------------------------|-------------------------------|-----------------|-----------------------------|------------------------|
| 2008   |      |   |                           |                              |                               |                 |                             |                        |
| Balance at 1 January   |      | 5,256,991                               | 13,892                    | 495,689                      | 2,239,192                     | 8,005,764       | 2,731,203                   | 10,736,967             |
| Net gains/(losses) not recognised in the income statements:            |      |   |                           |                              |                               |                 |                             |                        |
| Changes in group structure   |      | -                                       | -                         | 42,108                       | -                             | 42,108          | (638,557)                   | (596,449)              |
| Partial disposal of investment in a subsidiary company                 |      | -                                       | -                         | -                            | -                             | -               | -                           | -                      |
| Goodwill arising from additional investment in subsidiary companies    |      | -                                       | -                         | -                            | -                             | -               | (39,941)                    | (39,941)               |
| Changes in investment fluctuation reserves                             |      | -                                       | -                         | (24,863)                     | -                             | (24,863)        | (27,360)                    | (52,223)               |
| Premium on shares issued by subsidiary companies to minority interests |      | -                                       | -                         | 75,232                       | -                             | 75,232          | 54,012                      | 129,244                |
| Exchange fluctuations  |      | -                                       | -                         | (4,692)                      | -                             | (4,692)         | (3,091)                     | (7,783)                |
| Reversal of deferred tax provision                                     |      | -                                       | -                         | 5,765                        | -                             | 5,765           | 6,338                       | 12,103                 |
| Cashflow hedge   |      | -                                       | -                         | (12,372)                     | -                             | (12,372)        | (8,248)                     | (20,620)               |
|  |      | -                                       | -                         | 81,178                       | -                             | 81,178          | (656,847)                   | (575,669)              |
| Net profit for the year  |      | -                                       | -                         | -                            | 857,917                       | 857,917         | 458,361                     | 1,316,278              |
| Adjustment on contributions  | 39   | (4)                                     | -                         | -                            | -                             | (4)             | -                           | (4)                    |
| Contributions received during the year                                 |      | 593,513                                 | -                         | -                            | -                             | 593,513         | -                           | 593,513                |
| Withdrawals during the year  |      | (492,684)                               | -                         | -                            | -                             | (492,684)       | -                           | (492,684)              |
| Housing withdrawals during the year                                    |      | (16,241)                                | -                         | -                            | -                             | (16,241)        | -                           | (16,241)               |
| Dividends at 7% (2007: 7%) and at 7% (2007: 7%) for withdrawals        |      | 366,943                                 | -                         | -                            | (366,943)                     | -               | -                           | -                      |
| Bonus credited at 3% (2007: 3%) during the year                        |      | 142,996                                 | -                         | -                            | (142,996)                     | -               | -                           | -                      |
| Reserve realised during the year                                       |      | -                                       | -                         | -                            | -                             | -               | -                           | -                      |
| Grant received in the year   |      | -                                       | 1,331                     | -                            | -                             | 1,331           | -                           | 1,331                  |
| Amortisation of entrepreneur development loans scheme fund             |      | -                                       | (107)                     | -                            | -                             | (107)           | -                           | (107)                  |
| Amortisation of fixed assets development fund                          |      | -                                       | (1,231)                   | -                            | -                             | (1,231)         | -                           | (1,231)                |
| Provision on bad/doubtful debts  |      | -                                       | -                         | -                            | -                             | -               | -                           | -                      |
| Payment to death and disablement benefit scheme                        |      | -                                       | -                         | -                            | (4,513)                       | (4,513)         | -                           | (4,513)                |
| Unit trust benefits at 6% (2007: 6%) during the year                   |      | -                                       | -                         | -                            | (106,540)                     | (106,540)       | -                           | (106,540)              |
| Transfer (to)/from accumulated profit                                  |      | -                                       | (3,867)                   | 84,221                       | (80,354)                      | -               | -                           | -                      |
| Shares issued by subsidiary companies to minority interests            |      | -                                       | -                         | -                            | -                             | -               | 11,796                      | 11,796                 |
| Dividend paid to minority interest by subsidiary companies             |      | -                                       | -                         | -                            | -                             | -               | (140,667)                   | (140,667)              |
| Balance at 31 December   |      | 5,851,514                               | 10,018                    | 661,088                      | 2,395,763                     | 8,918,383       | 2,403,846                   | 11,322,229             |

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

## STATEMENT OF CHANGES IN EQUITY (Continued)

For The Year Ended 31 December 2009

| LTAT  | Note | Members'<br>Contribution<br>Account<br>RM'000 | Reserves<br>Fund<br>RM'000 | Accumulated<br>Profits<br>RM'000 | Total<br>RM'000  |
|---|------|---|----------------------------|----------------------------------|------------------|
| <b>2009</b>   |      |   |                            |                                  |                  |
| <b>Balance at 1 January</b>                                     |      | <b>5,851,514</b>                              | <b>117,030</b>             | <b>1,042,484</b>                 | <b>7,011,028</b> |
| Net profit for the year   |      | -   | -                          | 460,872                          | 460,872          |
| Transfer to Dormant Account                                     |      | (969)   | -                          | -                                | (969)            |
| Transfer from/(to) reserve fund                                 |      | -   | 2,955                      | (2,955)                          | -                |
| Adjustment on contributions                                     | 39   | -   | -                          | -                                | -                |
| Contributions received during the year                          |      | 615,241                                       | -                          | -                                | 615,241          |
| Dividends at 7% (2008: 7%) and at 7% (2008: 7%) for withdrawals |      | 404,592                                       | -                          | (404,592)                        | -                |
| Bonus credited at 1% (2008: 3%) during the year                 |      | 52,621  | -                          | (52,621)                         | -                |
| Withdrawals during the year                                     |      | (587,539)                                     | -                          | -                                | (587,539)        |
| Housing withdrawals during the year                             |      | (20,447)                                      | -                          | -                                | (20,447)         |
| Unit trust benefits at 6% (2008: 6%) during the year            |      | -   | -                          | (118,041)                        | (118,041)        |
| Payment to death and disablement benefit scheme                 |      | -   | -                          | (4,522)                          | (4,522)          |
| <b>Balance at 31 December</b>                                   |      | <b>6,315,013</b>                              | <b>119,985</b>             | <b>920,625</b>                   | <b>7,355,623</b> |
| <b>2008</b>   |      |   |                            |                                  |                  |
| Balance at 1 January  |      | 5,256,991                                     | 105,140                    | 1,149,436                        | 6,511,567        |
| Net profit for the year   |      | -   | -                          | 525,930                          | 525,930          |
| Transfer from/(to) reserve fund                                 |      | -   | 11,890                     | (11,890)                         | -                |
| Adjustment on contributions                                     | 39   | (4)   | -                          | -                                | (4)              |
| Contributions received during the year                          |      | 593,513                                       | -                          | -                                | 593,513          |
| Dividends at 7% (2007: 7%) and at 7% (2007: 7%) for withdrawals |      | 366,943                                       | -                          | (366,943)                        | -                |
| Bonus credited at 3% (2007: 3%) during the year                 |      | 142,996                                       | -                          | (142,996)                        | -                |
| Withdrawals during the year                                     |      | (492,684)                                     | -                          | -                                | (492,684)        |
| Housing withdrawals during the year                             |      | (16,241)                                      | -                          | -                                | (16,241)         |
| Unit trust benefits at 6% (2007: 6%) during the year            |      | -   | -                          | (106,540)                        | (106,540)        |
| Payment to death and disablement benefit scheme                 |      | -   | -                          | (4,513)                          | (4,513)          |
| Balance at 31 December  |      | 5,851,514                                     | 117,030                    | 1,042,484                        | 7,011,028        |

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



## CASH FLOW STATEMENT

For The Year Ended 31 December 2009

|  | Note | Group          |                | LTAT           |                |
|--|------|----------------|----------------|----------------|----------------|
|  |      | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Cash Flow From Operating Activities</b>                       |      |                |                |                |                |
| Cash receipts from other incomes                                 |      | 371,307        | 361,803        | 14             | 117            |
| Cash receipts from customers                                     |      | 7,318,185      | 9,227,167      | 3,707          | 4,282          |
| Rental received from subsidiary companies                        |      | -              | -              | 995            | 1,287          |
| Rental received from others                                      |      | 7,726          | 6,864          | 105            | 37             |
| Payment to PERHEBAT  |      | -              | -              | (26,000)       | (27,705)       |
| Cash payments to employees and suppliers                         |      | (5,941,093)    | (7,581,086)    | (32,215)       | (30,738)       |
| Recoveries on loans previously written off                       |      | 138,267        | 240,767        | -              | -              |
| Repayments of staff loans fund                                   |      | 342            | 344            | -              | -              |
| Cash receipts from grant   |      | 26,895         | 30,579         | 26,000         | 27,705         |
| <b>(Increase)/Decrease in operating assets:</b>                  |      |                |                |                |                |
| Advanced of funds to customers                                   |      | (2,914,518)    | (2,991,539)    | -              | -              |
| Securities held-for-trading                                      |      | 265,731        | (111,275)      | -              | -              |
| Land held for sale   |      | -              | 521            | -              | -              |
| Trade receivables  |      | (38,971)       | 815,911        | -              | -              |
| Other assets   |      | 159,802        | (147,603)      | -              | -              |
| <b>(Decrease)/Increase in operating liabilities:</b>             |      |                |                |                |                |
| Deposits from customers  |      | 1,683,664      | 1,798,771      | -              | -              |
| Deposits and placements of bank and other financial institutions |      | 1,258,387      | (190,367)      | -              | -              |
| Bills and acceptance payables                                    |      | (41,978)       | 9,546          | -              | -              |
| Other liabilities  |      | 41,477         | (20,154)       | -              | -              |
| Amount due to Cagamas  |      | 286,128        | (350,422)      | -              | -              |
| Trade payables   |      | 37,389         | (807,219)      | -              | -              |
| Cash generated from/(used in) operations                         |      | 2,658,740      | 292,608        | (27,394)       | (25,015)       |
| Interest payments  |      | (653,626)      | (846,897)      | -              | -              |
| Taxation paid and zakat  |      | (210,764)      | (235,824)      | -              | -              |
| Payment for unit trust benefits                                  |      | (106,540)      | (96,371)       | (106,540)      | (96,371)       |
| Payment to death and disablement benefits scheme                 |      | (4,522)        | (4,513)        | (4,522)        | (4,513)        |
| Retirement benefits  |      | (51)           | (97)           | (49)           | (31)           |
| Net cash from/(used in) operating activities                     |      | 1,683,237      | (891,094)      | (138,505)      | (125,930)      |

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

## CASH FLOW STATEMENT (Continued)

For The Year Ended 31 December 2009

|  | Note | Group              |                    | LTAT           |                  |
|--|------|--------------------|--------------------|----------------|------------------|
|  |      | 2009<br>RM'000     | 2008<br>RM'000     | 2009<br>RM'000 | 2008<br>RM'000   |
| <b>Cash Flow From Investing Activities</b>                                   |      |                    |                    |                |                  |
| Purchase of property, plant and equipment                                    |      | (458,634)          | (636,565)          | (3,775)        | (49,955)         |
| Proceeds from disposal of property, plant and equipment                      |      | 14,727             | 54,413             | 34             | 24               |
| Proceeds from disposal of plantation asset                                   |      | -                  | 88,300             | -              | -                |
| Purchase of development properties   |      | (331)              | (6,952)            | (331)          | (347)            |
| Purchase of investment properties  |      | (63,175)           | 834                | (25,249)       | -                |
| Rental received from investment properties                                   |      | 13,294             | 12,508             | 13,294         | 12,508           |
| Proceed from disposal of prepaid land lease payments                         |      | 2,111              | 1,318              | -              | -                |
| Purchase of intangible assets  |      | (932)              | (7,554)            | -              | -                |
| Acquisition of subsidiaries  |      | (27,085)           | -                  | -              | -                |
| Additional investment in subsidiary companies                                |      | (1,000)            | (553,725)          | (431,927)      | (110,166)        |
| Partial disposal of subsidiary companies                                     |      | (666)              | 36,939             | -              | -                |
| Additional investment in associated companies                                |      | (38,683)           | (26)               | (38,683)       | (26)             |
| Disposal of associated companies   |      | 4,708              | -                  | 3,848          | -                |
| Capital refund from associated companies                                     |      | -                  | 11,053             | -              | 11,053           |
| Other income received from associated companies                              |      | 1,958              | 1,384              | 1,958          | 1,384            |
| Additional investment in jointly controlled entity                           |      | (7,633)            | (10,181)           | -              | -                |
| Purchase of other investments  |      | (2,497,161)        | (1,295,273)        | (294,425)      | (902,622)        |
| Proceeds from sale of other investments                                      |      | 35,942             | 522,437            | 1,010          | -                |
| Capital repayment from other investments                                     |      | 644                | 20,002             | 644            | 20,002           |
| Other investment income  |      | -                  | 6,743              | -              | 6,743            |
| Capital repayment from Investments outside Malaysia                          |      | 283                | 290                | 283            | 290              |
| Purchase redeemable convertible preference shares                            |      | (56,000)           | (58,148)           | (69,000)       | (200,148)        |
| Property development in progress   |      | 2,737              | (7,971)            | 2,737          | (7,971)          |
| Proceeds from sales of investment properties                                 |      | 9,792              | -                  | -              | -                |
| Proceed from disposal of land held for sale                                  |      | 21,250             | -                  | -              | -                |
| Proceed from disposal of foreclosed properties                               |      | 45,870             | -                  | -              | -                |
| Proceed from discount house license  |      | 120                | -                  | -              | -                |
| Purchase of short term trading and equity                                    |      | -                  | (3,586)            | -              | (3,586)          |
| Proceeds from sale of short term trading and equity                          |      | 803,021            | 372,872            | 803,021        | 372,872          |
| Capital repayment from short term trading and equity                         |      | -                  | 386                | -              | 386              |
| Capital injection for portfolio managers                                     |      | (64,418)           | (35,789)           | (64,418)       | (35,789)         |
| Refund of liquidity by portfolio managers                                    |      | 62,278             | 30,516             | 62,278         | 30,516           |
| Interest received  |      | 271,345            | 66,971             | 45,546         | 59,353           |
| Dividend received from subsidiary companies                                  |      | -                  | -                  | 126,565        | 107,351          |
| Dividend received from associated companies                                  |      | 32,927             | 49,901             | 29,927         | 23,417           |
| Dividend received from other investments                                     |      | 89,609             | 113,512            | 42,416         | 108,744          |
| Dividend received from National Islamic Exchange Traded Fund                 |      | -                  | 136                | -              | 136              |
| Income from investment outside Malaysia                                      |      | 960                | 404                | 960            | 404              |
| Dividend received from redeemable convertible preference shares-subsidiaries |      | -                  | -                  | 4,411          | 2,946            |
| Dividend received from redeemable convertible preference shares-associates   |      | 397                | 1,945              | 397            | 1,945            |
| Dividend received from short term trading and equity                         |      | 5,470              | 10,407             | 5,470          | 10,407           |
| Refund of tax credit from LHDN   |      | 66,530             | 93,770             | 58,416         | 39,805           |
| <b>Net cash (used in)/ from investing activities</b>                         |      | <b>(1,729,745)</b> | <b>(1,118,729)</b> | <b>275,407</b> | <b>(500,324)</b> |

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

## CASH FLOW STATEMENT (Continued)

For The Year Ended 31 December 2009

|   | Note | Group              |                | LTAT             |                |
|---|------|--------------------|----------------|------------------|----------------|
|   |      | 2009<br>RM'000     | 2008<br>RM'000 | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>Cash Flow From Financing Activities</b>              |      |                    |                |                  |                |
| Members' contribution received                          |      | <b>615,807</b>     | 594,094        | <b>615,807</b>   | 594,094        |
| Members' withdrawals                                    |      | <b>(608,575)</b>   | (509,329)      | <b>(608,575)</b> | (509,329)      |
| Fixed assets development fund                           |      | <b>1,979</b>       | -              | -                | -              |
| Net increase in other borrowings                        |      | <b>(547,468)</b>   | 198,559        | -                | -              |
| Interest paid   |      | <b>(181,466)</b>   | (248,633)      | -                | -              |
| Issue of shares to minority interests                   |      | <b>310,841</b>     | 14,583         | -                | -              |
| Dividend paid to minority interests                     |      | <b>(181,656)</b>   | (191,398)      | -                | -              |
| Proceeds of long term loans                             |      | <b>297,293</b>     | 343,479        | -                | -              |
| Repayment of long term loans                            |      | <b>(809,647)</b>   | (650,102)      | -                | -              |
| Financial lease principal paid                          |      | <b>(145)</b>       | (13)           | -                | -              |
| Net cash (used in)/from financing activities            |      | <b>(1,103,037)</b> | (448,760)      | <b>7,232</b>     | 84,765         |
| Net (Decrease)/Increase in Cash and Cash<br>Equivalents |      | <b>(1,149,545)</b> | (2,458,583)    | <b>144,134</b>   | (541,489)      |
| Effects of exchange rate changes                        |      | <b>99</b>          | (468)          | -                | -              |
| Cash and Cash Equivalents at 1 January                  |      | <b>8,489,347</b>   | 10,948,398     | <b>489,505</b>   | 1,030,994      |
| Cash and Cash Equivalents at 31 December                | 40   | <b>7,339,901</b>   | 8,489,347      | <b>633,639</b>   | 489,505        |

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

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 1. BACKGROUND AND PRINCIPAL ACTIVITIES

Lembaga Tabung Angkatan Tentera, better known as LTAT was established in August 1972 by an Act of Parliament. The registered office is located at 12th Floor, Bangunan LTAT, Jalan Bukit Bintang, Post Box 11542, 50748 Kuala Lumpur.

The principal activities of Lembaga Tabung Angkatan Tentera (LTAT) as stipulated in the Tabung Angkatan Tentera 1973 (Act 101) are to manage and invest the members' contribution funds. The members' contribution funds represents the compulsory contributions of the other ranks in the armed forces as well as voluntary contributions of the officer in the armed forces and the mobilised members of the volunteer forces. These activities involved the process of collection, management and investment of the contribution funds in development properties (note 5), investment properties (note 6), prepaid land lease payments (note 7), subsidiary companies (note 11), associated companies (note 12), other investments (note 14), short term investments (note 19) and deposits (note 21).

LTAT also undertakes to offer retraining for the retiring and retired personnel of the Malaysian Armed Forces.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### 2.1 Basis of Preparation

The financial statements are prepared in accordance with Financial Reporting Standards (FRS) and applicable MASB Approved Accounting Standards in Malaysia for Entities Other Than Private Entities. On 1 January 2009, LTAT and the Group had adopted new and revised FRSs which are mandatory for the financial periods beginning on or after 1 January 2009 as described fully in Note 2.3.

The financial statements of the Group and LTAT have also been prepared on a historical basis, except for investment properties have been measured at their fair values.

The financial statements are presented in Ringgit Malaysia (RM) and all values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

### 2.2 Summary of significant accounting policies

#### (a) Investment in subsidiary companies and basis of consolidation

##### (i) Investment in subsidiary companies

Subsidiaries are companies in which the Group has the ability to control the financial and operating policies so as to obtain benefits from their activities. The existence and effects of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group has such power over another entity.

For LTAT, quoted and unquoted investments in subsidiary companies eliminated on consolidation are stated at cost less provision for permanent diminution in value of investment. For subsidiary companies that ceased operations, the cost of investment less the recoverable amount based on the Net Tangible Assets (NTA) will be written off to the income statement.

Details of subsidiary companies are listed in Note 11.

##### (ii) Basis of consolidation

The consolidated financial statements comprise the financial statements of LTAT and all its subsidiary companies as at the balance sheet date. The financial statement of the subsidiaries are prepared for the same reporting date as LTAT.

Subsidiaries are consolidated from the date of acquisition until the date that such control ceases. In preparing the consolidated financial statements, intra group balances, transactions and unrealised gains or losses are eliminated in full. Uniform accounting policies are adopted in the consolidated financial statements for like transactions and events in similar circumstances.

Acquisitions of subsidiaries are accounted for using the purchase method. The purchase method of accounting involves allocating the cost of the acquisition to the fair value of the assets acquired and liabilities and contingent liabilities assumed at the date of acquisition. The cost of an acquisition is measured as the aggregate of the fair values, at the date of exchange, of the assets given, liabilities incurred or assumed, and equity instruments issued, plus any costs directly attributable to the acquisition.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (a) Investment in subsidiary companies and basis of consolidation (continued)

##### (ii) Basis of consolidation (continued)

Any excess of the cost of the acquisition over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities represents goodwill.

Any excess of the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of acquisition is recognised immediately in the income statement.

Minority interest represent the portion of profit or loss and net assets in subsidiaries not held by the Group. It is measured at the minorities' share of the fair value of the subsidiaries' identifiable assets and liabilities at the acquisition date and the minorities' share of changes in the subsidiaries' equity since then.

#### (b) Investment in associated companies

An associated company is classified as non-subsidiary company in which the Group has a long term equity interest of between 20% to 50% and is in a position to exercise significant influence over the financial and operation policies of the related company.

Investment in associated companies is accounted for in the consolidated financial statements using the equity method. The consolidated income statement include share of profit less the Group losses after tax based on the final audited account of the associated companies. The Group investments in the associated companies are stated at cost plus adjustments to reflect changes in the Group's share of profits and losses in the associated companies. The equity accounting is discontinued when the amount of investment in the associated companies reaches zero, unless the Group has incurred obligations or guaranteed obligations in respect of the associated companies.

Goodwill or negative goodwill arising on acquisition represents the difference between the cost of investment and the Group's share of the net fair value of the associated companies' identifiable assets, liabilities and contingent liabilities at the date of acquisition.

The Group's share of results and reserves in the associated companies acquired or disposed of are included in the consolidated financial statements from the effective date of acquisition or up to the effective date of disposal.

For LTAT, quoted and unquoted investments in associated companies are stated at cost less provision for permanent diminution in value of investment. For associated companies that ceased operation, the cost of investment less the recoverable amount based on the Net Tangible Assets (NTA) will be written off to the income statement.

Details of associated companies are listed in Note 12.

#### (c) Investment in jointly controlled entities (Joint venture company)

The Group has an interest in a joint venture which is a jointly controlled entity. A joint venture is a contractual arrangement whereby two or more parties undertake an economic activity that is subject to joint control, and a jointly controlled entity is a joint venture that involves the establishment of a separate entity in which each venturer has an interest.

Investments in jointly controlled entities are accounted for in the consolidated financial statements using the equity method of accounting and are initially recognised at cost. The Group's investment in jointly controlled entities includes goodwill identified on acquisition, net of any accumulated impairment loss.

Investments in jointly controlled entities are accounted for in the consolidated financial statements using the equity method of accounting as noted in 2.2(b).

On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.



## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (d) Other investments

Other investments in quoted and unquoted shares of less than 20% equity interest acquired and held not less than 12 months, are stated at cost less provision for permanent diminution in value of investment.

For other investments in quoted and unquoted shares that cease operation, the cost of investment less the recoverable amount based on the Net Tangible Assets (NTA) is written off to the income statement.

For companies in the banking and financial sector, classifies their securities portfolio into the following categories: securities available-for-sale and securities held-to-maturity. Classification of the securities is determined at initial stage.

#### (i) Securities available-for-sale

Securities available-for-sale are non-derivative financial assets that are either designated in this category or not classified as securities held-for-trading or securities held-to-maturity.

These securities are initially recognised at fair value. Investments in equity instruments where there is no quoted market price in an active market and whose fair value cannot be reliably measured, will be stated at cost.

Any gains or losses arising from the change in fair value adjustments are recognised directly in equity through the statement of changes in equity except for impairment losses and foreign exchange gains or losses. When the financial asset is derecognised, the cumulative gains or losses previously recognised in equity shall be transferred to the income statement.

Impairment of securities available-for-sale is assessed when there is an objective evidence of impairment. Cumulative unrealised losses that had been recognised directly in equity shall be removed and recognised in the income statement even though the securities have not been derecognised. Impairment loss in addition to the above unrealised losses is also recognised in the income statement. Subsequent reversal of impairment on debt instrument in the income statement is allowed when the decrease in impairment can be related objectively to an event occurring after the impairment was recognised.

Impairment losses recognised in the income statement for investments in equity instruments shall not be reversed.

#### (ii) Securities held-to-maturity

Securities held-to-maturity are non-derivative financial assets with fixed or determinable payments and fixed maturity that the companies in the banking and financial sector have the positive intention and ability to hold maturity, as well as those instruments allowed by BNM. In accordance with BNM/GP8 issued by the Bank Negara Malaysia on 5 October 2004, the following instruments may be classified as securities held-to-maturity and measured at cost:

- (a) equity securities held as investment in organisations which are set up for socio-economic reasons, and
- (b) equity instruments received as a result of loan restructuring or loan conversion, where there is no quoted market price in an active market and whose fair value cannot be reliably measured.

Securities held-to-maturity are measured at amortised cost using the effective interest method. Gains or losses are recognised in the income statement when the securities are derecognised or impaired and through the amortisation process.

Any sale or reclassification of more than insignificant amount of securities held-to-maturity before maturity will result in the remaining securities being reclassified as available-for-sale.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (d) Other investments (continued)

##### (ii) Securities held-to-maturity (continued)

Impairment of securities held-to-maturity is assessed when there is an objective evidence of impairment.

##### (a) Securities carried at amortised cost

The impairment loss is measured as the difference between the securities' carrying amount and the present value of estimated future cash flows discounted at the original effective interest rate. Subsequent reversal of impairment is allowed in the event of an objective decrease in impairment. Recognition of impairment losses and its reversal is made through the income statement.

##### (b) Securities carried at cost

The impairment loss is measured as the difference between the securities' carrying amount and the present value of estimated future cash flows discounted at the current market rate of return for similar securities. Such impairment losses shall not be reversed.

Previously, securities held by the companies in the banking and financial sector were classified as securities were stated at the lower of cost and market value.

#### (e) Provision for permanent diminution in value of investment

Provision for permanent diminution in value of investment is based on the performance valuation of individual investment, where in a period of 5 years, the following criteria are established.

- (i) There is no returns;
- (ii) There is no declaration of dividends; and
- (iii) The Net Tangible Assets (NTA) or market value of the company is less than the cost of investment.

The provision for permanent diminution in value of investment is identified by reference to the cost of investment less the NTA or market value of the company, where relevant, and is amortised on a straight line basis over a period of five (5) years. The reduction or appreciation of permanent diminution in value of investment in the following year, if any, will be adjusted over the remaining period of amortisation.

Provision for permanent diminution in value of investment is recognised in the income statement.

#### (f) Provision for permanent diminution in value of investment for companies under category 'Practice Note 4' (PN4)

##### (i) Trading counters

The provision for permanent diminution in value of investment is identified by reference to the cost of investment less NTA or market value of the company, whichever is higher and will be provided during the year. The reduction or appreciation of permanent diminution in value of investment in the following year, if any, will be adjusted.

Provision for permanent diminution in value of investment is recognised in the income statement.

##### (ii) Suspended and delisted counters.

The provision for permanent diminution in value of investment is identified by reference to the cost of investment less NTA of the company and will be provided in the income statement during the year. If PN4 counters are still suspended or delisted in the following year, the cost of investment is written off in the income statement. The provision is written back to the income statement in the event of recovery.

Provision for permanent diminution in value of investment is recognised in the income statement.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (g) General provision for investments

General provision for investments is based on two percent of the aggregate book value of investments and is amortised on a straight-line basis over a period of twenty years.

#### (h) Goodwill

Goodwill is being the excess of the cost of business combination over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities. Goodwill is measured at cost less any accumulated impairment losses. Goodwill is not amortised but instead, it is reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

For the purpose of impairment testing, goodwill is allocated to the related cash-generating units of subsidiary company. Where the recoverable amount of the cash-generating is less than its carrying amount including goodwill, an impairment loss is recognised in the income statement. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Negative goodwill, which represents the excess of the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities acquired over the cost of the acquisition of the subsidiary companies is recognised immediately in the income statement.

#### (i) Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of all the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Subsequent to recognition, property, plant and equipment except for freehold land are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Short term and long term leasehold land is amortised over the period of the lease. Building-in-progress are also not depreciated as these assets are not available for use. Depreciation of other property, plant and equipment is provide for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following rates:

|  |     |   |       |  |
|--|-----|---|-------|--|
| Building:                                      |     |   |       |  |
| - Freehold                                     | 2%  | - | 2.5%  |  |
| - Short term leasehold and long term leasehold | 2%  | - | 20%   |  |
| Other property, plant and equipment:           |     |   |       |  |
| - Motor vehicles                               | 20% | - | 25%   |  |
| - Plant, machinery and equipment               | 6%  | - | 33.3% |  |
| - Office furniture, fittings and equipment     | 6%  | - | 33.3% |  |
| - Air-conditioning system                      | 10% | - | 20%   |  |
| - Electrical installation                      | 10% | - | 20%   |  |

The residual values, useful life and depreciation method are reviewed at each financial year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The difference between the net disposal proceeds, if any and the net carrying amount is recognised in the income statement.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (j) Development properties

Development property is stated at cost less any accumulated impairment losses. Development properties consist of land where no development activities have been carried out.

Development properties are stated at cost less any accumulated impairment losses. The recognition policy to measure impairment are based on notes 2.2 (n). Development properties comprise land banks which are in the process of being prepared for development but are not expected to be launched for sale. Costs includes land, materials, direct labour, professional fees, borrowing costs and other direct development cost and related overheads.

#### (k) Investment properties

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both. Properties rented out to subsidiary companies of LTAT's for business operation is considered owner occupied and not investment properties.

The Group and LTAT has adopted the fair value method in measuring investment properties. Investment properties are measured initially at its cost, including transaction cost. Subsequently to initial recognition, all properties are measured at fair value, with any changes recognised in the accumulated profits. When an item of property, plant and equipment is transferred to investment property following a change in its use, any difference arising at the date of transfer between the carrying amount of the item immediately prior to transfer and its fair value is recognised in the income statement. If a fair value gain reverses a previously recognised impairment loss, the gain is recognised in the income statement.

Fair value are based on market values, being the estimated amount for which a property could be exchanged on the date of the valuation between a willing buyer and a willing seller in an arm's length transaction. Fair values of investment properties are determined either by independent professional valuers.

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

#### (l) Prepaid land lease payments

Leases in which the Group and LTAT assume substantially all the risks and rewards are classified as finance leases. All other leases are classified as operating leases.

Prepaid land lease payments are classified as operating leases and amortised on a straight-line basis over the lease term.

#### (m) Construction contracts

The aggregate costs and the profit or loss recognised on each contract is compared with the progress billings up to the year end. Where costs and profit (less recognised losses) recognised exceeds progress billings, the balance is shown as profits due from construction contracts under other receivables and prepayment. Where progress billings exceed costs plus profits (less recognised losses) recognised, the balance is shown as amount due to construction contracts under other payables.

#### (n) Impairment of assets

The carrying amounts of the assets are reviewed at each balance sheet date to determine whether there is any indication of impairment.

Where there is an indication of impairment, the carrying value of such assets are written down immediately to the respective recoverable amounts. The impairment loss is recognised in the income statement. The impairment on a revalued asset where the impairment loss is charged against the revaluation reserve to the extent of the surplus credited from the previous revaluation of the same asset.

**2. SIGNIFICANT ACCOUNTING POLICIES (Continued)****2.2 Summary of significant accounting policies (continued)****(n) Impairment of assets (continued)**

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recognised to the extent of the carrying amount of the asset that would have been determined (net of amortisation and depreciation) had no impairment loss been recognised. Reversals of impairment loss are recognised as an income immediately in the income statements. The reversal of an impairment loss on a revalued asset where the reversal is recognised as income to the extent of the impairment loss previously recognised as an expense in the income statements, with the excess credited to the capital reserve.

**(o) Inventories**

Inventories and work-in-progress are stated at the lower of cost and net realisable value.

Cost consists of direct materials (calculated on the first-in, first-out or weighted average basis), direct labour, direct charges and an appropriate proportion of production overheads. In arriving at net realisable value, due allowance is made for all obsolete and slow moving items.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**(p) Biological assets**

Expenditure incurred in respect of newly planted areas or replanting a different produce crop and attributable interest charges up to the time of maturity is added to the cost of the land.

Depreciation charges and external borrowings costs related to the development of new plantations are included as part of the capitalisation of immature planting costs.

Replanting expenditure is charged to the income statement in the year in which it is incurred.

**(q) Financial instruments****(i) Cash and cash equivalents**

For the purposes of the cash flow statements, cash and cash equivalents include deposits, cash and bank balances, overdrafts and short term that are readily convertible to known amounts of cash and which are subject to an insignificant amount of risk.

**(ii) Securities held-for-trading**

Securities are classified as held-for-trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or it is part of a portfolio of identified securities that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking.

Securities held-for-trading are stated at fair value. Any unrealised gain or loss arising from the change in fair value or arising from sale of such securities are recognised in the income statement.

Previously, securities held by the companies in the banking and financial sector were classified as securities were stated at the lower of cost and market value.

**(iii) Short term investments**

Short term investments are stated at the lower of cost and market value on an aggregate portfolio basis. Reductions or reversals of such reductions are included in the income statement. Short term investments consist of short term trading and equity, revolving fund and portfolio management.



# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (q) Financial instruments (continued)

##### (iv) Repurchase agreement

Securities purchased under resale agreements are securities which was purchased with a commitment to resell at future dates. The commitment to resell the securities is reflected as an asset on the balance sheet.

Conversely, obligation on securities sold under repurchase agreements are securities which have been sold from its portfolio, with a commitment to repurchase at future dates. Such financing transactions and the obligation to purchase the securities are reflected as a liability on the balance sheet.

##### (v) Bills and acceptances payable

Bill and acceptances payable in respect of a subsidiary company in the banking and financial sector represent bills and acceptances rediscounted and outstanding in the market.

##### (vi) Receivables

Receivables are stated at cost after deduction of allowance for bad and doubtful debts. Specific allowance are made for bad and doubtful debts which have been individually reviewed and specially identified as bad or doubtful.

In addition, a general provision based on a percentage is made by companies in banking sectors and financial institutions to cover possible losses which are not specially identified.

##### (vii) Payables

Payables are stated at cost.

#### (r) Deferred taxation

Deferred tax is provided for, using the liability method. In principle, deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. Deferred tax is not provided for goodwill not deductible for tax purpose and the initial recognition of assets and liabilities that at the time of transaction, affects neither accounting nor taxable profit.

Deferred tax is measured at the tax rates that are expected to apply in the period when the assets is realised, based on tax rates that have been enacted or substantively enacted at the balance sheet date. Deferred tax is recognised as income or an expense in the income statement for the period, except when it arises from a transaction which is recognised directly in equity or when it arises from a business combination that is an acquisition, the deferred tax is included in the resulting goodwill or the amount of any excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over the cost of the combination.

#### (s) Employee benefits

##### (i) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of LTAT. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by the employees whereas short term non-accumulating compensated absences such as sick leave are recognised when absences occur.

##### (ii) Fixed contribution plans

Contribution made to Employees Provident Funds. This contribution is recognised as LTAT's expenses as an expense in the income statement as incurred.

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (s) Employee benefits (continued)

##### (iii) Post retirement medical benefits

LTAT provides medical benefits to its retired personnel. Retirees who are re-employed on contract basis will utilise such benefits upon completion of the contract services. The provision of these medical benefits covers the full amount of medical costs in government and panel clinics/hospitals. This provision is accrued as an expense in the current year's income statement and as a liability in the balance sheet as provision for post retirement medical benefits.

The liability amount of post retirement medical benefits is computed based on actuarial valuation (conducted every three years) where the amount of the benefit that employees have earned in return for their service in the current and prior years is estimated. That benefit is determined by the actuaries using the Projected Unit Credit actuarial method. Actuarial gains and losses are recognised as income or expense over the expected average remaining working lives of the participating employees when the cumulative unrecognised actuarial gains or losses for the scheme exceed 10% of the higher of the present value of the benefit obligation and the fair value of plan assets.

The principal assumptions used in this computation on the actuarial method are:

- (a) An inflation rate of 5% per annum on the medical treatment cost; and
- (b) A discount rate of 5.8% per annum.

Whereas, computation on the liability amount for cash in lieu of annual leave award to retired personnel is based on actual figures on the balance sheet date together with eligibility in the terms and condition of services. The current salary rate is used to compute the amount of this liability.

#### (t) Provision for retirement benefits

Provision is made for the staff retirement benefits that would become payable on the retirement of eligible employees.

#### (u) Foreign currencies

##### (i) Functional and Presentation Currency

Functional and presentation currency in the consolidated financial statement are presented in Ringgit Malaysia (RM).

##### (ii) Foreign Currency Transactions

Foreign currency transactions are recorded in the functional currencies using the exchange rates prevailing at the dates of the transactions.

##### (iii) Foreign operations

The results and financial position of operations that have a functional currency different from the presentation currency (RM) of the consolidated financial statements are translated into RM as follows:

- Assets and liabilities for each balance sheet presented are translated at the closing rate prevailing at the balance sheet date;
- Income and expenses for each income statement are translated at average exchange rates for the year, which approximates the exchange rate at the dates of the transactions; and
- All resulting exchange differences are taken to the foreign currency translation reserve within equity.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (u) Foreign currencies (continued)

##### (iii) Foreign operations (continued)

The principal closing rates used in the transaction of foreign currency amounts are as follows:

| Foreign currency        | 2009          | 2008   |
|-------------------------|---------------|--------|
| 1 US Dollar             | <b>RM3.43</b> | RM3.47 |
| 1 Euro                  | <b>RM4.94</b> | RM4.89 |
| 1 Sterling Pound        | <b>RM5.53</b> | RM5.01 |
| 1 Singapore Dollar      | <b>RM2.45</b> | RM2.41 |
| 1,000 Indonesian Rupiah | <b>RM0.36</b> | RM0.32 |

#### (v) Income recognition

Income from sale of goods and services is based on the invoiced value of those delivered during the year.

Income on telecommunication equipment sales is recognised on the delivery of the equipment. Income on installation services is recognised on completion and acceptance of the installation work performed.

Income from contracts and property development is recognised on the percentage of completion method. Full provision is made of anticipated losses.

Interest income on marketable securities is recognised on an accrual basis. Marketable securities which are sold under repurchase obligations are recognised as financing transactions and the interest income is calculated on a straight line basis over the period of financing.

Interest income on loans, advances and financing is accounted for on a straight line basis by reference to the rest periods stipulated in the loan agreements, while interest income from hire purchase, block discounting and leasing transaction is accounted for on the sum-of-digits method.

Dividend income from investments is recognised when the shareholders' right to receive payment is established.

For companies in the banking and financial sector, where an account is classified as non-performing, recognition of interest income is suspended until it is realised on a cash basis. Customers' accounts are generally classified as non-performing when repayments are in arrears for six months or more from the first day of default for loans and overdrafts, and after three months from the first day of default (2008: three months) for trade bills, bankers' acceptances and trust receipts.

#### (w) Grant

The grant received from the Government of Malaysia is divided into four categories of funds as follows:

##### (i) Operating fund

Grant received under this fund is for financing the operating expenses and is recognised as income in the income statement.

##### (ii) Fixed assets development fund

Grant received under this fund is for financing the purchase of fixed assets and is amortised over the useful lives of the fixed assets or when the fixed assets are written off.

##### (iii) Entrepreneur development loans scheme fund

Grant received under this fund is for financing loans for entrepreneurs and is credited into the entrepreneur development loans scheme fund account.

**2. SIGNIFICANT ACCOUNTING POLICIES (Continued)****2.2 Summary of significant accounting policies (continued)****(w) Grant (continued)****(iv) Staff loans fund**

Grant received under this fund is for financing loans for employees and is credited into the staff loans fund account.

**(x) Non-current assets held for sale**

Non-current assets or disposal group are classified as being held for sale if their carrying amount is recovered principally through a sale transaction rather than through continuing use. These assets are measured at the lower of carrying amount and fair value less costs to sell when the sale is highly probable and the asset or disposal group is available for immediate sale in its present condition subject only to the terms that are usual and customary.

**(y) Extraordinary items**

Extraordinary items are income or expenses that arise from events or transactions that are clearly distinct from the ordinary activities and, therefore, are not expected to recur frequently or regularly. These are stated after taxation in the income statement.

**(z) Objective and risk management policies****(i) LTAT**

LTAT has objectives and policies to manage risks coupled with comprehensive mechanisms and risk management strategies to identify, manage and control situations which are exposed to risk.

**Equity/Investment risk**

Equity risk arises from exposure to changes in the value of equity shares as a result of equity holdings in an entity and changes in the market conditions.

Investment risk arises when an investment fails to generate the expected returns and includes the risk of losing part or all of the original investment.

The equity/investment risk is managed through stringent filtering process of investment proposals according to guidelines and available investment policies and also through portfolio allocation and diversification strategies.

**Liquidity risk**

Liquidity risk is the risk due to failure to meet all demands for payment commitments as and when they fall due.

LTAT manages its operational cash flow to ensure all its working capital requirements are met.

**Interest rate risk**

Interest rate risk arises due to fluctuations in interest rates on the financial instruments sensitive to such changes held by LTAT.

LTAT manages the risks through approved guidelines and investment policies.

**Credit risk**

Credit risk arises when the transacting party fails to meet its obligations agreed upon with LTAT.

LTAT manages its credit risk through approved guidelines and investment policies.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (z) Objective and risk management policies (continued)

##### (ii) Subsidiary companies

- (a) Boustead Holdings Berhad (BHB)
- (b) Johan Ceramics Berhad (JCB)
- (c) Power Cables Malaysia Sdn. Bhd. (PCMSB)
- (d) Irat Properties Sdn. Bhd. (IPSB)
- (e) Boustead Reit Managers Sdn. Bhd. (BRMSB)
- (f) Perbadanan Perwira Harta Malaysia (PPHM)
- (g) Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT)
- (h) Perwira Niaga Malaysia (PERNAMA)

Subsidiary companies and investments in Corporation are exposed to a variety of financial risk, including interest risk, credit risk, liquidity and cash flow risk, market risk and foreign currency exchange risk. The overall financial risk management objective is to ensure that the companies creates value for its shareholders while minimising the potential adverse effects on the performance of the companies.

##### Liquidity and cash flow risk

The practice of prudent liquidity risk management by maintaining the availability of funding through an adequate amount of committed credit facilities.

##### Interest rate risk

The BHB, JCB, PCMSB and BRMSB finances their operation through operating cash flows and borrowings which are principally denominated in Ringgit Malaysia. The policy is to derive the desired interest rate profile through a mix of fixed and floating rate banking facilities and private debts securities.

##### Credit risk

In order to control credit risk is to invest cash assets safely and profitably. The credit risk is also controlled by setting counterparty limits, obtained bank guarantees where appropriate; and ensuring that sale of product and services are made to customers with an appropriate credit history, and monitoring customers' financial standing through periodic credit review and credit checks at point of sales. BHB, JCB, PCMSB and BRMSB consider the risk of material loss in the event of non-performance by a financial counterparty to be unlikely.

##### Market risk

For key product purchases, PCMSB establishes floating and fixed priced levels that PCMSB considers acceptable and enters physical supply, where necessary, to achieve these levels.

##### Foreign currency exchange risk

BHB is exposed to foreign currency risk as a result of its normal operating activities, both external and inter BHB's group where the currency denomination differs from the local currency, Ringgit Malaysia (RM). The BHB's group policy is to minimise the exposure of overseas operating subsidiaries/activities to transaction risks by matching local currency income against local currency costs. The currency giving rise to this risk is primarily US Dollar, Euro and Great Britain Pound (GBP). Foreign exchange exposures are kept to an acceptable level.

PCMSB is exposed to currency risk. In order to limit their exposure on foreign currency PCMSB enter into forward foreign currencies exchange contracts.

##### (i) Affin Holdings Berhad (AHB)

AHB has set up objectives to manage the risk that arise in connection with financial instruments. The risk management framework and policies of AHB are guided by specific objectives to ensure that comprehensive and adequate risk management policies are established to mitigate the salient risk elements in the operations of AHB. The establishment of the overall financial risk management objectives is consistent and in tandem with the strategy to create and enhance shareholders' value whilst guided by a prudent and robust framework of risk management policies.



**2. SIGNIFICANT ACCOUNTING POLICIES (Continued)****2.2 Summary of significant accounting policies (continued)****(z) Objective and risk management policies (continued)****(ii) Subsidiary companies (continued)****(i) Affin Holdings Berhad (AHB) (continued)**

In achieving the objective of maximising returns to shareholders, the Board of AHB takes cognisance of the risk elements in its operations. In view of the multi-faceted risks inherent especially in the banking sector, great emphasis on the importance of risk management and has put in place clear and comprehensive risk management mechanisms and strategies to identify, monitor, manage and control the relevant risk factors.

**Market risk**

Market risk refers to the impact on an institutions financial condition resulting from future adverse price or volatility movements of the assets contained in a firm's portfolio. The principal market risk of the AHB's assets and liabilities management is primarily associated with the maturity and re-pricing mismatches of its assets and liabilities. The Board of AHB's subsidiaries is responsible for reviewing and recommending all market risk policies and effective risk management systems are established and complied with.

The market risk management framework comprises a series of cut-loss and potential loss limits approved by the Asset Liability Committee (ALCO) to ensure that risk-takers do not exceed parameters set by management and periodic risk analysis which include Value-at-Risk (VAR), Present Value of a Basis Points (PVBP) and stress tests.

Limits management is a control mechanism to ensure that all business activities are conducted in compliance with the limits in the risk management guidelines and policies. VAR and PVBP analysis are conducted as part of the mechanism to quantify both the individual components and overall market risk. VAR measures the risk losses arising from potential adverse movements in interest rates, equity prices and volatilities that could impact values of financial instruments. PVBP measures the change in value of interest rate sensitive exposures and facilitate the implementation of hedging strategies. These limits are set and reviewed regularly according to a number of factors, including market trading liquidity of the instruments and the business strategy.

Periodic stress testing analysis is also conducted to ascertain impact of market risk on the AHB's financial positions under abnormal market conditions.

**Credit risk**

Credit risk refers to the risk of financial loss arising from defaults by counter parties in meeting their obligations. Exposure to credit risks for the AHB arises primarily from lending activities by the financial institutions.

The management of credit risk in subsidiaries is governed by credit management policies and procedures set and approved by AHB's Board of Directors. The procedures spell out the relevant approval authorities, limits, risks, credit ratings and other matters involved in order to ensure sound credit granting standards.

**Liquidity risk**

Liquidity risk is the risk of loss due to failure to access funds at reasonable cost to fund the AHB's operations and its liabilities when they fall due.

The Board of AHB's subsidiaries is responsible for the liquidity performance although the strategic management of liquidity has been delegated to the ALCO. ALCO execute the liquidity strategy including ensuring that appropriate policies and procedures are established to control and limit liquidity risk. It is also responsible for ensuring that adequate information systems for measuring, monitoring, controlling and reporting liquidity risk.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.2 Summary of significant accounting policies (continued)

#### (z) Objective and risk management policies (continued)

##### (ii) Subsidiary companies (continued)

###### Liquidity risk (continued)

The AHB's subsidiaries which are regulated by Bank Negara Malaysia (BNM) adopts Liquidity Framework (NFL). NFL ascertains the liquidity condition based on the contractual and behavioural cash-flow of assets, liabilities and off-balance sheets commitments, taking into consideration the realisable cash value of the eligible liquefiable assets.

AHB seeks to ensure that it has access to funds at reasonable cost even under adverse conditions, by managing its liquidity risk across all classes of assets and liabilities in accordance with regulatory guidelines and to take advantage of any lending and investment opportunities as they arise.

###### Operational risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. As such, operational risk is inherent in each of the business and operational activities that can potentially result in financial loss for AHB.

The monitoring and control of such risks are done through policies and procedures at the operational activities level which serve as a reference guide for the operations of all key business units. The risk management committees of key operating of AHB's subsidiaries, namely Affin Bank Berhad and Affin Investment Bank Berhad are responsible to formulate operational risk management framework to ensure that operational risks are properly identified, monitored, managed and reported.

The internal audit functions at the AHB's subsidiaries perform regular audits on various operations and monitor the key risk exposure areas to ensure that internal control procedures are in place and the procedures able to mitigate risks associated with operational activities.

###### Interest rate risk

The AHB's assets and liabilities are categorised by the earlier of contractual repricing or maturity dates. The off-balance sheet gap represents the interest rate sensitive commitments and contingencies.

#### (aa) Use of estimates and judgements

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

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

- Note 3 : Property, plant and equipment
- Note 4 : Biological assets
- Note 6 : Investment properties
- Note 16 : Property development in progress

### 2.3 Changes in accounting policies

At the date of authorisation of these financial statements, the following new FRSs, Amendments to FRSs and Interpretations were issued but not yet effective and have not been applied by the Group and the Company:

#### Effective for financial periods beginning on or after 1 July 2009

- FRS 8 : Operating Segments

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 2.3 Changes in accounting policies (continued)

#### Effective for financial periods beginning on or after 1 January 2010

|   |   |  |
|---|---|--|
| FRS 4   | : | Insurance Contracts  |
| FRS 7   | : | Financial Instruments : Disclosures  |
| FRS 101   | : | Presentation of Financial Statements (as revised in 2009)  |
| FRS 123   | : | Borrowing Costs  |
| FRS 139   | : | Financial Instruments : Recognition and Measurement  |
| Amendment to FRS 2                                  | : | Share-Based Payment : Vesting Conditions and Cancellations   |
| Amendment to FRS 1 and FRS 127                      | : | Standards and Consolidated and Separate Financial Statements : Cost of an investment in a Subsidiary, Jointly Controlled Entity or Associate |
| Amendment to FRS 5                                  | : | Non-Current Assets Held for Sale and Discontinued Operations   |
| Amendment to FRS 7                                  | : | Financial Instruments : Disclosures  |
| Amendment to FRS 8                                  | : | Operating Segments   |
| Amendment to FRS 107                                | : | Statements of Cash Flows   |
| Amendment to FRS 108                                | : | Accounting Policies, Changes in Accounting Estimates and Errors  |
| Amendment to FRS 110                                | : | Events After the Reporting Period  |
| Amendment to FRS 116                                | : | Property, Plant and Equipment  |
| Amendment to FRS 117                                | : | Leases   |
| Amendment to FRS 118                                | : | Revenue  |
| Amendment to FRS 119                                | : | Employee Benefits  |
| Amendment to FRS 120                                | : | Accounting for Government Grants and Disclosure of Government Assistance   |
| Amendment to FRS 123                                | : | Borrowing Costs  |
| Amendment to FRS 128                                | : | Investments in Associates  |
| Amendment to FRS 129                                | : | Financial Reporting in Hyperinflationary Economies   |
| Amendment to FRS 131                                | : | Interests in Joint Ventures  |
| Amendment to FRS 132                                | : | Financial Instruments : Presentation   |
| Amendment to FRS 134                                | : | Interim Financial Reporting  |
| Amendment to FRS 136                                | : | Impairment of Assets   |
| Amendment to FRS 138                                | : | Intangible Assets  |
| Amendment to FRS 139, FRS 7 and IC Interpretation 9 | : | Financial Instruments : Recognition and Measurement, Disclosures and Reassessment of Embedded Derivatives                                    |
| Amendment to FRS 140                                | : | Investment Property  |
| Improvement to FRSs 2009                            | : | Improvement to FRSs (2009)   |
| IC Interpretation 9                                 | : | Reassessment of Embedded Derivatives   |
| IC Interpretation 10                                | : | Interim Financial Reporting and Impairment   |
| IC Interpretation 11                                | : | FRS 2 - Group and Treasury Share Transactions  |
| IC Interpretation 13                                | : | Customer Loyalty Programmes  |
| IC Interpretation 14                                | : | FRS 119 - The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their interaction   |

#### Effective for financial periods beginning on or after 1 July 2010

|                                  |   |  |
|----------------------------------|---|--|
| FRS 1                            | : | First-Time Adoption of Financial Reporting Standards         |
| FRS 3                            | : | Business Combinations  |
| FRS 127                          | : | Consolidated and Separate Financial Statements               |
| IC Interpretation 12             | : | Service Concession Arrangements                              |
| IC Interpretation 15             | : | Agreements for the Construction of Real Estate               |
| IC Interpretation 16             | : | Hedges of a Net Investment in a Foreign Operation            |
| IC Interpretation 17             | : | Distributions of Non-Cash Assets to Owners                   |
| Amendment to FRS 2               | : | Share-Based Payment  |
| Amendment to FRS 5               | : | Non-Current Assets Held for Sale and Discontinued Operations |
| Amendment to FRS 138             | : | Intangible Assets  |
| Amendment to FRS 139             | : | Financial Instruments : Recognition and Measurement          |
| Amendment to IC Interpretation 9 | : | Reassessment of Embedded Derivatives                         |

The above new FRSs, Amendments to FRSs and Interpretations are expected to have no significant impact on the financial statements of the Group and the Company for the financial year ending 31 December 2010 upon their initial application except for the changes arising from the adoption of FRS 7 and FRS 139.

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 3. PROPERTY, PLANT AND EQUIPMENT

| Group                                   | Freehold Properties<br>RM'000 | Long Leasehold Properties<br>RM'000 | Short Leasehold Properties<br>RM'000 | Plant and Equipment<br>RM'000 | Building in Progress<br>RM'000 | Total<br>RM'000  |
|---|-------------------------------|-------------------------------------|--------------------------------------|-------------------------------|--------------------------------|------------------|
| <b>2009</b>                             |                               |                                     |                                      |                               |                                |                  |
| <b>Cost/Valuation</b>                   |                               |                                     |                                      |                               |                                |                  |
| <b>Balance at 1 January</b>             | <b>957,355</b>                | <b>476,440</b>                      | <b>139,263</b>                       | <b>1,355,307</b>              | <b>585,027</b>                 | <b>3,513,392</b> |
| Additions                               | 9,152                         | 35,137                              | 1,487                                | 123,139                       | 138,395                        | 307,310          |
| Disposals                               | (6,450)                       | (3,598)                             | (5,056)                              | (46,425)                      | (3,355)                        | (64,884)         |
| Transfer to investment properties       | (1,194)                       | -                                   | -                                    | -                             | (280,423)                      | (281,617)        |
| Transfer to prepaid land lease payments | -                             | -                                   | -                                    | -                             | -                              | -                |
| Transfer to intangible assets           | -                             | -                                   | -                                    | -                             | (5,712)                        | (5,712)          |
| Transfer to assets held for sale        | -                             | -                                   | -                                    | (2,723)                       | -                              | (2,723)          |
| Transfer from development properties    | -                             | -                                   | -                                    | -                             | -                              | -                |
| Adjustment/Write-off                    | (1,642)                       | (738)                               | -                                    | (10,375)                      | -                              | (12,755)         |
| Assets of subsidiaries acquired         | -                             | -                                   | -                                    | 1,594                         | 349                            | 1,943            |
| Reclassification                        | 17,788                        | 8,203                               | 3,123                                | 55,687                        | (84,801)                       | -                |
| Exchange adjustment                     | -                             | -                                   | 3,165                                | 1,108                         | -                              | 4,273            |
| <b>Balance at 31 December</b>           | <b>975,009</b>                | <b>515,444</b>                      | <b>141,982</b>                       | <b>1,477,312</b>              | <b>349,480</b>                 | <b>3,459,227</b> |
| <b>Accumulated depreciation</b>         |                               |                                     |                                      |                               |                                |                  |
| <b>Balance at 1 January</b>             | <b>52,687</b>                 | <b>96,808</b>                       | <b>39,774</b>                        | <b>684,236</b>                | <b>18,555</b>                  | <b>892,060</b>   |
| Additions                               | 12,564                        | 14,289                              | 10,309                               | 116,067                       | 4,728                          | 157,957          |
| Disposals                               | (1,241)                       | (4,073)                             | (66)                                 | (40,471)                      | (3,617)                        | (49,468)         |
| Transfer to assets held for sale        | -                             | -                                   | -                                    | (1,146)                       | -                              | (1,146)          |
| Adjustment/Write-off                    | (3,286)                       | 5,501                               | -                                    | (9,903)                       | -                              | (7,688)          |
| Reclassification                        | -                             | -                                   | -                                    | -                             | -                              | -                |
| Exchange adjustment                     | -                             | -                                   | 107                                  | 106                           | -                              | 213              |
| Impairment loss                         | 40                            | -                                   | -                                    | -                             | -                              | 40               |
| <b>Balance at 31 December</b>           | <b>60,764</b>                 | <b>112,525</b>                      | <b>50,124</b>                        | <b>748,889</b>                | <b>19,666</b>                  | <b>991,968</b>   |
| <b>Net book value</b>                   | <b>914,245</b>                | <b>402,919</b>                      | <b>91,858</b>                        | <b>728,423</b>                | <b>329,814</b>                 | <b>2,467,259</b> |
| <b>2008</b>                             |                               |                                     |                                      |                               |                                |                  |
| <b>Cost/Valuation</b>                   |                               |                                     |                                      |                               |                                |                  |
| <b>Balance at 1 January</b>             | <b>896,009</b>                | <b>456,453</b>                      | <b>109,956</b>                       | <b>1,322,989</b>              | <b>411,173</b>                 | <b>3,196,580</b> |
| Additions                               | 227,241                       | 20,987                              | 3,197                                | 108,723                       | 303,925                        | 664,073          |
| Disposals                               | (136,363)                     | (4,938)                             | (1,057)                              | (39,057)                      | 3,504                          | (177,911)        |
| Transfer to investment properties       | (49,172)                      | -                                   | -                                    | (16,489)                      | (38,258)                       | (103,919)        |
| Transfer to prepaid land lease payments | (2,351)                       | -                                   | -                                    | -                             | -                              | (2,351)          |
| Transfer from intangible assets         | -                             | -                                   | -                                    | 11,633                        | -                              | 11,633           |
| Transfer from assets held for sale      | -                             | -                                   | 30,179                               | 13,006                        | -                              | 43,185           |
| Transfer to development properties      | (8,836)                       | -                                   | -                                    | -                             | -                              | (8,836)          |
| Adjustment/Write-off                    | -                             | (1,936)                             | -                                    | (77,974)                      | -                              | (79,910)         |
| Assets of subsidiaries acquired         | -                             | -                                   | -                                    | -                             | -                              | -                |
| Reclassification                        | 30,827                        | 5,874                               | 95                                   | 33,815                        | (95,317)                       | (24,706)         |
| Exchange adjustment                     | -                             | -                                   | (3,107)                              | (1,339)                       | -                              | (4,446)          |
| <b>Balance at 31 December</b>           | <b>957,355</b>                | <b>476,440</b>                      | <b>139,263</b>                       | <b>1,355,307</b>              | <b>585,027</b>                 | <b>3,513,392</b> |
| <b>Accumulated depreciation</b>         |                               |                                     |                                      |                               |                                |                  |
| <b>Balance at 1 January</b>             | <b>41,307</b>                 | <b>82,030</b>                       | <b>26,028</b>                        | <b>666,023</b>                | <b>24,964</b>                  | <b>840,352</b>   |
| Additions                               | 11,300                        | 12,645                              | 10,334                               | 113,909                       | 3,107                          | 151,295          |
| Disposals                               | (1,200)                       | (483)                               | (905)                                | (33,190)                      | (83)                           | (35,861)         |
| Transfer from assets held for sale      | -                             | -                                   | 4,919                                | 3,107                         | -                              | 8,026            |
| Adjustment/Write-off                    | 1,642                         | 2,162                               | -                                    | (67,430)                      | (9,433)                        | (73,059)         |
| Reclassification                        | (496)                         | 473                                 | -                                    | -                             | -                              | (23)             |
| Exchange adjustment                     | -                             | (19)                                | (602)                                | (483)                         | -                              | (1,104)          |
| Impairment loss                         | 134                           | -                                   | -                                    | 2,300                         | -                              | 2,434            |
| <b>Balance at 31 December</b>           | <b>52,687</b>                 | <b>96,808</b>                       | <b>39,774</b>                        | <b>684,236</b>                | <b>18,555</b>                  | <b>892,060</b>   |
| <b>Net book value</b>                   | <b>904,668</b>                | <b>379,632</b>                      | <b>99,489</b>                        | <b>671,071</b>                | <b>566,472</b>                 | <b>2,621,332</b> |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 3. PROPERTY, PLANT AND EQUIPMENT (Continued)

| LTAT                              | Freehold<br>Properties<br>RM'000 | Long<br>Leasehold<br>Properties<br>RM'000 | Plant<br>and<br>Equipment<br>RM'000 | Building<br>in<br>Progress<br>RM'000 | Total<br>RM'000 |
|-----------------------------------|----------------------------------|---|-------------------------------------|--------------------------------------|-----------------|
| <b>2009</b>                       |                                  |   |                                     |                                      |                 |
| Cost/Valuation                    |                                  |   |                                     |                                      |                 |
| <b>Balance at 1 January</b>       | 130                              | 53,695                                    | 23,482                              | 143,582                              | 220,889         |
| Additions                         | -                                | -   | 3,459                               | -                                    | 3,459           |
| Adjustment/Write-off              | -                                | (775)                                     | (213)                               | -                                    | (988)           |
| Transfer to investment properties | -                                | -   | -                                   | (143,208)                            | (143,208)       |
| <b>Balance at 31 December</b>     | 130                              | 52,920                                    | 26,728                              | 374                                  | 80,152          |
| Accumulated depreciation          |                                  |   |                                     |                                      |                 |
| <b>Balance at 1 January</b>       | 6                                | 25,086                                    | 16,484                              | -                                    | 41,576          |
| Additions                         | 3                                | 3,645                                     | 2,543                               | -                                    | 6,191           |
| Adjustment/Write-off              | -                                | -   | (242)                               | -                                    | (242)           |
| <b>Balance at 31 December</b>     | 9                                | 28,731                                    | 18,785                              | -                                    | 47,525          |
| <b>Net book value</b>             | 121                              | 24,189                                    | 7,943                               | 374                                  | 32,627          |
| <b>2008</b>                       |                                  |   |                                     |                                      |                 |
| Cost/Valuation                    |                                  |   |                                     |                                      |                 |
| Balance at 1 January              | 130                              | 50,520                                    | 19,371                              | 101,500                              | 171,521         |
| Additions                         | -                                | 4,975                                     | 4,770                               | 42,082                               | 51,827          |
| Adjustment/Write-off              | -                                | (1,800)                                   | (659)                               | -                                    | (2,459)         |
| Balance at 31 December            | 130                              | 53,695                                    | 23,482                              | 143,582                              | 220,889         |
| Accumulated depreciation          |                                  |   |                                     |                                      |                 |
| Balance at 1 January              | 3                                | 21,174                                    | 14,528                              | -                                    | 35,705          |
| Additions                         | 3                                | 3,912                                     | 2,345                               | -                                    | 6,260           |
| Adjustment/Write-off              | -                                | -   | (389)                               | -                                    | (389)           |
| Balance at 31 December            | 6                                | 25,086                                    | 16,484                              | -                                    | 41,576          |
| <b>Net book value</b>             | 124                              | 28,609                                    | 6,998                               | 143,582                              | 179,313         |



# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 4. BIOLOGICAL ASSETS

|  | Group          |                |
|--|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Cost</b>                                    |                |                |
| <b>Balance at 1 January</b>                    | <b>422,796</b> | 364,468        |
| Additions                                      | <b>6,570</b>   | 8,881          |
| Disposals                                      | -              | (1,857)        |
| Transfer from assets held for sale             | -              | 56,398         |
| Exchange adjustment                            | <b>8,167</b>   | (5,094)        |
| <b>Balance at 31 December</b>                  | <b>437,533</b> | 422,796        |
| <b>Accumulated depreciation and impairment</b> |                |                |
| <b>Balance at 1 January</b>                    | <b>65,654</b>  | 19,000         |
| Depreciation for the year                      | <b>1,302</b>   | 1,302          |
| Transfer from assets held for sale             | -              | 46,462         |
| Impairment                                     | <b>8,800</b>   | 3,000          |
| Exchange adjustment                            | <b>5,284</b>   | (4,110)        |
| <b>Balance at 31 December</b>                  | <b>81,040</b>  | 65,654         |
| <b>Net book value</b>                          | <b>356,493</b> | 357,142        |
| <b>Accumulated impairment</b>                  | <b>63,879</b>  | 55,079         |

The additions to biological assets during the financial year include interest capitalised of RM1.151 million (2008: RM0.889 million).

## 5. DEVELOPMENT PROPERTIES

|                                  | Group          |                | LTAT           |                |
|----------------------------------|----------------|----------------|----------------|----------------|
|                                  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Freehold land at cost            | <b>11,673</b>  | 14,708         | -              | -              |
| Long term leasehold land at cost | <b>135,948</b> | 135,273        | <b>125,702</b> | 125,371        |
| Development expenditure          | <b>187,984</b> | 168,840        | -              | -              |
|                                  | <b>335,605</b> | 318,821        | <b>125,702</b> | 125,371        |

Development expenditure includes interest capitalised during the financial year of RM1.7 million (2008: RM1.087 million).

## 6. INVESTMENT PROPERTIES

|  | Group            |                | LTAT           |                |
|--|------------------|----------------|----------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Balance at 1 January</b>                      | <b>776,510</b>   | 649,421        | <b>137,419</b> | 135,979        |
| Fair value adjustment                            | <b>82,441</b>    | 49,719         | <b>2,678</b>   | 1,440          |
| Transfer from property, plant and equipment      | <b>281,617</b>   | 103,919        | <b>143,208</b> | -              |
| Additions  | <b>177,954</b>   | 327            | <b>25,250</b>  | -              |
| Revision to prior year's additions               | <b>(6,807)</b>   | (11,532)       | -              | -              |
| Disposals  | <b>(550)</b>     | (8,844)        | -              | -              |
| Acquisition of subsidiary companies              | <b>120,000</b>   | -              | -              | -              |
| Adjustments                                      | <b>(77)</b>      | -              | <b>(77)</b>    | -              |
| Write off against provision for foreseeable loss | -                | (6,500)        | -              | -              |
| <b>Balance at 31 December</b>                    | <b>1,431,088</b> | 776,510        | <b>308,478</b> | 137,419        |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 7. PREPAID LAND LEASE PAYMENTS

|   | Group          |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Balance at 1 January</b>                 | <b>213,111</b> | 202,567        | <b>243</b>     | 243            |
| Additions                                   | <b>5,353</b>   | 4,824          | -              | -              |
| Disposals                                   | <b>(1,313)</b> | (8,695)        | -              | -              |
| Transfer from property, plant and equipment | -              | 2,351          | -              | -              |
| Transfer from assets held for sale          | -              | 11,843         | -              | -              |
| Reclassification                            | <b>2,069</b>   | 1,440          | -              | -              |
| Exchange adjustment                         | <b>1,568</b>   | (1,219)        | -              | -              |
| <b>Balance at 31 December</b>               | <b>220,788</b> | 213,111        | <b>243</b>     | 243            |
| <b>Accumulated amortisation</b>             |                |                |                |                |
| <b>Balance at 1 January</b>                 | <b>24,289</b>  | 19,767         | <b>73</b>      | 71             |
| Amortisation for the year                   | <b>3,971</b>   | 4,085          | <b>2</b>       | 2              |
| Disposals                                   | <b>(191)</b>   | (2,530)        | -              | -              |
| Transfer from assets held for sale          | -              | 3,339          | -              | -              |
| Reclassification                            | <b>(52)</b>    | -              | -              | -              |
| Exchange adjustment                         | <b>520</b>     | (372)          | -              | -              |
| <b>Balance at 31 December</b>               | <b>28,537</b>  | 24,289         | <b>75</b>      | 73             |
| <b>Net book value at 31 December</b>        | <b>192,251</b> | 188,822        | <b>168</b>     | 170            |
| Analysis as follow:                         |                |                |                |                |
| Long leasehold                              | <b>49,391</b>  | 146,195        | <b>168</b>     | 170            |
| Short leasehold                             | <b>142,860</b> | 42,627         | -              | -              |
|   | <b>192,251</b> | 188,822        | <b>168</b>     | 170            |

### 8. LONG TERM PREPAYMENTS

These comprise mainly prepaid rentals made to service station operators and land owners in respect of the Group's service station activities.

### 9. OFFSHORE PATROL VESSEL EXPENDITURE

Offshore patrol vessel expenditure comprise design and integrated logistics support system costs which relates to the privatisation agreement with the Government of Malaysia (GOM) for the construction of 27 units of Offshore Patrol Vessel, of which 6 units have been secured and the remaining 21 units are to be awarded by the GOM.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 10. INTANGIBLE ASSETS

|   | Group            |                |
|---|------------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>Goodwill on consolidation</b>  |                  |                |
| <b>Balance at 1 January</b>   | <b>1,177,416</b> | 1,014,886      |
| Acquisition of subsidiary/sub-subsidiaries companies                                | <b>10,446</b>    | 120,066        |
| Transfer from/to minority interests   | <b>22,662</b>    | (39,941)       |
| Transfer to assets held for sale  | <b>(63,732)</b>  | -              |
| Written off during the year   | -                | (2,260)        |
| Revision of goodwill in a subsidiary due to the derecognition of deferred tax asset | -                | 90,000         |
| Realisation on disposal of subsidiary companies                                     | -                | (5,335)        |
| <b>Balance at 31 December</b>   | <b>1,146,792</b> | 1,177,416      |
| <b>Computer Software</b>  |                  |                |
| <b>Cost</b>   |                  |                |
| <b>Balance at 1 January</b>   | <b>109,405</b>   | 90,898         |
| Transfer from property, plant and equipment   | <b>5,712</b>     | 11,633         |
| Additions   | <b>932</b>       | 7,554          |
| Amortisation  | -                | (680)          |
|   | <b>116,049</b>   | 109,405        |
| <b>Accumulated amortisation and impairment losses</b>                               |                  |                |
| <b>Balance at 1 January</b>   | <b>61,129</b>    | 43,019         |
| Amortisation  | <b>21,307</b>    | 18,773         |
| Write off   | -                | (663)          |
|   | <b>82,436</b>    | 61,129         |
| <b>Net book value at 31 December</b>  | <b>33,613</b>    | 48,276         |
| <b>Total Intangible Assets</b>  | <b>1,180,405</b> | 1,225,692      |

## 11. SUBSIDIARY COMPANIES

|                                  | LTAT             |                |                     |                |
|----------------------------------|------------------|----------------|---------------------|----------------|
|                                  | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000      | 2008<br>RM'000 |
|                                  | <b>Cost</b>      |                | <b>Market Value</b> |                |
| Quoted                           | <b>2,217,186</b> | 1,810,182      | <b>3,174,038</b>    | 2,111,032      |
| Investment in corporation        | <b>48,000</b>    | 48,000         | -                   | -              |
| Unquoted                         | <b>336,686</b>   | 336,541        | -                   | -              |
|                                  | <b>2,601,872</b> | 2,194,723      | <b>3,174,038</b>    | 2,111,032      |
| General provision for investment |                  |                |                     |                |
| - Quoted                         | <b>(2,217)</b>   | (1,810)        | -                   | -              |
| - Investment in corporation      | <b>(48)</b>      | (48)           | -                   | -              |
| - Unquoted                       | <b>(336)</b>     | (336)          | -                   | -              |
|                                  | <b>2,599,271</b> | 2,192,529      | <b>3,174,038</b>    | 2,111,032      |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 11. SUBSIDIARY COMPANIES (Continued)

Details of subsidiary companies are as follows:

| Name of company                                  | Equity Holding |           | Principal Activities  |
|--|----------------|-----------|---|
|  | 2009<br>%      | 2008<br>% |   |
| <b>Quoted</b>                                    |                |           |   |
| Affin Holdings Berhad                            | 48             | 48        | Investment holdings   |
| Boustead Holdings Berhad                         | 58             | 58        | Investment holdings<br>and oil palm plantation  |
| <b>Unquoted</b>                                  |                |           |   |
| Johan Ceramics Berhad                            | 96             | 95        | Manufacturing and sale of ceramic tiles   |
| Irat Properties Sdn. Bhd.                        | 98             | 98        | Investment holdings   |
| Perbadanan Perwira Harta Malaysia #              | 100            | 100       | Property developer  |
| Perwira Niaga Malaysia #                         | 100            | 100       | Trading of consumer goods   |
| Perbadanan Hal Ehwal Bekas Angkatan<br>Tentera # | 100            | 100       | Promotion of socio-economic<br>development programmes for the<br>retired and retiring Malaysian<br>Armed Forces personnel |
| Power Cables Malaysia Sdn. Bhd.                  | 60             | 60        | Manufacture and sale of power cables  |
| Boustead Reit Managers Sdn. Bhd.                 | 62             | 62        | Sale & Releasing oil palm estate  |

Details of sub-subsidiary companies are as follows:

|  |    |    |  |
|--|----|----|--|
| <b>Quoted</b>                                |    |    |  |
| Boustead Properties Berhad *                 | 58 | 58 | Investment holdings and<br>property investments  |
| UAC Berhad *                                 | 38 | 38 | Fibre cement products                            |
| Boustead Heavy Industries Corporation Berhad | 42 | 42 | Investment holdings                              |
| <b>Unquoted</b>                              |    |    |  |
| ABB IT & Services Sdn. Bhd. +                | 48 | 48 | Dormant  |
| ABB Nominee (Asing) Sdn. Bhd. +              | 48 | 48 | Share nominee services                           |
| ABB Nominee (Tempatan) Sdn. Bhd. +           | 48 | 48 | Share nominee services                           |
| ABB Trustee Berhad +                         | 48 | 48 | Trustee management services                      |
| ABB Venture Capital Sdn. Bhd. +              | 48 | 48 | Dormant  |
| Affin Bank Berhad +                          | 48 | 48 | Commercial banking services and hire<br>purchase |
| Affin Capital Sdn. Bhd. +                    | 48 | 48 | Dormant  |
| Affin ADB Sdn. Bhd. +                        | 48 | 48 | Dormant  |
| Affin Factors Sdn. Bhd. +                    | 48 | 48 | Dormant  |
| Affin Fund Management Sdn. Bhd. +            | 48 | 48 | Asset management & unit trust                    |
| Affin Futures Sdn. Bhd. +                    | 48 | 48 | Dormant  |
| Affin-ACF Capital Sdn. Bhd. +                | 48 | 48 | Dormant  |
| Affin-ACF Holdings Sdn. Bhd. +               | 48 | 48 | Investment holdings                              |
| Affin-ACF Nominees (Tempatan) Sdn. Bhd. +    | 48 | 48 | Dormant  |
| ABB Asset Management (M) Berhad +            | 48 | 48 | Dormant  |
| Affin Investment Bank Berhad +               | 48 | 48 | Merchant banking services                        |
| Affin Islamic Bank Berhad +                  | 48 | 48 | Islamic banking services                         |
| Affin Moneybrokers Sdn. Bhd. +               | 48 | 48 | Money-broking                                    |
| Affin Nominees (Asing) Sdn. Bhd. +           | 48 | 48 | Share nominee services                           |
| Affin Nominees (Tempatan) Sdn. Bhd. +        | 48 | 48 | Share nominee services                           |
| Affin Recoveries Berhad +                    | 48 | 48 | Dormant  |
| Affin Trust Management Berhad +              | 48 | 48 | Voluntary winding up                             |
| BSNC B Nominees (Tempatan) Sdn. Bhd. +       | 48 | 48 | Dormant  |
| BSNC Nominees (Tempatan) Sdn. Bhd. +         | 48 | 48 | Dormant  |
| BSN Merchant Nominees (Asing) Berhad +       | 48 | 48 | Dormant  |
| BSN Merchant Nominees (Tempatan) Berhad +    | 48 | 48 | Dormant  |
| Merchant Nominees (Asing) Sdn. Bhd. +        | 48 | 48 | Dormant  |

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 11. SUBSIDIARY COMPANIES (Continued)

Details of sub-subsidiary companies are as follows:

| Name of company   | Equity Holding |           | Principal Activities  |
|---|----------------|-----------|---|
|   | 2009<br>%      | 2008<br>% |   |
| <b>Unquoted</b>   |                |           |   |
| Merchant Nominees (Tempatan) Sdn. Bhd. +                  | 48             | 48        | Dormant   |
| PAB Property Development Sdn. Bhd. +                      | 48             | 48        | Dormant   |
| PAB Property Management Services<br>Sdn. Bhd. +           | 48             | 48        | Dormant   |
| PAB Properties Sdn. Bhd. +                                | 48             | 48        | Property management services                                      |
| AB Shipping Sdn. Bhd. *                                   | 58             | 58        | Shipping agent  |
| Akademi Pendidikan Pemandu (M) Sdn. Bhd. *                | -              | 44        | Dormant   |
| Bakti Wira Sdn Bhd *                                      | 58             | 58        | Investment holdings   |
| Bestari Marine Sdn. Bhd. *                                | 58             | 58        | Marine surveys and consultancy                                    |
| Bounty Crop Sdn. Bhd. *                                   | 58             | 58        | Investment holdings   |
| Boustead Advisory and Consultancy<br>Services Sdn. Bhd. * | 58             | 58        | Plantation management   |
| Boustead Balau Sdn. Bhd. *                                | 58             | 58        | Property developer  |
| Boustead Buildings Materials Sdn. Bhd. *                  | 58             | 56        | Building products distributor                                     |
| Boustead Construction Sdn. Bhd. *                         | 58             | 58        | Project management  |
| Boustead Credit Sdn. Bhd. *                               | 58             | 58        | Hire purchase and lease financing                                 |
| Boustead Curve Sdn. Bhd. *                                | 58             | 58        | Property investment   |
| Boustead Electronic Commerce Sdn. Bhd. *                  | 58             | 58        | Ceased operations   |
| Boustead Eldred Sdn. Bhd. *                               | 58             | 58        | Oil palm cultivation  |
| Emasewa Sdn. Bhd. *                                       | 58             | 58        | Ceased operations   |
| Boustead Emastulin Sdn. Bhd. *                            | 58             | 58        | Distribution of vehicles<br>and oil palm plantations              |
| Boustead Engineering Sdn. Bhd. *                          | 58             | 58        | Engineering equipment and chemicals<br>distributor                |
| Boustead Estates Agency Sdn. Bhd. *                       | 58             | 58        | Plantation management   |
| Boustead Global Trade Network Sdn. Bhd. *                 | 58             | 58        | Warehouse logistics and insurance agent                           |
| Boustead Gradient Sdn. Bhd. *                             | 58             | 58        | Cultivation and processing of oil palm                            |
| Boustead Heah Joo Seang Sdn. Bhd. *                       | 58             | 58        | Cultivation and processing of oil palm                            |
| Boustead Hotels & Resort Sdn. Bhd. *                      | 58             | 58        | Hotel operations  |
| Boustead Idaman Sdn. Bhd. *                               | 58             | 58        | Investment holdings   |
| Boustead Information Technology Sdn. Bhd. *               | 58             | 58        | Computer service and systems design                               |
| Boustead Infra Construction Sdn. Bhd. *                   | 52             | 56        | Dormant   |
| Boustead Kanowit Oil Mill Sdn. Bhd. *                     | 41             | 41        | Palm oil mill   |
| Boustead-Anwarsyukur Estates Agency Sdn. Bhd. *           | 58             | 30        | Plantation management   |
| Boustead Management Services Sdn. Bhd. *                  | 58             | 58        | Management services   |
| Boustead Naval Shipyard Sdn. Bhd. *                       | 58             | 58        | Construction, repair and maintenance<br>of naval & merchant ships |
| Boustead Petroleum Marketing Sdn. Bhd. *                  | 51             | 52        | Marketing of petroleum products                                   |
| Boustead Petroleum Sdn. Bhd. *                            | 31             | 31        | Investment holdings   |
| Boustead Plantations Berhad *                             | 58             | 58        | Investment holdings and oil palm<br>cultivation                   |
| Boustead Realty Sdn. Bhd. *                               | 58             | 58        | Property investment   |
| Boustead Rimba Nilai Sdn. Bhd. *                          | 58             | 58        | Cultivation and processing of oil palm                            |
| Boustead Sedili Sdn. Bhd. *                               | 41             | 58        | Oil palm cultivation  |
| Boustead Segaria Sdn. Bhd. *                              | 58             | 58        | Oil palm cultivation  |
| Boustead Solandra Sdn. Bhd. *                             | 58             | 58        | Oil palm cultivation  |
| Boustead Shipping Agencies Sdn. Bhd. *                    | 58             | 58        | Shipping agent  |
| Boustead Shipping Agencies (B) Sdn. Bhd. *                | 41             | 41        | Shipping agent  |
| Boustead Silasuka Sdn. Bhd. *                             | 58             | 58        | Oil palm cultivation  |
| Boustead Sissons Paints China Sdn. Bhd. *                 | 42             | 43        | Ceased operations   |
| Boustead Sissons Paints Sdn. Bhd. *                       | 71             | 71        | Paint manufacturer  |



## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 11. SUBSIDIARY COMPANIES (Continued)

Details of sub-subsidiary companies are as follows:

| Name of company                                      | Equity Holding |           | Principal Activities  |
|--|----------------|-----------|---|
|  | 2009<br>%      | 2008<br>% |   |
| <b>Unquoted</b>                                      |                |           |   |
| Boustead Sungai Manar Sdn. Bhd. *                    | 58             | 58        | Oil palm cultivation  |
| Boustead Sutera Sdn. Bhd. *                          | 58             | 58        | Oil palm cultivation  |
| Boustead Trading Sdn. Bhd. *                         | 58             | 58        | Dormant   |
| Boustead Travel Services Sdn. Bhd. *                 | 58             | 58        | Travel agent  |
| Boustead Trunkline Sdn. Bhd. *                       | 58             | 58        | Oil palm cultivation  |
| Boustead Weld Court Sdn. Bhd. *                      | 58             | 58        | Property investment   |
| Boustead Weld Quay Sdn. Bhd. *                       | 58             | 58        | Property investment   |
| Cargo Freight Shipping Sdn. Bhd. *                   | 41             | 41        | Shipping agent  |
| Holiday Bath Sdn. Bhd. *                             | 58             | 58        | Ceased operations   |
| Limaran Logistics Sdn. Bhd. *                        | 58             | 58        | Ceased operations   |
| Luboh Anak Batu Estates Sdn. Bhd. *                  | 58             | 58        | Ceased operations   |
| Malaysian Welding Industries Sdn. Bhd. *             | 43             | 44        | Dormant   |
| Minat Warisan Sdn. Bhd. *                            | 58             | 58        | Investment holdings   |
| Mutiara Rini Sdn. Bhd. *                             | 58             | 58        | Property developer  |
| Progress Casting (1982) Sdn. Bhd. *                  | 58             | 58        | Ceased operations   |
| PT Dendymarker Indahlestari *                        | 57             | 57        | Cultivation and processing of oil palm  |
| The University of Nottingham in Malaysia Sdn. Bhd. * | 38             | 39        | Operation of a university   |
| U.K. Realty Sdn. Bhd. *                              | 58             | 58        | Ceased operations   |
| Irat Hotels & Resorts Sdn. Bhd.                      | 69             | 69        | Hotel dan resort operator   |
| Pembinaan Perwira Harta Sdn. Bhd.                    | 100            | 100       | Building contractors  |
| Damansara Entertainment Centre *                     | 58             | -         | Property investment   |
| Usahasama PPHM-Juwana Sdn. Bhd.                      | 51             | 51        | Building contractors  |
| Power Cable Engineering Services (M) Sdn. Bhd.       | 60             | 60        | Trading of cables, cables accessories and installation of power cables                |
| BH Insurance (M) Bhd *                               | 46             | 47        | General insurance   |
| BHIC Defence Technologies Sdn. Bhd. *                | 42             | 42        | Investment holdings   |
| Boustead Penang Shipyard Sdn. Bhd. *                 | 42             | 42        | Heavy engineering construction, shiprepair and shipbuilding                           |
| Dominion Defence & Industries Sdn. Bhd. *            | 42             | 42        | Supply and services of marine and defence related products                            |
| Naval Defence and Communication System Sdn. Bhd. *   | 42             | 42        | Provision of maintenance and services of telecommunication systems                    |
| Perstim Industries Sdn. Bhd. *                       | 42             | 42        | Investment holdings   |
| Wavemaster-Langkawi Yacht Centre Sdn. Bhd. *         | 40             | 41        | Repair and maintenance of luxury boats and yacht customising and servicing facilities |

+ Subsidiaries of Affin Holdings Berhad

\* Subsidiaries of Boustead Holdings Berhad

# The accounts of Perbadanan were audited by the Auditor General Office

All subsidiary and sub-subsidiary companies above were incorporated in Malaysia with the exception of PT Dendymarker Indahlestari which were incorporated in Indonesia, Boustead Trading Sdn. Bhd. and Boustead Shipping Agencies (B) Sdn. Bhd. which were incorporated in Brunei Darussalam, AB Shipping Pte. Ltd. and Malakoff Management Pte. Ltd. which were incorporated in Singapore.

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 12. ASSOCIATED COMPANIES

|                                    | Group          |                | LTAT           |                |
|------------------------------------|----------------|----------------|----------------|----------------|
|                                    | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| At cost less amount written off    |                |                |                |                |
| Quoted                             | 236,922        | 227,314        | 271,786        | 230,465        |
| Share of post acquisition reserves | 619,400        | 575,348        | -              | -              |
|                                    | 856,322        | 802,662        | 271,786        | 230,465        |

The summarised financial information of the associated companies are as follows:

|                               | Group          |                |
|-------------------------------|----------------|----------------|
|                               | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Assets and Liabilities</b> |                |                |
| Total Assets                  | 3,167,405      | 2,782,292      |
| Total Liabilities             | 1,092,214      | 1,072,640      |
| <b>Results</b>                |                |                |
| Revenue                       | 1,646,796      | 1,516,078      |
| Profit for the year           | 187,161        | 158,325        |

Details of associated companies are as follows:

| Name of company                                | Equity Holding |           | Financial year-end |
|--|----------------|-----------|--------------------|
|  | 2009<br>%      | 2008<br>% |                    |
| <b>Unquoted</b>                                |                |           |                    |
| Anglo Eastern Plantations (M) Sdn. Bhd.        | 30             | 30        | 31 December        |
| Axa-Affin General Insurance Berhad +           | 19             | 19        | 31 December        |
| Bond Pricing Agency Malaysia Sdn. Bhd.         | 20             | 20        | 31 December        |
| BP Malaysia Holdings Sdn. Bhd.                 | 30             | 30        | 31 December        |
| Cargill Feed Sdn. Bhd.                         | 40             | 40        | 31 May             |
| EAC Holdings (Malaysia) Sdn. Bhd.              | 20             | 20        | 31 December        |
| Ericsson (Malaysia) Sdn. Bhd.                  | 30             | 30        | 31 December        |
| Federal Fertilizer Co. Sdn. Bhd.               | 20             | 20        | 30 June            |
| Guocera Tile Industries (Meru) Sdn. Bhd.       | 30             | 30        | 30 June            |
| Hillcrest Gardens Sdn. Bhd.                    | 35             | 35        | 31 December        |
| International Wireless Technologies Sdn. Bhd.  | 30             | 30        | 30 June            |
| Jendela Hikmat Sdn. Bhd.                       | 48             | 48        | 31 December        |
| Ketengah Jaya Sdn. Bhd.                        | 29             | 29        | 31 December        |
| Ketengah Perwira Sdn. Bhd.                     | 49             | 49        | 31 December        |
| Konsortium Muhibbah Eng-LTAT Sdn. Bhd.         | 49             | 49        | 31 December        |
| MM Telecommunication Sdn. Bhd.                 | -              | 23        | 31 March           |
| Muhibbah-LTAT JV Sdn. Bhd.                     | 49             | 49        | 31 December        |
| Perimekar Sdn. Bhd.                            | 32             | 32        | 31 January         |
| Perumahan Kinrara Berhad                       | 25             | 25        | 31 December        |
| Prima Prai Sdn. Bhd.                           | 30             | 30        | 31 March           |
| PPSC Industries Sdn. Bhd.                      | 22             | 22        | 31 December        |
| Sapura-LTAT Communication Technology Sdn. Bhd. | 30             | 30        | 31 January         |
| Applied Agricultural Resources Sdn. Bhd. *     | 29             | 29        | 31 December        |
| Asia Smart Cards Centre (M) Sdn. Bhd. *        | 29             | 29        | 31 December        |
| Boustead Bulking Sdn. Bhd. *                   | -              | 25        | 31 December        |
| Cekap Mudah Sdn. Bhd. # *                      | 42             | 42        | 31 December        |
| Damansara Entertainment Centre Sdn. Bhd. *     | -              | 29        | 31 December        |
| Drew Ameroid (Malaysia) Sdn. Bhd. *            | 29             | 29        | 30 September       |
| Kao (Malaysia) Sdn. Bhd. *                     | 26             | 26        | 31 December        |
| Pavillion Entertainment Centre (M) Sdn. Bhd. * | 29             | 29        | 31 December        |
| Restonic (M) Sdn. Bhd.                         | 20             | 20        | 30 June            |
| Riche Monde Sdn. Bhd. *                        | -              | 29        | 31 December        |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 12. ASSOCIATED COMPANIES (Continued)

Details of associated companies are as follows:

| Name of company                             | Equity Holding |           | Financial year-end |
|---|----------------|-----------|--------------------|
|   | 2009<br>%      | 2008<br>% |                    |
| <b>Unquoted</b>                             |                |           |                    |
| San Miguel Yamamura Plastic Films Sdn. Bhd. | 30             | 30        | 31 December        |
| Usahasama SPNB-LTAT Sdn. Bhd.               | 49             | 49        | 31 December        |
| Wah Seong Boustead Co. Ltd. *               | 29             | 29        | 31 December        |
| Warisan Pinang Sdn. Bhd.                    | 20             | 20        | 31 March           |
| Xtend Services Sdn. Bhd.                    | 26             | 26        | 31 March           |
| Midas Mayang Sdn. Bhd. *                    | 28             | -         | 31 December        |
| Chery Alado Sdn. Bhd.                       | 20             | -         | 31 December        |

+ Associates of Affin Holdings Berhad

\* Associates of Boustead Holdings Berhad

# Associates of Perbadanan Perwira Harta Malaysia

All the associated companies above were incorporated in Malaysia with the exception of Wah Seong Boustead Co. Ltd. which was incorporated in Myanmar.

### 13. INVESTMENT IN JOINTLY CONTROLLED ENTITY

|                                  | Group          |                |
|----------------------------------|----------------|----------------|
|                                  | 2009<br>RM'000 | 2008<br>RM'000 |
| Unquoted shares                  | 129,357        | 121,724        |
| Share of post acquisition losses | (21,378)       | (25,340)       |
|                                  | <b>107,979</b> | <b>96,384</b>  |

Details of jointly controlled entity are as follows:

| Name of company                 | Principal Activities                       | Equity Holding |           |
|---------------------------------|--|----------------|-----------|
|                                 |  | 2009<br>%      | 2008<br>% |
| <b>Unquoted</b>                 |  |                |           |
| Konsortium PPHM-ASSB            | Building contractors                       | 60             | 60        |
| Konsortium PPHB-Jastac          | Building contractors                       | 51             | 51        |
| AXA Affin Life Insurance Berhad | Underwriting of life insurance<br>business | 24             | 24        |
| Affin-I Goodyear Sdn. Bhd.      | Property developer                         | 24             | 24        |

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 14. OTHER INVESTMENTS

|   | Group                             |                      | LTAT             |                |
|---|-----------------------------------|----------------------|------------------|----------------|
|   | 2009<br>RM'000                    | 2008<br>RM'000       | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>Securities held-to-maturity</b>                        |                                   |                      |                  |                |
| <b>- At amortised cost</b>                                |                                   |                      |                  |                |
| Quoted securities   |                                   |                      |                  |                |
| - Private Debts Securities                                | <b>38,123</b>                     | 38,123               | -                | -              |
| Unquoted securities                                       |                                   |                      |                  |                |
| - Private Debts Securities                                | <b>255,328</b>                    | 571,831              | -                | -              |
|   | <b>293,451</b>                    | 609,954              | -                | -              |
| <b>- At cost</b>  |                                   |                      |                  |                |
| Unquoted securities                                       |                                   |                      |                  |                |
| - Shares  | <b>57,235</b>                     | 57,240               | -                | -              |
| - Private Debts Securities                                | -                                 | 16                   | -                | -              |
| Allowance for impairment of securities                    | <b>350,686</b><br><b>(95,035)</b> | 667,210<br>(108,047) | -                | -              |
|   | <b>255,651</b>                    | 559,163              | -                | -              |
| <b>Securities at cost</b>                                 |                                   |                      |                  |                |
| <b>- Quoted</b>   |                                   |                      |                  |                |
| Shares  | <b>2,551,708</b>                  | 2,952,191            | <b>2,073,879</b> | 2,448,965      |
| Malaysian Government Securities                           | -                                 | 60,578               | -                | -              |
| Unit Trusts   | -                                 | 917                  | -                | -              |
|   | <b>2,551,708</b>                  | 3,013,686            | <b>2,073,879</b> | 2,448,965      |
| <b>- Unquoted</b>   |                                   |                      |                  |                |
| Shares  | <b>134,096</b>                    | 193,048              | <b>133,519</b>   | 130,289        |
| Redeemable preference shares                              | <b>126,305</b>                    | 69,650               | <b>362,305</b>   | 292,150        |
| Investment outside Malaysia                               | <b>15,829</b>                     | 15,912               | <b>15,829</b>    | 15,912         |
| Bond (Sukuk al-musyarakah)                                | <b>300,000</b>                    | 300,000              | <b>300,000</b>   | 300,000        |
|   | <b>576,230</b>                    | 578,610              | <b>811,653</b>   | 738,351        |
|   | <b>3,127,938</b>                  | 3,592,296            | <b>2,885,532</b> | 3,187,316      |
| Provision for permanent diminution in value of investment | <b>(46,249)</b>                   | (18,031)             | <b>(46,249)</b>  | (18,031)       |
| General provision for investment                          | <b>(2,603)</b>                    | (3,170)              | <b>(2,839)</b>   | (3,170)        |
|   | <b>3,079,086</b>                  | 3,571,095            | <b>2,836,444</b> | 3,166,115      |
|   | <b>3,334,737</b>                  | 4,130,258            | <b>2,836,444</b> | 3,166,115      |
| <b>Market value</b>                                       |                                   |                      |                  |                |
| Quoted shares   | <b>1,931,224</b>                  | 1,685,050            | <b>1,461,175</b> | 1,298,577      |
| Malaysian Government Securities                           | -                                 | 61,239               | -                | -              |
| Unit trusts   | -                                 | 608                  | -                | -              |
|   | <b>1,931,224</b>                  | 1,746,897            | <b>1,461,175</b> | 1,298,577      |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 15. DEFERRED TAX ASSETS/LIABILITIES

|  | Group          |                |
|--|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Balance at 1 January</b>                        | <b>24,599</b>  | 12,506         |
| Recognised in the income statement                 | (14,976)       | 90,419         |
| Exchange adjustment                                | 58             | 198            |
| Credited to equity                                 | (11,388)       | 12,103         |
| Transfer to assets/liabilities held for sale       | 3,845          | -              |
| Acquisition of subsidiaries                        | -              | (1,229)        |
| Derecognition of deferred tax                      | -              | (90,000)       |
| Adjustment on doubtful debt                        | -              | 602            |
| <b>Balance at 31 December</b>                      | <b>2,138</b>   | 24,599         |
| Presented after appropriate offsetting as follows: |                |                |
| - Deferred tax assets                              | 129,266        | 137,576        |
| - Deferred tax liabilities                         | (127,128)      | (112,977)      |
|  | <b>2,138</b>   | 24,599         |

The deferred tax liabilities of the Group is in respect of capital allowances. The components and movements of deferred tax liabilities and assets for the Group during the financial year prior to offsetting are as follows:

Deferred tax assets of the Group:

|                                    | General<br>Provision,<br>On Loan &<br>Advances<br>RM'000 | Tax Losses<br>& Unabsorbed<br>Capital<br>Allowances<br>RM'000 | Other<br>Temporary<br>Differences<br>RM'000 | Total<br>RM'000 |
|------------------------------------|--|---|---|-----------------|
| <b>2009</b>                        |  |   |   |                 |
| <b>Balance at 1 January</b>        | <b>75,693</b>  | <b>102,439</b>  | <b>(40,556)</b>                             | <b>137,576</b>  |
| Recognised in the income statement | 9,578  | (17,322)  | 7,467                                       | (277)           |
| Offsetting                         | -  | (294)   | 6,492                                       | 6,198           |
| Credited/(Charged) to equity       | -  | -   | (10,682)                                    | (10,682)        |
| Transfer to assets held for sale   | -  | -   | (3,855)                                     | (3,855)         |
| Derecognition of deferred tax      | -  | -   | -   | -               |
| Adjustment on doubtful debt        | -  | -   | -   | -               |
| Reclassification                   | -  | -   | 306   | 306             |
| <b>Balance at 31 December</b>      | <b>85,271</b>  | <b>84,823</b>   | <b>(40,828)</b>                             | <b>129,266</b>  |
| <b>2008</b>                        |  |   |   |                 |
| Balance at 1 January               | 70,626   | 88,003  | (42,671)                                    | 115,958         |
| Recognised in the income statement | 5,067  | 101,565   | (15,225)                                    | 91,407          |
| Offsetting                         | -  | -   | -   | -               |
| Credited/(Charged) to equity       | -  | -   | 12,826                                      | 12,826          |
| Derecognition of deferred tax      | -  | (90,000)  | -   | (90,000)        |
| Adjustment on doubtful debt        | -  | -   | 602   | 602             |
| Reclassification                   | -  | 2,871   | 3,912                                       | 6,783           |
| Balance at 31 December             | 75,693   | 102,439   | (40,556)                                    | 137,576         |

Deferred tax liabilities of the Group:

|                                       | Surplus On<br>Revaluation<br>RM'000 | Capital<br>Allowances<br>RM'000 | Others<br>RM'000 | Total<br>RM'000  |
|---------------------------------------|-------------------------------------|---------------------------------|------------------|------------------|
| <b>2009</b>                           |                                     |                                 |                  |                  |
| <b>Balance at 1 January</b>           | <b>(29,029)</b>                     | <b>(78,501)</b>                 | <b>(5,447)</b>   | <b>(112,977)</b> |
| Recognised in the income statement    | (20,714)                            | 258                             | 5,757            | (14,699)         |
| Acquisition of subsidiary companies   | -                                   | -                               | -                | -                |
| Exchange adjustment                   | -                                   | 111                             | (53)             | 58               |
| Offsetting                            | 123                                 | -                               | (6,321)          | (6,198)          |
| Credited/(Charged) to equity          | 21                                  | -                               | (727)            | (706)            |
| Transfer to liabilities held for sale | 7,482                               | -                               | 218              | 7,700            |
| Reclassification                      | -                                   | -                               | (306)            | (306)            |
| <b>Balance at 31 December</b>         | <b>(42,117)</b>                     | <b>(78,132)</b>                 | <b>(6,879)</b>   | <b>(127,128)</b> |



## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 15. DEFERRED TAX ASSETS/LIABILITIES (Continued)

Deferred tax liabilities of the Group:

|                                     | Surplus On<br>Revaluation<br>RM'000 | Capital<br>Allowances<br>RM'000 | Others<br>RM'000 | Total<br>RM'000 |
|-------------------------------------|-------------------------------------|---------------------------------|------------------|-----------------|
| 2008                                |                                     |                                 |                  |                 |
| Balance at 1 January                | (39,789)                            | (58,367)                        | (5,296)          | (103,452)       |
| Recognised in the income statement  | 11,646                              | (18,530)                        | 5,896            | (988)           |
| Acquisition of subsidiary companies | (1,229)                             | -                               | -                | (1,229)         |
| Exchange adjustment                 | 198                                 | -                               | -                | 198             |
| Offsetting                          | -                                   | -                               | -                | -               |
| Credited/(Charged) to equity        | 21                                  | -                               | (744)            | (723)           |
| Reclassification                    | 124                                 | (1,604)                         | (5,303)          | (6,783)         |
| Balance at 31 December              | (29,029)                            | (78,501)                        | (5,447)          | (112,977)       |

### 16. PROPERTY DEVELOPMENT IN PROGRESS

|   | Group            |                | LTAT            |                |
|---|------------------|----------------|-----------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000  | 2008<br>RM'000 |
| <b>Balance at 1 January</b>               |                  |                |                 |                |
| Freehold land at cost                     | 32,719           | 41,977         | -               | -              |
| Long term leasehold land at cost          | 19,886           | 14,492         | 12,239          | 12,239         |
| Development cost                          | 207,426          | 187,727        | -               | -              |
|   | <b>260,031</b>   | 244,196        | <b>12,239</b>   | 12,239         |
| Development cost during the year          | 235,743          | 256,356        | 125,921         | 100,089        |
| Cost recognised in income statement       |                  |                |                 |                |
| Balance at 1 January                      | (265,408)        | (151,089)      | (53,693)        | (30,355)       |
| Recognised during the year                | (170,708)        | (276,012)      | (30,236)        | (23,338)       |
| Reversal of completed projects            | 319,352          | 161,693        | -               | -              |
|   | <b>(116,764)</b> | (265,408)      | <b>(83,929)</b> | (53,693)       |
| Transfer from development properties      | 23,846           | 42,570         | -               | -              |
| Transfer to inventories                   | (14,873)         | (8,057)        | (13,705)        | -              |
| Reversal of completed projects            | (319,352)        | (161,693)      | -               | -              |
|   | <b>(310,379)</b> | (127,180)      | <b>(13,705)</b> | -              |
| <b>Balance at 31 December</b>             | <b>68,631</b>    | 107,964        | <b>40,526</b>   | 58,635         |
| Interest cost capitalised during the year | 4,190            | 1,873          | -               | -              |

Included in the property development in progress of RM68.631 million (2008: RM107.964 million) is cost of development low, low medium and medium housing project and shop houses in Taman LTAT, Bukit Jalil Kuala Lumpur offered to eligible serving and retired Armed Forces personnel amounting to RM40.526 million (2008: RM58.635 million), to fulfill LTAT's corporate responsibilities to the members of the Malaysian Armed Forces.

### 17. INVENTORIES

|                        | Group          |                | LTAT           |                |
|------------------------|----------------|----------------|----------------|----------------|
|                        | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| At cost                |                |                |                |                |
| - Raw materials        | 87,727         | 90,991         | -              | -              |
| - Work in progress     | 4,827          | 4,944          | -              | -              |
| - Finished goods       | 117,530        | 119,233        | -              | -              |
| - Estate produce       | 17,227         | 22,475         | -              | -              |
| - Consumables          | 34,766         | 38,230         | -              | -              |
| - Completed properties | 23,536         | 12,883         | 13,705         | -              |
|                        | <b>285,613</b> | 288,756        | <b>13,705</b>  | -              |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 18. DUE FROM/TO CUSTOMERS ON CONTRACTS

|  | Group              |                |
|--|--------------------|----------------|
|  | 2009<br>RM'000     | 2008<br>RM'000 |
| (a) Housing Project for Armed Forces Personnel Wardieburn Camp |                    |                |
| Accumulated cost   | 90,277             | 89,987         |
| Attributable profits   | 1,052              | 1,052          |
|  | <b>91,329</b>      | 91,039         |
| Progress billings  | <b>(83,951)</b>    | (83,952)       |
|  | <b>7,378</b>       | 7,087          |
| Hospital 95 Project for Armed Forces                           |                    |                |
| Accumulated cost   | 244,559            | 235,179        |
| Progress billings  | <b>(244,585)</b>   | (235,197)      |
|  | <b>(26)</b>        | (18)           |
| (b) Shiprepair and shipbuilding                                |                    |                |
| Contract costs incurred to date                                | 6,192,139          | 5,468,685      |
| Attributable profit  | 769,343            | 580,516        |
|  | <b>6,961,482</b>   | 6,049,201      |
| Progress billings  | <b>(7,375,395)</b> | (6,602,650)    |
|  | <b>(413,913)</b>   | (553,449)      |
| Presented as follows:  |                    |                |
| Due from customers on contract                                 |                    |                |
| Housing Project for Armed Forces Personnel Wardieburn Camp     | 7,378              | 7,087          |
| Shiprepair and shipbuilding                                    | 111,163            | 76,783         |
|  | <b>118,541</b>     | 83,870         |
| Due to customers on contracts                                  |                    |                |
| Hospital 95 Project for Armed Forces                           | (26)               | (18)           |
| Shiprepair and shipbuilding                                    | <b>(525,076)</b>   | (630,232)      |
|  | <b>(525,102)</b>   | (630,250)      |

### 19. SHORT TERM INVESTMENTS

|  | Group          |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Short term trading and equity                    |                |                |                |                |
| - Quoted shares, cost                            | 99,724         | 138,644        | 68,309         | 100,907        |
| Portfolio management                             |                |                |                |                |
| - Quoted shares, cost                            | 138,998        | 117,721        | 138,998        | 117,721        |
| - Deposit and other balances                     | 7,402          | 17,219         | 7,402          | 22,021         |
|  | <b>146,400</b> | 134,940        | <b>146,400</b> | 139,742        |
|  | <b>246,124</b> | 273,584        | <b>214,709</b> | 240,649        |
| Readjustment/(Reduction) of cost to market value |                |                |                |                |
| - Short term trading and equity                  | -              | 4,335          | -              | 14,536         |
| - Portfolio management                           | -              | (49,399)       | -              | (49,399)       |
|  | <b>246,124</b> | 228,520        | <b>214,709</b> | 205,786        |
| <b>Market value</b>                              |                |                |                |                |
| Short term trading and equity                    |                |                |                |                |
| - Quoted shares                                  | 58,229         | 96,194         | 85,533         | 115,443        |
| Portfolio management                             |                |                |                |                |
| - Quoted shares                                  | 123,650        | 68,322         | 123,650        | 68,322         |

Included in the portfolio management of RM146.400 million (2008: RM139.742 million) is an amount of RM57.133 million (2008: RM48.376 million) representing an internally managed LTAT revolving fund.

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 20. RECEIVABLES

|  | Group          |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Other receivables  | 192,235        | 342,233        | 3,999          | 903            |
| Less: Allowance for bad and doubtful debts                         | (9,139)        | (9,108)        | (84)           | (83)           |
|  | 183,096        | 333,125        | 3,915          | 820            |
| Dividends receivable   | 40,996         | 1,407          | 2,232          | 1,407          |
| Interest receivable  | 80,017         | 74,624         | 331            | 15             |
| Tax recoverable from IRB   | 341,446        | 517,086        | 255,761        | 249,666        |
| Profit receivable - IFBS   | 3,796          | 3,890          | 3,796          | 3,890          |
| Income receivable from portfolio managers                          | 4,938          | 762            | 4,938          | 762            |
| Staff housing loans  | 10,570         | 11,219         | 6,851          | 7,232          |
| Staff conveyance loans   | 1,190          | 1,527          | 733            | 997            |
| Foreclosed properties  | 180,329        | 187,422        | -              | -              |
| Clearing accounts  | 153,097        | 173,371        | -              | -              |
| Derivative assets  | 26,734         | 60,276         | -              | -              |
| Trade receivables  | 836,843        | 924,120        | -              | -              |
| Amounts due from associated/related companies                      | 45,400         | 11,943         | 19,182         | 3,445          |
| Loans, advances and financing                                      | 21,979,295     | 19,419,275     | -              | -              |
| Income receivable from investment outside Malaysia                 | -              | 594            | -              | 594            |
| Advances to smallholders scheme                                    | 12,487         | 4,390          | -              | -              |
| Proceeds receivable from disposal of property, plant and equipment | -              | 9,792          | -              | -              |
| Amounts due from subsidiary companies                              | -              | -              | 137,927        | 105,173        |
| Bill receivable from property development                          | 4,992          | 8,354          | 4,992          | 8,354          |
| Other prepayment   | 52,170         | 1,732          | 698            | 765            |
|  | 23,957,396     | 21,744,909     | 441,356        | 383,120        |

Other receivables, amounts due from subsidiaries and associated and related companies are unsecured, and have no interest and fixed terms of repayment.

Analysis of the other receivables ageing at the balance sheet date is as follows:

|                   | Group          |                | LTAT           |                |
|-------------------|----------------|----------------|----------------|----------------|
|                   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Less than 1 year  | 191,284        | 341,794        | 3,561          | 464            |
| 1 to 3 years      | 91             | 5              | 4              | 5              |
| 3 to 5 years      | 147            | 58             | -              | 58             |
| More than 5 years | 713            | 376            | 434            | 376            |
| Total             | 192,235        | 342,233        | 3,999          | 903            |

## 21. DEPOSITS

|                               | Group          |                | LTAT           |                |
|-------------------------------|----------------|----------------|----------------|----------------|
|                               | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Fixed deposits with           |                |                |                |                |
| - other institutions          | 15,618         | -              | -              | -              |
| - licensed banks              | 176,387        | 473,638        | -              | -              |
| - sub-subsidiary companies    | -              | -              | 1,200          | 1,200          |
|                               | 192,005        | 473,638        | 1,200          | 1,200          |
| Short term deposits IFBS with |                |                |                |                |
| - other institutions          | 111,782        | 137,099        | 111,782        | 137,099        |
| - sub-subsidiary companies    | -              | -              | -              | 17,889         |
|                               | 111,782        | 137,099        | 111,782        | 154,988        |
| Short term deposits with      |                |                |                |                |
| - other institutions          | 127,851        | 16,000         | 127,851        | 10,000         |
| - sub-subsidiary companies    | -              | -              | 136,369        | 36,172         |
|                               | 127,851        | 16,000         | 264,220        | 46,172         |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 21. DEPOSITS (Continued)

|  | Group          |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Bills of exchange IFBS with<br>- other institutions                          | 72,176         | -              | 72,176         | -              |
|  | <b>72,176</b>  | -              | <b>72,176</b>  | -              |
| Bills of exchange with<br>- other institutions<br>- sub-subsidiary companies | 81,223<br>-    | -<br>-         | 81,223<br>-    | -<br>221,415   |
|  | <b>81,223</b>  | -              | <b>81,223</b>  | 221,415        |
| Statutory deposit with Bank Negara Malaysia                                  | 244,982        | 835,628        | -              | -              |
| On call IFBS<br>- other institutions   | 6,016          | -              | 6,016          | -              |
|  | <b>6,016</b>   | -              | <b>6,016</b>   | -              |
| On call<br>- other institutions  | 54,700         | 31,477         | 54,700         | 31,477         |
|  | <b>54,700</b>  | 31,477         | <b>54,700</b>  | 31,477         |
|  | <b>890,735</b> | 1,493,842      | <b>591,317</b> | 455,252        |

### 22. SECURITIES HELD-FOR-TRADING

|  | Group            |                |
|--|------------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 |
| <b>Securities held for trading at fair value</b>     |                  |                |
| Quoted   |                  |                |
| - Deposit instrument held for trading                | 150,000          | 70,000         |
| - Shares   | -                | 433            |
| - Warrants   | -                | 57             |
| Unquoted   |                  |                |
| - Private Debts Securities                           | -                | 333,323        |
|  | <b>150,000</b>   | 403,813        |
| <b>Securities held-to-maturity at amortised cost</b> |                  |                |
| Unquoted securities                                  |                  |                |
| - Private Debts Securities                           | 262,565          | 43,502         |
|  | <b>262,565</b>   | 43,502         |
| <b>Securities available-for-sale at fair value</b>   |                  |                |
| Malaysian Government Securities                      | 2,345,630        | 821,181        |
| Malaysian Government Investment Issuance             | 1,200,875        | 211,689        |
| Malaysian Government Treasury Bills                  | 151,098          | 364,774        |
| Cagamas Bonds  | 432,643          | 461,298        |
| Khazanah Bonds                                       | 24,961           | 24,078         |
| Bank Negara Malaysia Notes                           | 638,548          | 897,736        |
| Negotiable Instruments of Deposit                    | 460,005          | 639,702        |
| Quoted securities                                    |                  |                |
| - Shares   | 72,047           | 83,646         |
| - Private Debts Securities                           | 2,253            | 2,867          |
| Unquoted securities                                  |                  |                |
| - Private Debts Securities                           | 2,919,854        | 2,202,315      |
| Islamic banking scheme securities                    |                  |                |
| - Bankers' Acceptance and Islamic Acceptance Bills   | 36,580           | 320,824        |
|  | <b>8,284,494</b> | 6,030,110      |
| Allowance for impairment of securities               | (117,830)        | (133,502)      |
|  | <b>8,166,664</b> | 5,896,608      |
|  | <b>8,579,229</b> | 6,343,923      |

# NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

## 23. CASH AND BANK BALANCES

|                        | Group          |                | LTAT           |                |
|------------------------|----------------|----------------|----------------|----------------|
|                        | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Bank balances          |                |                |                |                |
| - licensed banks       | 6,296,150      | 7,052,056      | 1              | -              |
| - subsidiary companies | -              | -              | 42,318         | 34,250         |
|                        | 6,296,150      | 7,052,056      | 42,319         | 34,250         |
| Cash                   | 795            | 1,414          | 3              | 3              |
|                        | 6,296,945      | 7,053,470      | 42,322         | 34,253         |

## 24. ASSETS/LIABILITIES HELD FOR SALE

|                                  | Group          |                |
|----------------------------------|----------------|----------------|
|                                  | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Assets</b>                    |                |                |
| Property, plant and equipment    | 63,931         | 87,412         |
| Investments                      | 215,900        | -              |
| Goodwill                         | 63,732         | -              |
| Trade and other receivables      | 49,232         | -              |
| Deposits, cash and bank balances | 231,196        | -              |
| Deferred tax assets              | 3,855          | -              |
|                                  | 627,846        | 87,412         |
| <b>Liabilities</b>               |                |                |
| Trade and other payables         | 228,072        | -              |
| Taxation                         | 3,900          | -              |
| Deferred tax liabilities         | 7,700          | -              |
|                                  | 239,672        | -              |

## 25. MEMBERS' CONTRIBUTION ACCOUNT

The total in this account at 31 December 2009 amounted to RM6,315.013 million (2008: RM5,851.514 million). This is arrived at after adding contributions received during the year, crediting dividends at 7% (2008: 7%) per annum, dividends on withdrawal at 7% (2008: 7%) per annum, bonus at 1% (2008: 3%) per annum and deducting withdrawals during the year and transfer to Dormant Account.

## 26. FUNDS

| Group  | Entrepreneur<br>Development<br>Loans Scheme<br>Fund<br>RM'000 | Staff<br>Loans<br>Fund<br>RM'000 | Fixed<br>Asset<br>Development<br>Fund<br>RM'000 | Total<br>RM'000 |
|--|---|----------------------------------|---|-----------------|
| <b>2009</b>  |   |                                  |   |                 |
| <b>Balance at 1 January</b>                                | -   | 4,517                            | 5,501   | 10,018          |
| Grant received in the year                                 | -   | (97)                             | 1,979   | 1,882           |
| Transfer during the year                                   | -   | (342)                            | -   | (342)           |
| Amortisation of entrepreneur development loans scheme fund | -   | -                                | -   | -               |
| Amortisation of fixed assets development fund              | -   | -                                | (1,639)   | (1,639)         |
| <b>Balance at 31 December</b>                              | -   | 4,078                            | 5,841   | 9,919           |
| <b>2008</b>  |   |                                  |   |                 |
| Balance at 1 January                                       | 3,630   | 4,861                            | 5,401   | 13,892          |
| Grant received in the year                                 | -   | -                                | 1,331   | 1,331           |
| Transfer during the year                                   | (3,523)   | (344)                            | -   | (3,867)         |
| Amortisation of entrepreneur development loans scheme fund | (107)   | -                                | -   | (107)           |
| Amortisation of fixed assets development fund              | -   | -                                | (1,231)   | (1,231)         |
| Balance at 31 December                                     | -   | 4,517                            | 5,501   | 10,018          |



## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 27. RESERVES

| Group  | Undistributable Reserves |                           |                             |                 |
|--|--------------------------|---------------------------|-----------------------------|-----------------|
|  | Reserve Fund<br>RM'000   | Capital Reserve<br>RM'000 | Statutory Reserve<br>RM'000 | Total<br>RM'000 |
| <b>2009</b>  |                          |                           |                             |                 |
| <b>Balance at 1 January</b>  | <b>117,030</b>           | <b>247,587</b>            | <b>296,471</b>              | <b>661,088</b>  |
| Gains/(losses) not recognised in the income statement                  |                          |                           |                             |                 |
| Changes in group structure   | -                        | (2,488)                   | (1,256)                     | (3,744)         |
| Changes in Investment fluctuation reserves                             | -                        | 29,033                    | -                           | 29,033          |
| Premium on shares issued by subsidiary companies to minority interests | -                        | 37                        | -                           | 37              |
| Reserve realised during the year                                       | -                        | (1,789)                   | -                           | (1,789)         |
| Exchange fluctuations  | -                        | 5,004                     | -                           | 5,004           |
| Reversal of deferred tax provision                                     | -                        | (6,472)                   | -                           | (6,472)         |
| Cashflow hedge   | -                        | 12,372                    | -                           | 12,372          |
|  | -                        | 35,697                    | (1,256)                     | 34,441          |
| Transfer from accumulated profit                                       | 2,955                    | -                         | 83,826                      | 86,781          |
| <b>Balance at 31 December</b>  | <b>119,985</b>           | <b>283,284</b>            | <b>379,041</b>              | <b>782,310</b>  |
| <b>2008</b>  |                          |                           |                             |                 |
| Balance at 1 January   | 105,140                  | 172,144                   | 218,405                     | 495,689         |
| Gains/(losses) not recognised in the income statement                  |                          |                           |                             |                 |
| Changes in group structure   | -                        | 42,108                    | -                           | 42,108          |
| Changes in Investment fluctuation reserves                             | -                        | (24,863)                  | -                           | (24,863)        |
| Premium on shares issued by subsidiary companies to minority interests | -                        | 75,232                    | -                           | 75,232          |
| Reserve realised during the year                                       | -                        | -                         | -                           | -               |
| Exchange fluctuations  | -                        | (4,692)                   | -                           | (4,692)         |
| Reversal of deferred tax provision                                     | -                        | 5,765                     | -                           | 5,765           |
| Cashflow hedge   | -                        | (12,372)                  | -                           | (12,372)        |
|  | -                        | 81,178                    | -                           | 81,178          |
| Transfer from/(to) accumulated profit                                  | 11,890                   | (5,735)                   | 78,066                      | 84,221          |
| <b>Balance at 31 December</b>  | <b>117,030</b>           | <b>247,587</b>            | <b>296,471</b>              | <b>661,088</b>  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 28. RETIREMENT BENEFITS

|  | Group          |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Post retirement medical benefits</b>                                    |                |                |                |                |
| Present value of unfunded obligations                                      | 11,589         | 11,005         | 5,784          | 5,267          |
| Unrecognised actuarial losses  | (2,026)        | (2,176)        | (2,138)        | (2,291)        |
|  | <b>9,563</b>   | <b>8,829</b>   | <b>3,646</b>   | <b>2,976</b>   |
| <b>Movements in net liability/(assets)<br/>recognised in balance sheet</b> |                |                |                |                |
| Net liability as at 1 January  | 8,829          | 7,614          | 2,976          | 2,296          |
| Benefits paid  | (485)          | (676)          | (52)           | (38)           |
| Expenses recognised in the income statement                                | 1,219          | 1,891          | 722            | 718            |
|  | <b>9,563</b>   | <b>8,829</b>   | <b>3,646</b>   | <b>2,976</b>   |

### 29. LONG TERM LOANS

|                            | Group          |                  |
|----------------------------|----------------|------------------|
|                            | 2009<br>RM'000 | 2008<br>RM'000   |
| <b>Due after 12 months</b> |                |                  |
| Bank loans                 |                |                  |
| - unsecured                | 310,580        | 624,719          |
| Term loan                  | 300,000        | -                |
| Subordinated term loan     | -              | 500,000          |
|                            | <b>610,580</b> | <b>1,124,719</b> |

The unsecured bank loans and term loan of certain subsidiary companies bear weighted average effective interest rate (WAEIR) at the rate ranging from 2.73% to 6.50% (2008: 7.30% to 7.80%) per annum.

### 30. PAYABLES

|   | Group            |                  | LTAT           |                |
|---|------------------|------------------|----------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000   | 2009<br>RM'000 | 2008<br>RM'000 |
| <b>Current</b>  |                  |                  |                |                |
| Trade payables  | 666,781          | 634,494          | -              | -              |
| Accrued interest  | 145,666          | 204,009          | -              | -              |
| Deposit received  | 59,183           | 54,013           | 2,619          | 1,724          |
| Bank Negara Malaysia and Credit Guarantee<br>Corporation Funding Programmes | 71,768           | 69,358           | -              | -              |
| Margin and collateral deposits  | 57,325           | 43,916           | -              | -              |
| Trust accounts for clients and remisers                                     | 48,893           | 39,059           | -              | -              |
| Amount due to Cagamas   | 297,216          | 11,088           | -              | -              |
| Derivative liabilities  | 42,151           | 97,979           | -              | -              |
| Outstanding claims reserves   | 523              | 108,570          | -              | -              |
| Other payables  | 794,677          | 111,247          | 16,182         | 15,617         |
| Amounts due to subsidiary companies   | -                | -                | 21,331         | 30,541         |
| Amounts due to associated/related companies                                 | 13,151           | 10,027           | -              | 2              |
| Amount due to insurance underwriters  | -                | 42,708           | -              | -              |
| Unearned premium reserves   | -                | 59,570           | -              | -              |
|   | <b>2,197,334</b> | <b>1,486,038</b> | <b>40,132</b>  | <b>47,884</b>  |
| <b>Non-current</b>  |                  |                  |                |                |
| Deposit from tenants  | 24,660           | 17,038           | -              | -              |
| Trade payables  | 146              | 374              | -              | -              |
|   | <b>24,806</b>    | <b>17,412</b>    | <b>-</b>       | <b>-</b>       |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 31. UNIT TRUST BENEFITS

|                               | Group/LTAT                         |                     |
|-------------------------------|------------------------------------|---------------------|
|                               | 2009<br>RM'000                     | 2008<br>RM'000      |
| <b>Balance at 1 January</b>   | <b>106,540</b>                     | 96,371              |
| Provision for the year        | <b>118,041</b>                     | 106,540             |
| Payment during the year       | <b>224,581</b><br><b>(106,540)</b> | 202,911<br>(96,371) |
| <b>Balance at 31 December</b> | <b>118,041</b>                     | 106,540             |

### 32. BORROWINGS

|                                | Group             |                |
|--------------------------------|-------------------|----------------|
|                                | 2009<br>RM'000    | 2008<br>RM'000 |
| Deposits                       | <b>33,365,192</b> | 30,415,742     |
| Bills and acceptances payables | <b>94,265</b>     | 136,243        |
| Short term loans               | <b>700,224</b>    | 1,014,843      |
| Other bank loans               | <b>1,359,126</b>  | 2,019,789      |
| Bank overdrafts                | <b>78,975</b>     | 57,965         |
|                                | <b>35,597,782</b> | 33,644,582     |

The unsecured bank overdrafts of a subsidiary company bear weighted average effective interest rate (WAIER) at the rate ranging from 6.5% - 7.5% (2008: 7.1% - 7.25%).

### 33. DORMANT ACCOUNT

|   | Group/LTAT<br>2009<br>RM'000 |
|---|------------------------------|
| <b>Balance at 1 January</b>                 | -                            |
| Transfer from members' contribution account | <b>969</b>                   |
| <b>Balance at 31 December</b>               | <b>969</b>                   |

Dormant Account has been transferred from Members' Contribution Account in accordance with Section 4 of the Tabung Angkatan Tentera Regulations (Contribution Repayment & Handling for Dormant Account) 2009, Tabung Angkatan Tentera Act, 1973. (Act 101).

### 34. INCOME

|   | Group            |                | LTAT           |                |
|---|------------------|----------------|----------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Interest from fixed and other deposits                      | <b>217,164</b>   | 211,336        | <b>45,688</b>  | 56,012         |
| Income received from short term investments                 | <b>135,879</b>   | 178,050        | <b>137,742</b> | 181,921        |
| Dividends from shares                                       | <b>87,883</b>    | 115,388        | <b>286,412</b> | 318,270        |
| Dividends from redeemable/irredeemable preference shares    | <b>9,951</b>     | 2,945          | <b>29,624</b>  | 15,372         |
| Gains on disposal of shares                                 | <b>29,306</b>    | 16,703         | <b>445</b>     | 34,835         |
| Income from investment outside Malaysia                     | <b>372</b>       | 993            | <b>372</b>     | 993            |
| Rental income from investment properties                    | <b>80,883</b>    | 80,422         | <b>13,239</b>  | 12,508         |
| Other rental income   | <b>32,330</b>    | 23,799         | <b>1,063</b>   | 1,292          |
| Sale of power cables  | <b>162,400</b>   | 359,310        | -              | -              |
| Sale of goods   | <b>3,139,699</b> | 4,317,270      | -              | -              |
| Sale of commodities   | <b>612,725</b>   | 858,855        | -              | -              |
| Income from cable installation & cable accessories          | <b>4,327</b>     | 18,056         | -              | -              |
| Income from construction contracts                          | <b>9,928</b>     | 61,719         | -              | -              |
| Net interest income from banking and financial institutions | <b>1,468,481</b> | 1,576,021      | -              | -              |
| Income from shiprepairing & shipbuilding                    | <b>1,021,649</b> | 1,156,461      | -              | -              |
| Amortisation of fixed assets development fund               | <b>1,639</b>     | 1,231          | -              | -              |
| Commissions and agency fees                                 | <b>63,427</b>    | 74,611         | -              | -              |
| Gross insurance premium                                     | <b>273,753</b>   | 262,019        | -              | -              |
| Income from management fees                                 | <b>2,238</b>     | 2,153          | -              | -              |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 34. INCOME (Continued)

|   | Group            |                  | LTAT           |                |
|---|------------------|------------------|----------------|----------------|
|   | 2009<br>RM'000   | 2008<br>RM'000   | 2009<br>RM'000 | 2008<br>RM'000 |
| Income from development properties                            | 213,421          | 366,078          | -              | -              |
| Amortisation of entrepreneur development loans<br>scheme fund | -                | 107              | -              | -              |
| Others  | 176,653          | 44,340           | -              | -              |
| Other investment income                                       |                  |                  |                |                |
| - associated companies  | 1,958            | 1,765            | 1,958          | 1,765          |
| - other companies   | -                | 6,590            | -              | 6,590          |
|   | <b>7,746,066</b> | <b>9,736,222</b> | <b>516,543</b> | <b>629,558</b> |

### 35. OTHER OPERATING INCOME

|   | Group          |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Grant   | 26,895         | 29,248         | -              | -              |
| Portfolio management fees                                   | 6,675          | 6,353          | -              | -              |
| Corporate advisory fees                                     | 3,408          | 4,123          | -              | -              |
| Service charges and fees                                    | 47,389         | 48,310         | -              | -              |
| Guarantee fees  | 32,965         | 27,652         | -              | -              |
| Net brokerage fees  | 49,701         | 48,839         | -              | -              |
| Other fees income   | 5,784          | 12,255         | -              | -              |
| (Loss)/Gain on disposal of property, plant<br>and equipment | (1,203)        | 9,392          | 34             | 26             |
| Gain on disposal of foreclosed properties                   | 18,918         | 2,883          | -              | -              |
| Gain on fair value of investment properties                 | 86,921         | 35,995         | 2,678          | 1,440          |
| Underwriting fees   | 3,344          | 2,328          | -              | -              |
| Negative goodwill   | 3,713          | 44,770         | -              | -              |
| Net foreign exchange gains realised/unrealised              | 76,282         | 73,802         | -              | -              |
| Arrangement fees  | 10,136         | 7,021          | -              | -              |
| Gain on disposal of plantation assets                       | -              | 75,603         | -              | -              |
| Other income  | 38,733         | 29,031         | 566            | 329            |
|   | <b>409,661</b> | <b>457,605</b> | <b>3,278</b>   | <b>1,795</b>   |

### 36. PROVISION/READJUSTMENT AND LOSSES ON LOANS, FINANCING AND INVESTMENT

|  | Group            |                  | LTAT           |                 |
|--|------------------|------------------|----------------|-----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000   | 2009<br>RM'000 | 2008<br>RM'000  |
| Provision for bad & doubtful debts<br>(net of recoveries): |                  |                  |                |                 |
| - financing  | (311,278)        | (332,572)        | -              | -               |
| - others   | (9,937)          | 260              | -              | -               |
| Bad debts written off (net of recoveries)                  | 123,259          | 229,952          | -              | (204)           |
| Provision for diminution in value of investment            | (28,217)         | (11,261)         | (28,696)       | (11,261)        |
| Readjustment/(General provision) for investments           | 567              | (933)            | (119)          | (1,093)         |
| Readjustment/(Reduction) of cost to market value           | 45,064           | (45,064)         | 34,863         | (34,863)        |
| Disposal on investment                                     | -                | (13,964)         | -              | (13,964)        |
|  | <b>(180,542)</b> | <b>(173,582)</b> | <b>6,048</b>   | <b>(61,385)</b> |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 37. PROFIT BEFORE TAXATION

The profit before taxation is stated after charging/(crediting):

|   | Group          |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Directors' emoluments                                   | 6,769          | 7,589          | 336            | 330            |
| Audit fees  | 4,793          | 4,399          | 176            | 160            |
| (Losses)/Gains on sale of property, plant and equipment | (1,203)        | 9,392          | 34             | 26             |
| Provision for retirement benefits                       | 1,219          | 1,891          | 722            | 718            |
| Property, plant and equipment written off               | 527            | 851            | -              | -              |
| Research and development                                | 6,958          | 5,789          | -              | -              |
| Hire of plant and machinery                             | 2,275          | 4,476          | -              | -              |
| Rental of land and buildings                            | 52,363         | 26,205         | -              | -              |
| Rental of plantation assets                             | 126,752        | 100,719        | -              | -              |
| Net foreign exchange gains realised                     | 76,282         | 73,802         | -              | -              |
| Inventories written off                                 | 1,780          | 12,276         | -              | -              |
| Amortisation on prepaid land lease payment              | 3,971          | 4,085          | -              | -              |
| Amortisation on intangible asset                        | 21,307         | 18,773         | -              | -              |
| Write off goodwill                                      | -              | 2,260          | -              | -              |
| Goodwill realised                                       | -              | (2,286)        | -              | -              |

### 38. TAXATION

The taxation charge for the year is as follows:

|  | Group          |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Malaysian income tax   | 166,248        | 168,085        | 2,552          | 3,192          |
| Deferred tax expense relating to origination and reversal of temporary differences | 14,976         | (90,419)       | -              | -              |
| Over provision in prior years  | (7,031)        | (4,287)        | -              | -              |
|  | <b>174,193</b> | 73,379         | <b>2,552</b>   | 3,192          |

Domestic income tax is calculated at the Malaysian statutory rate of 25% (2008: 26%) of the estimated assessable profit for the year.

A reconciliation of income tax expense applicable to profit before taxation at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and LTAT is as follows:

|   | Group          |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Profit before taxation                                  | 1,245,077      | 1,389,657      | 463,424        | 529,122        |
| Taxation at Malaysian statutory rate of 25% (2008: 26%) | 311,269        | 361,310        | 115,856        | 137,572        |
| Income not subject to tax                               | (120,962)      | (166,998)      | (113,304)      | (134,380)      |
| Expenses not deductible for tax purposes                | 42,244         | 50,476         | -              | -              |
| Tax incentives  | (42,021)       | (44,056)       | -              | -              |
| Deferred tax assets not recognised during the year      | 30,057         | 5,100          | -              | -              |
| Utilisation of previously unrecognised tax losses       | (5,733)        | (19,459)       | -              | -              |
| Tax losses not recognised                               | 1,476          | 1,904          | -              | -              |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 38. TAXATION (Continued)

|  | Group          |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Effect of different tax rates  | (4,690)        | 1,029          | -              | -              |
| Utilisation of current year's tax losses and unabsorbed capital allowances | (105)          | -              | -              | -              |
| Over provision of deferred tax in prior years                              | (2,218)        | -              | -              | -              |
| Effects of share of results in associates                                  | -              | (17,873)       | -              | -              |
| Others   | (28,109)       | (2,024)        | -              | -              |
|  | <b>181,208</b> | 169,409        | <b>2,552</b>   | 3,192          |
| Over provision in prior years  | (7,015)        | 96,030         | -              | -              |
| Tax expense for the year   | <b>174,193</b> | 73,379         | <b>2,552</b>   | 3,192          |

Under the Income Tax (Exemption)(No.5) Order 1974, LTAT is exempted from taxation on income received from investments, other than rental, made pursuant to Section 15, Tabung Angkatan Tentera Act 1973 (Act 101).

### 39. ADJUSTMENT ON CONTRIBUTIONS

|  | Group          |                | LTAT           |                |
|--|----------------|----------------|----------------|----------------|
|  | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Adjustment on Contributions                            |                |                |                |                |
| - Dividends on members' contribution over credited     | -              | (2)            | -              | (2)            |
| - Dividends on governments' contribution over credited | -              | (2)            | -              | (2)            |
|  | -              | (4)            | -              | (4)            |

### 40. CASH AND CASH EQUIVALENTS

Cash and cash equivalents in the Group cash flow statement include cash and bank balances, bank overdrafts and fixed and other deposits as follows:

|  | Group            |                | LTAT           |                |
|--|------------------|----------------|----------------|----------------|
|  | 2009<br>RM'000   | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Cash and bank balances                         | 6,296,945        | 7,053,470      | 42,322         | 34,253         |
| Deposits                                       | 890,735          | 1,493,842      | 591,317        | 455,252        |
| Bank overdrafts                                | (78,975)         | (57,965)       | -              | -              |
|  | <b>7,108,705</b> | 8,489,347      | <b>633,639</b> | 489,505        |
| Deposits, cash and bank balances held for sale | 231,196          | -              | -              | -              |
|  | <b>7,339,901</b> | 8,489,347      | <b>633,639</b> | 489,505        |

### 41. CAPITAL COMMITMENTS

|   | Group          |                | LTAT           |                |
|---|----------------|----------------|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 | 2009<br>RM'000 | 2008<br>RM'000 |
| Capital expenditure authorised and contracted for     | 338,449        | 377,897        | 24,255         | 126,608        |
| Subscription of quoted shares                         | 26,629         | 60,576         | 19,629         | 60,576         |
| Capital expenditure authorised but not contracted for | 495,629        | 457,010        | -              | -              |
|   | <b>860,707</b> | 895,483        | <b>43,884</b>  | 187,184        |



## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 42. OTHER COMMITMENTS AND CONTINGENCIES

|   | Group             |                |
|---|-------------------|----------------|
|   | 2009<br>RM'000    | 2008<br>RM'000 |
| Interest rate related contracts                         |                   |                |
| - less than one year                                    | <b>385,000</b>    | 1,628,702      |
| - one year to less than five years                      | <b>524,086</b>    | 935,927        |
| - over five years                                       | <b>440,277</b>    | 506,030        |
| Foreign exchange and interest rate related contracts    |                   |                |
| - less than one year                                    | <b>2,110,013</b>  | 574,103        |
| - one year to less than five years                      | <b>83,687</b>     | 164,180        |
| Underwriting commitments                                | <b>33,020</b>     | 60,214         |
| Direct credit substitutes                               | <b>495,326</b>    | 658,062        |
| Irrevocable commitments to extend credit                |                   |                |
| - maturing more than one year                           | <b>3,958,046</b>  | 9,155,758      |
| - maturing less than one year                           | <b>5,812,402</b>  | 3,828,351      |
| Certain transaction-related contingent items            | <b>2,648,189</b>  | 2,785,699      |
| Short term self-liquidating trade related contingencies | <b>1,401,193</b>  | 2,379,763      |
|   | <b>17,891,239</b> | 22,676,789     |

Subsidiary and sub-subsidiary companies which are financial institutions, in the normal course of their business, make various commitments and incur certain contingent liabilities with legal recourse to their customers. No material losses are anticipated as a result of these transactions.

### 43. SIGNIFICANT RELATED PARTY TRANSACTIONS

|   | LTAT           |                |
|---|----------------|----------------|
|   | 2009<br>RM'000 | 2008<br>RM'000 |
| Income                                  |                |                |
| - Interest on fixed and other deposits  | <b>6,175</b>   | 11,760         |
| - Profits from IFBS                     | <b>138</b>     | 3,271          |
| - Rental                                | <b>942</b>     | 1,254          |
| - Dividends received (gross)            | <b>211,080</b> | 224,977        |
|   | <b>218,335</b> | 241,262        |
| Expenses                                |                |                |
| - Brokerage fees                        | <b>1,973</b>   | 1,501          |
| - Building maintenance fees             | <b>1,924</b>   | 1,798          |
| - Management fees of portfolio managers | <b>90</b>      | 89             |
| - Commission on Taman LTAT, Bukit Jalil | <b>1,106</b>   | 1,705          |
|   | <b>5,093</b>   | 5,093          |
| Fixed and other deposits                | <b>137,569</b> | 276,676        |
| Cash and bank balances                  |                |                |
| - bank balances                         | <b>42,318</b>  | 34,250         |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK

Group is exposed to various risks associated with the effects of fluctuations in the prevailing levels of market interest rates on its financial position and cash flow. The following tables indicate the effective interest rates at the balance sheet date and the periods in which the financial instruments reprice or mature, whichever is earlier.

| Group                                   | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 Months<br>RM'000 | > 3<br>To<br>12 Months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Trading<br>Book<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|---|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|---|---------------------------|-----------------|------------------------------------|
| <b>2009</b>                             |                                   |                                 |                                  |                                |                                   |   |                           |                 |                                    |
| <b>ASSETS</b>                           |                                   |                                 |                                  |                                |                                   |   |                           |                 |                                    |
| <b>Non-Current Assets</b>               |                                   |                                 |                                  |                                |                                   |   |                           |                 |                                    |
| Property, plant and equipment           | -                                 | -                               | -                                | -                              | -                                 | 2,467,259                               | -                         | 2,467,259       | -                                  |
| Biological assets                       | -                                 | -                               | -                                | -                              | -                                 | 356,493                                 | -                         | 356,493         | -                                  |
| Development properties                  | -                                 | -                               | -                                | -                              | -                                 | 335,605                                 | -                         | 335,605         | -                                  |
| Investment properties                   | -                                 | -                               | -                                | -                              | -                                 | 1,431,088                               | -                         | 1,431,088       | -                                  |
| Prepaid land lease payments             | -                                 | -                               | -                                | -                              | -                                 | 192,251                                 | -                         | 192,251         | -                                  |
| Long term prepayment                    | -                                 | -                               | -                                | -                              | -                                 | 132,923                                 | -                         | 132,923         | -                                  |
| Offshore patrol vessel expenditure      | -                                 | -                               | -                                | -                              | -                                 | 455,341                                 | -                         | 455,341         | -                                  |
| Goodwill on consolidation               | -                                 | -                               | -                                | -                              | -                                 | 131,731                                 | -                         | 131,731         | -                                  |
| Intangible assets                       | -                                 | -                               | -                                | -                              | -                                 | 1,048,674                               | -                         | 1,048,674       | -                                  |
| Subsidiary companies                    | -                                 | -                               | -                                | -                              | -                                 | -                                       | -                         | -               | -                                  |
| Associated companies                    | -                                 | -                               | -                                | -                              | -                                 | 856,322                                 | -                         | 856,322         | -                                  |
| Investment in jointly controlled entity | -                                 | -                               | -                                | -                              | -                                 | 107,979                                 | -                         | 107,979         | -                                  |
| Other investments                       | -                                 | -                               | -                                | 79,261                         | 299,716                           | 2,955,760                               | -                         | 3,334,737       | 9.74                               |
| Deferred tax assets                     | -                                 | -                               | -                                | -                              | -                                 | 129,266                                 | -                         | 129,266         | -                                  |
| <b>Total Non-Current Assets</b>         | -                                 | -                               | -                                | 79,261                         | 299,716                           | 10,600,692                              | -                         | 10,979,669      | -                                  |
| <b>Current Assets</b>                   |                                   |                                 |                                  |                                |                                   |   |                           |                 |                                    |
| Property development in progress        | -                                 | -                               | -                                | -                              | -                                 | 68,631                                  | -                         | 68,631          | -                                  |
| Inventories                             | -                                 | -                               | -                                | -                              | -                                 | 285,613                                 | -                         | 285,613         | -                                  |
| Due from customers on contracts         | -                                 | -                               | -                                | -                              | -                                 | 118,541                                 | -                         | 118,541         | -                                  |
| Short term investments                  | -                                 | -                               | -                                | -                              | -                                 | 246,124                                 | -                         | 246,124         | -                                  |
| Receivables                             | 11,660,313                        | 2,626,572                       | 2,219,615                        | 4,244,632                      | 1,580,987                         | 1,617,214                               | 8,063                     | 23,957,396      | 4.70                               |
| Deposits                                | 442,747                           | 87,854                          | 236,033                          | -                              | -                                 | 124,101                                 | -                         | 890,735         | 1.92                               |
| Securities held-for-trading             | 1,181,698                         | 610,778                         | 1,924,384                        | 3,586,507                      | 1,081,859                         | 44,003                                  | 150,000                   | 8,579,229       | 3.54                               |
| Cash and bank balances                  | 6,052,355                         | -                               | -                                | -                              | -                                 | 244,590                                 | -                         | 6,296,945       | 1.97                               |
| <b>Total Current Assets</b>             | 19,337,113                        | 3,325,204                       | 4,380,032                        | 7,831,139                      | 2,662,846                         | 2,748,817                               | 158,063                   | 40,443,214      | -                                  |
| Assets held for sale                    | -                                 | -                               | 231,634                          | 169,551                        | 10,044                            | 216,617                                 | -                         | 627,846         | -                                  |
| <b>TOTAL ASSETS</b>                     | 19,337,113                        | 3,325,204                       | 4,611,666                        | 8,079,951                      | 2,972,606                         | 13,566,126                              | 158,063                   | 52,050,729      | -                                  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK (Continued)

| Group                                      | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 Months<br>RM'000 | > 3<br>To<br>12 Months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Trading<br>Book<br>RM'000 | Total<br>RM'000   | Effective<br>Interest<br>Rate<br>% |
|--|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|---|---------------------------|-------------------|------------------------------------|
| <b>2009</b>                                |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| <b>EQUITY AND LIABILITIES</b>              |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| <b>Equity</b>                              |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Members' Contribution Account              | -                                 | -                               | -                                | -                              | -                                 | 6,315,013                               | -                         | 6,315,013         | -                                  |
| Funds                                      | -                                 | -                               | -                                | -                              | -                                 | 9,919                                   | -                         | 9,919             | -                                  |
| Reserves                                   | -                                 | -                               | -                                | -                              | -                                 | 782,310                                 | -                         | 782,310           | -                                  |
| Accumulated Profits                        | -                                 | -                               | -                                | -                              | -                                 | 2,429,242                               | -                         | 2,429,242         | -                                  |
| Minority Interests                         | -                                 | -                               | -                                | -                              | -                                 | 3,036,408                               | -                         | 3,036,408         | -                                  |
| <b>Total Equity</b>                        | -                                 | -                               | -                                | -                              | -                                 | <b>12,572,892</b>                       | -                         | <b>12,572,892</b> |                                    |
| <b>Non-Current Liabilities</b>             |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Retirement benefits                        | -                                 | -                               | -                                | -                              | -                                 | 9,563                                   | -                         | 9,563             | -                                  |
| Long term loans                            | 300,000                           | -                               | -                                | 310,580                        | -                                 | -                                       | -                         | 610,580           | 3.97                               |
| Payables                                   | -                                 | -                               | -                                | -                              | -                                 | 24,806                                  | -                         | 24,806            | -                                  |
| Deferred tax liabilities                   | -                                 | -                               | -                                | -                              | -                                 | 127,128                                 | -                         | 127,128           | -                                  |
| <b>Total Non-Current Liabilities</b>       | <b>300,000</b>                    | -                               | -                                | <b>310,580</b>                 | -                                 | <b>161,497</b>                          | -                         | <b>772,077</b>    |                                    |
| <b>Current Liabilities</b>                 |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Unit trust benefits                        | -                                 | -                               | -                                | -                              | -                                 | 118,041                                 | -                         | 118,041           | -                                  |
| Borrowings                                 | 12,654,603                        | 10,381,280                      | 9,170,928                        | 99,327                         | -                                 | 3,291,644                               | -                         | 35,597,782        | 2.34                               |
| Due to customers on contracts              | -                                 | -                               | -                                | -                              | -                                 | 525,102                                 | -                         | 525,102           | -                                  |
| Dormant Account                            | -                                 | -                               | -                                | -                              | -                                 | 969                                     | -                         | 969               | -                                  |
| Payables                                   | -                                 | -                               | -                                | 297,216                        | -                                 | 1,873,172                               | 26,946                    | 2,197,334         | 5.00                               |
| Taxation                                   | -                                 | -                               | -                                | -                              | -                                 | 26,860                                  | -                         | 26,860            | -                                  |
| <b>Total Current Liabilities</b>           | <b>12,654,603</b>                 | <b>10,381,280</b>               | <b>9,170,928</b>                 | <b>396,543</b>                 | -                                 | <b>5,835,788</b>                        | <b>26,946</b>             | <b>38,466,088</b> |                                    |
| Liabilities held for sale                  | -                                 | -                               | -                                | -                              | -                                 | 239,672                                 | -                         | 239,672           | -                                  |
| <b>TOTAL EQUITY AND LIABILITIES</b>        | <b>12,954,603</b>                 | <b>10,381,280</b>               | <b>9,170,928</b>                 | <b>707,123</b>                 | -                                 | <b>18,809,849</b>                       | <b>26,946</b>             | <b>52,050,729</b> |                                    |
| In-Balance Sheet Interest Sensitivity Gap  | 6,382,510                         | (7,056,076)                     | (4,559,262)                      | 7,372,828                      | 2,972,606                         | (5,243,723)                             | 131,117                   | -                 |                                    |
| Off-Balance Sheet Interest Sensitivity Gap | 529,078                           | 199,536                         | (339,724)                        | (293,106)                      | (95,784)                          | -                                       | -                         | -                 |                                    |
| <b>Total Interest Sensitivity Gap</b>      | <b>6,911,588</b>                  | <b>(6,856,540)</b>              | <b>(4,898,986)</b>               | <b>7,079,722</b>               | <b>2,876,822</b>                  | <b>(5,243,723)</b>                      | <b>131,117</b>            | <b>-</b>          |                                    |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK (Continued)

| Group                                   | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 Months<br>RM'000 | > 3<br>To<br>12 Months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Trading<br>Book<br>RM'000 | Total<br>RM'000   | Effective<br>Interest<br>Rate<br>% |
|---|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|---|---------------------------|-------------------|------------------------------------|
| 2008                                    |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| <b>ASSETS</b>                           |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Non-Current Assets                      |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Property, plant and equipment           | -                                 | -                               | -                                | -                              | -                                 | 2,621,332                               | -                         | 2,621,332         | -                                  |
| Biological assets                       | -                                 | -                               | -                                | -                              | -                                 | 357,142                                 | -                         | 357,142           | -                                  |
| Development properties                  | -                                 | -                               | -                                | -                              | -                                 | 318,821                                 | -                         | 318,821           | -                                  |
| Investment properties                   | -                                 | -                               | -                                | -                              | -                                 | 776,510                                 | -                         | 776,510           | -                                  |
| Prepaid land lease payments             | -                                 | -                               | -                                | -                              | -                                 | 188,822                                 | -                         | 188,822           | -                                  |
| Long term prepayment                    | -                                 | -                               | -                                | -                              | -                                 | 134,050                                 | -                         | 134,050           | -                                  |
| Offshore patrol vessel expenditure      | -                                 | -                               | -                                | -                              | -                                 | 455,341                                 | -                         | 455,341           | -                                  |
| Intangible assets                       | -                                 | -                               | -                                | -                              | -                                 | 1,225,692                               | -                         | 1,225,692         | -                                  |
| Subsidiary companies                    | -                                 | -                               | -                                | -                              | -                                 | -                                       | -                         | -                 | -                                  |
| Associated companies                    | -                                 | -                               | -                                | -                              | -                                 | 802,662                                 | -                         | 802,662           | -                                  |
| Investment in jointly controlled entity | -                                 | -                               | -                                | -                              | -                                 | 96,384                                  | -                         | 96,384            | -                                  |
| Other investments                       | 27,938                            | 171,372                         | 40,882                           | 550,014                        | 550,014                           | 3,340,052                               | -                         | 4,130,258         | 6.57                               |
| Deferred tax assets                     | -                                 | -                               | -                                | -                              | -                                 | 137,576                                 | -                         | 137,576           | -                                  |
| <b>Total Non-Current Assets</b>         | <b>27,938</b>                     | <b>171,372</b>                  | <b>40,882</b>                    | <b>1,171,372</b>               | <b>550,014</b>                    | <b>10,454,384</b>                       | <b>-</b>                  | <b>11,244,590</b> |                                    |
| <b>Current Assets</b>                   |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Property development in progress        | -                                 | -                               | -                                | -                              | -                                 | 107,964                                 | -                         | 107,964           | -                                  |
| Inventories                             | -                                 | -                               | -                                | -                              | -                                 | 288,756                                 | -                         | 288,756           | -                                  |
| Due from customers on contracts         | -                                 | -                               | -                                | -                              | -                                 | 83,870                                  | -                         | 83,870            | -                                  |
| Short term investments                  | -                                 | -                               | -                                | -                              | -                                 | 228,520                                 | -                         | 228,520           | -                                  |
| Receivables                             | 10,500,418                        | 1,601,687                       | 1,698,868                        | 4,312,645                      | 1,480,823                         | 2,122,252                               | 28,216                    | 21,744,909        | 5.54                               |
| Deposits                                | 375,807                           | 46,768                          | 495,750                          | 9,500                          | -                                 | 566,017                                 | -                         | 1,493,842         | 3.18                               |
| Securities held-for-trading             | 798,999                           | 1,565,703                       | 1,441,547                        | 1,399,684                      | 653,155                           | 81,455                                  | 403,380                   | 6,343,923         | 5.03                               |
| Cash and bank balances                  | 6,695,731                         | -                               | 2,829                            | -                              | -                                 | 354,910                                 | -                         | 7,053,470         | 3.25                               |
| <b>Total Current Assets</b>             | <b>18,370,955</b>                 | <b>3,214,158</b>                | <b>3,638,994</b>                 | <b>5,721,829</b>               | <b>2,133,978</b>                  | <b>3,833,744</b>                        | <b>431,596</b>            | <b>37,345,254</b> |                                    |
| Assets held for sale                    | -                                 | -                               | -                                | -                              | -                                 | 87,412                                  | -                         | 87,412            | -                                  |
| <b>TOTAL ASSETS</b>                     | <b>18,398,893</b>                 | <b>3,214,158</b>                | <b>3,679,876</b>                 | <b>5,893,201</b>               | <b>2,683,992</b>                  | <b>14,375,540</b>                       | <b>431,596</b>            | <b>48,677,256</b> |                                    |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK (Continued)

| Group                                     | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 Months<br>RM'000 | > 3<br>To<br>12 Months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Trading<br>Book<br>RM'000 | Total<br>RM'000   | Effective<br>Interest<br>Rate<br>% |
|---|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|---|---------------------------|-------------------|------------------------------------|
| <b>2008</b>                               |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| <b>EQUITY AND LIABILITIES</b>             |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| <b>Equity</b>                             |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Members' Contribution Account             | -                                 | -                               | -                                | -                              | -                                 | 5,851,514                               | -                         | 5,851,514         | -                                  |
| Funds                                     | -                                 | -                               | -                                | -                              | -                                 | 10,018                                  | -                         | 10,018            | -                                  |
| Reserves                                  | -                                 | -                               | -                                | -                              | -                                 | 661,088                                 | -                         | 661,088           | -                                  |
| Accumulated Profits                       | -                                 | -                               | -                                | -                              | -                                 | 2,395,763                               | -                         | 2,395,763         | -                                  |
| Minority Interests                        | -                                 | -                               | -                                | -                              | -                                 | 2,403,846                               | -                         | 2,403,846         | -                                  |
| <b>Total Equity</b>                       | -                                 | -                               | -                                | -                              | -                                 | <b>11,322,229</b>                       | -                         | <b>11,322,229</b> | -                                  |
| <b>Non-Current Liabilities</b>            |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Retirement benefits                       | -                                 | -                               | -                                | -                              | -                                 | 8,829                                   | -                         | 8,829             | -                                  |
| Long term loans                           | -                                 | -                               | -                                | 1,124,719                      | -                                 | -                                       | -                         | 1,124,719         | 6.43                               |
| Payables                                  | -                                 | -                               | -                                | -                              | -                                 | 17,412                                  | -                         | 17,412            | -                                  |
| Deferred tax liabilities                  | -                                 | -                               | -                                | -                              | -                                 | 112,977                                 | -                         | 112,977           | -                                  |
| <b>Total Non-Current Liabilities</b>      | -                                 | -                               | -                                | <b>1,124,719</b>               | -                                 | <b>139,218</b>                          | -                         | <b>1,263,937</b>  | -                                  |
| <b>Current Liabilities</b>                |                                   |                                 |                                  |                                |                                   |   |                           |                   |                                    |
| Unit trust benefits                       | -                                 | -                               | -                                | -                              | -                                 | 106,540                                 | -                         | 106,540           | -                                  |
| Borrowings                                | 14,222,100                        | 9,193,694                       | 8,307,874                        | 139,217                        | -                                 | 1,781,697                               | -                         | 33,644,582        | 4.90                               |
| Due to customers on contracts             | -                                 | -                               | -                                | -                              | -                                 | 630,250                                 | -                         | 630,250           | -                                  |
| Payables                                  | -                                 | 11,088                          | -                                | -                              | -                                 | 1,416,850                               | 58,100                    | 1,486,038         | 4.82                               |
| Taxation                                  | -                                 | -                               | -                                | -                              | -                                 | 223,680                                 | -                         | 223,680           | -                                  |
| <b>Total Current Liabilities</b>          | <b>14,222,100</b>                 | <b>9,204,782</b>                | <b>8,307,874</b>                 | <b>139,217</b>                 | -                                 | <b>4,159,017</b>                        | <b>58,100</b>             | <b>36,091,090</b> | -                                  |
| Liabilities held for sale                 | -                                 | -                               | -                                | -                              | -                                 | -                                       | -                         | -                 | -                                  |
| <b>TOTAL EQUITY AND LIABILITIES</b>       | <b>14,222,100</b>                 | <b>9,204,782</b>                | <b>8,307,874</b>                 | <b>1,263,936</b>               | -                                 | <b>15,620,464</b>                       | <b>58,100</b>             | <b>48,677,256</b> | -                                  |
| In-Balance Sheet Interest Sensitivity Gap | 4,176,793                         | (5,990,624)                     | (4,627,998)                      | 4,629,265                      | 2,683,992                         | (1,244,924)                             | 373,496                   | -                 | -                                  |
| Total Interest Sensitivity Gap            | 4,176,793                         | (5,990,624)                     | (4,627,998)                      | 4,629,265                      | 2,683,992                         | (1,244,924)                             | 373,496                   | -                 | -                                  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK (Continued)

LTAT is exposed to various risks associated with the effects of fluctuations in the prevailing levels of market interest rates on its financial position and cash flow. The following tables indicate the effective interest rates at the balance sheet date and the periods in which the financial instruments repriced or mature, whichever is earlier.

| LTAT                                | Less Than<br>1<br>Month<br>RM'000 | >1<br>To<br>3 Months<br>RM'000 | >3<br>To<br>12 Months<br>RM'000 | >1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|-------------------------------------|-----------------------------------|--------------------------------|---------------------------------|-------------------------------|-----------------------------------|---|-----------------|------------------------------------|
| <b>2009</b>                         |                                   |                                |                                 |                               |                                   |   |                 |                                    |
| <b>ASSETS</b>                       |                                   |                                |                                 |                               |                                   |   |                 |                                    |
| <b>Non-Current Assets</b>           |                                   |                                |                                 |                               |                                   |   |                 |                                    |
| Subsidiary companies                | -                                 | -                              | -                               | -                             | -                                 | 2,599,271                               | 2,599,271       | -                                  |
| Associated companies                | -                                 | -                              | -                               | -                             | -                                 | 271,786                                 | 271,786         | -                                  |
| Other investments                   | -                                 | -                              | -                               | -                             | 299,700                           | 2,536,744                               | 2,836,444       | 11.00                              |
| Other non-interest sensitive assets | -                                 | -                              | -                               | -                             | -                                 | 466,975                                 | 466,975         | -                                  |
| <b>Total Non-Current Assets</b>     | -                                 | -                              | -                               | -                             | 299,700                           | 5,874,776                               | 6,174,476       |                                    |
| <b>Current Assets</b>               |                                   |                                |                                 |                               |                                   |   |                 |                                    |
| Short term investments              | -                                 | -                              | -                               | -                             | -                                 | 214,709                                 | 214,709         | -                                  |
| Receivables                         | -                                 | 2                              | 16                              | 465                           | 7,049                             | 433,824                                 | 441,356         | 3.55                               |
| Deposits                            | 442,747                           | 87,854                         | 60,716                          | -                             | -                                 | -                                       | 591,317         | 2.08                               |
| Other non-interest sensitive assets | -                                 | -                              | -                               | -                             | -                                 | 96,553                                  | 96,553          | -                                  |
| <b>Total Current Assets</b>         | 442,747                           | 87,856                         | 60,732                          | 465                           | 7,049                             | 745,086                                 | 1,343,935       |                                    |
| <b>TOTAL ASSETS</b>                 | 442,747                           | 87,856                         | 60,732                          | 465                           | 306,749                           | 6,619,862                               | 7,518,411       |                                    |



## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK (Continued)

| LTAT   | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 Months<br>RM'000 | > 3<br>To<br>12 Months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000  | Effective<br>Interest<br>Rate<br>% |
|--|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------|------------------------------------|
| <b>2009</b>                                      |                                   |                                 |                                  |                                |                                   |   |                  |                                    |
| <b>EQUITY AND LIABILITIES</b>                    |                                   |                                 |                                  |                                |                                   |   |                  |                                    |
| <b>Equity</b>                                    |                                   |                                 |                                  |                                |                                   |   |                  |                                    |
| Members' Contributions Accounts                  | -                                 | -                               | -                                | -                              | -                                 | 6,315,013                               | 6,315,013        | -                                  |
| Reserve Fund                                     | -                                 | -                               | -                                | -                              | -                                 | 119,985                                 | 119,985          | -                                  |
| Accumulated Profits                              | -                                 | -                               | -                                | -                              | -                                 | 920,625                                 | 920,625          | -                                  |
| <b>Total Equity</b>                              | -                                 | -                               | -                                | -                              | -                                 | <b>7,355,623</b>                        | <b>7,355,623</b> | -                                  |
| <b>Non-Current Liabilities</b>                   |                                   |                                 |                                  |                                |                                   |   |                  |                                    |
| Provision for post retirement<br>medical benefit | -                                 | -                               | -                                | -                              | -                                 | 3,646                                   | 3,646            | -                                  |
| <b>Total Non-Current Liabilities</b>             | -                                 | -                               | -                                | -                              | -                                 | <b>3,646</b>                            | <b>3,646</b>     | -                                  |
| <b>Current Liabilities</b>                       |                                   |                                 |                                  |                                |                                   |   |                  |                                    |
| Provision for unit trust benefits                | -                                 | -                               | -                                | -                              | -                                 | 118,041                                 | 118,041          | -                                  |
| Account Dormant                                  | -                                 | -                               | -                                | -                              | -                                 | 969                                     | 969              | -                                  |
| Payables   | -                                 | -                               | -                                | -                              | -                                 | 40,132                                  | 40,132           | -                                  |
| <b>Total Current Liabilities</b>                 | -                                 | -                               | -                                | -                              | -                                 | <b>159,142</b>                          | <b>159,142</b>   | -                                  |
| <b>TOTAL EQUITY AND LIABILITIES</b>              | -                                 | -                               | -                                | -                              | -                                 | <b>7,518,411</b>                        | <b>7,518,411</b> | -                                  |
| In-Balance Sheet Interest Sensitivity Gap        | 442,747                           | 87,856                          | 60,732                           | 465                            | 306,749                           | (898,549)                               | -                | -                                  |
| <b>Total Interest Sensitivity Gap</b>            | 442,747                           | 87,856                          | 60,732                           | 465                            | 306,749                           | (898,549)                               | -                | -                                  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK (Continued)

| LTAT                                | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 Months<br>RM'000 | > 3<br>To<br>12 Months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|-------------------------------------|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|---|-----------------|------------------------------------|
| 2008                                |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| ASSETS                              |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| Non-Current Assets                  |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| Subsidiary companies                | -                                 | -                               | -                                | -                              | -                                 | 2,192,529                               | 2,192,529       | -                                  |
| Associated companies                | -                                 | -                               | -                                | -                              | -                                 | 230,465                                 | 230,465         | -                                  |
| Other investments                   | -                                 | -                               | -                                | -                              | 299,700                           | 2,866,415                               | 3,166,115       | 11.00                              |
| Other non-interest sensitive assets | -                                 | -                               | -                                | -                              | -                                 | 442,273                                 | 442,273         | -                                  |
| <b>Total Non-Current Assets</b>     | -                                 | -                               | -                                | -                              | 299,700                           | 5,731,682                               | 6,031,382       | -                                  |
| Current Assets                      |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| Short term investments              | -                                 | -                               | -                                | -                              | -                                 | 205,786                                 | 205,786         | -                                  |
| Receivables                         | -                                 | 2                               | 48                               | 464                            | 7,573                             | 375,033                                 | 383,120         | 3.55                               |
| Deposits                            | 375,807                           | 46,768                          | 32,677                           | -                              | -                                 | -                                       | 455,252         | 3.36                               |
| Other non-interest sensitive assets | -                                 | -                               | -                                | -                              | -                                 | 92,888                                  | 92,888          | -                                  |
| <b>Total Current Assets</b>         | 375,807                           | 46,770                          | 32,725                           | 464                            | 7,573                             | 673,707                                 | 1,137,046       | -                                  |
| <b>TOTAL ASSETS</b>                 | 375,807                           | 46,770                          | 32,725                           | 464                            | 307,273                           | 6,405,389                               | 7,168,428       | -                                  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 44. INTEREST RATE RISK (Continued)

| LTAT   | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 Months<br>RM'000 | > 3<br>To<br>12 Months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More<br>Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|--|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|---|-----------------|------------------------------------|
| 2008   |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| <b>EQUITY AND LIABILITIES</b>                    |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| Equity   |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| Members' Contributions Accounts                  | -                                 | -                               | -                                | -                              | -                                 | 5,851,514                               | 5,851,514       | -                                  |
| Reserve Fund                                     | -                                 | -                               | -                                | -                              | -                                 | 117,030                                 | 117,030         | -                                  |
| Accumulated Profits                              | -                                 | -                               | -                                | -                              | -                                 | 1,042,484                               | 1,042,484       | -                                  |
| Total Equity                                     | -                                 | -                               | -                                | -                              | -                                 | 7,011,028                               | 7,011,028       | -                                  |
| Non-Current Liabilities                          |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| Provision for post retirement<br>medical benefit | -                                 | -                               | -                                | -                              | -                                 | 2,976                                   | 2,976           | -                                  |
| Total Non-Current Liabilities                    | -                                 | -                               | -                                | -                              | -                                 | 2,976                                   | 2,976           | -                                  |
| Current Liabilities                              |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| Provision for unit trust benefits<br>Payables    | -                                 | -                               | -                                | -                              | -                                 | 106,540                                 | 106,540         | -                                  |
| Total Current Liabilities                        | -                                 | -                               | -                                | -                              | -                                 | 154,424                                 | 154,424         | -                                  |
| <b>TOTAL EQUITY AND LIABILITIES</b>              |                                   |                                 |                                  |                                |                                   |   |                 |                                    |
| In-Balance Sheet Interest Sensitivity Gap        | 375,807                           | 46,770                          | 32,725                           | 464                            | 307,273                           | (763,039)                               | -               | -                                  |
| Total Interest Sensitivity Gap                   | 375,807                           | 46,770                          | 32,725                           | 464                            | 307,273                           | (763,039)                               | -               | -                                  |

## **NOTES TO THE FINANCIAL STATEMENTS**

For The Year Ended 31 December 2009

### **45. POST BALANCE SHEET EVENTS**

#### **Irat Hotels & Resorts Sdn. Bhd./Irat Properties Sdn. Bhd.**

LTAT has entered into a Subscription Agreement with Irat Hotels & Resorts Sdn. Bhd. (IHRSB) in 2008 whereby LTAT agreed to subscribe RM140 million Redeemable Preference Shares C at 8% dividend rate per annum. The fund was utilised for the construction of the Royale Chulan Hotel and other related costs. In 2009, LTAT has subscribed RM135 million and the balance of RM5 million will be disbursed in 2010.

### **46. COMPARATIVE FIGURES**

The presentation and classification of certain items have been amended. The comparative figures of such items have been modified to conform with the current year's presentation, in line with the changes in the accounting policies.

**LEMBAGA TABUNG ANGKATAN TENTERA  
FINANCIAL STATEMENTS  
For The Year Ended 31 December 2009**

**CONTENTS**

|  |            |
|--|------------|
| <b>Balance Sheet</b>                     | <b>246</b> |
| <b>Income Statement</b>                  | <b>247</b> |
| <b>Statement of Changes in Equity</b>    | <b>248</b> |
| <b>Cash Flow Statement</b>               | <b>249</b> |
| <b>Notes to the Financial Statements</b> | <b>250</b> |

**BALANCE SHEET**

As At 31 December 2009

|  | Note | 2009<br>RM'000   | 2008<br>RM'000   |
|--|------|------------------|------------------|
| <b>ASSETS</b>                                  |      |                  |                  |
| <b>Non-Current Assets</b>                      |      |                  |                  |
| Property, plant and equipment                  | 3    | 32,627           | 179,313          |
| Development properties                         | 4    | 125,702          | 125,371          |
| Investment properties                          | 5    | 308,478          | 137,419          |
| Prepaid land lease payments                    | 6    | 168              | 170              |
| Subsidiary companies                           | 7    | 2,599,271        | 2,192,529        |
| Associated companies                           | 8    | 271,786          | 230,465          |
| Other investments                              | 9    | 2,836,444        | 3,166,115        |
| <b>Total Non-Current Assets</b>                |      | <b>6,174,476</b> | <b>6,031,382</b> |
| <b>Current Assets</b>                          |      |                  |                  |
| Property development in progress               | 10   | 40,526           | 58,635           |
| Inventories                                    | 11   | 13,705           | -                |
| Short term investments                         | 12   | 214,709          | 205,786          |
| Receivables                                    | 13   | 441,356          | 383,120          |
| Deposits                                       | 14   | 591,317          | 455,252          |
| Cash and bank balances                         |      | 42,322           | 34,253           |
| <b>Total Current Assets</b>                    |      | <b>1,343,935</b> | <b>1,137,046</b> |
| <b>TOTAL ASSETS</b>                            |      | <b>7,518,411</b> | <b>7,168,428</b> |
| <b>EQUITY AND LIABILITIES</b>                  |      |                  |                  |
| <b>Equity</b>                                  |      |                  |                  |
| Members' Contribution Accounts                 | 15   | 6,315,013        | 5,851,514        |
| Reserve Fund                                   | 16   | 119,985          | 117,030          |
| Accumulated Profits                            |      | 920,625          | 1,042,484        |
| <b>Total Equity</b>                            |      | <b>7,355,623</b> | <b>7,011,028</b> |
| <b>Non-Current Liabilities</b>                 |      |                  |                  |
| Provision for post retirement medical benefits | 17   | 3,646            | 2,976            |
| <b>Total Non-Current Liabilities</b>           |      | <b>3,646</b>     | <b>2,976</b>     |
| <b>Current Liabilities</b>                     |      |                  |                  |
| Provision for unit trust benefits              | 18   | 118,041          | 106,540          |
| Dormant Account                                | 19   | 969              | -                |
| Payables                                       | 20   | 40,132           | 47,884           |
| <b>Total Current Liabilities</b>               |      | <b>159,142</b>   | <b>154,424</b>   |
| <b>TOTAL LIABILITIES</b>                       |      | <b>162,788</b>   | <b>157,400</b>   |
| <b>TOTAL EQUITY AND LIABILITIES</b>            |      | <b>7,518,411</b> | <b>7,168,428</b> |

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



**INCOME STATEMENT**  
For The Year Ended 31 December 2009

|   | Note | 2009<br>RM'000 | 2008<br>RM'000 |
|---|------|----------------|----------------|
| Income  | 21   | 516,543        | 629,558        |
| Other income  | 22   | 3,278          | 1,795          |
| Property development revenue                                |      | 4,760          | 17,229         |
| Property development expenses                               | 10   | (30,236)       | (23,338)       |
| Staff costs   | 23   | (19,936)       | (19,421)       |
| Administrative costs  | 24   | (10,841)       | (9,054)        |
| Depreciation and amortisation expense                       |      | (6,192)        | (6,262)        |
| Bad debts written off                                       |      | -              | (204)          |
| Provision for permanent diminution in value of investments  | 25   | (28,696)       | (11,261)       |
| Disposal of shares  |      | -              | (13,964)       |
| General provision for investments                           |      | (119)          | (1,093)        |
| Readjustment/(reduction) in value of short term investments |      | 34,863         | (34,863)       |
| <b>Profit before taxation</b>                               |      | <b>463,424</b> | 529,122        |
| Taxation  | 26   | (2,552)        | (3,192)        |
| <b>Net profit for the year</b>                              |      | <b>460,872</b> | 525,930        |

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

## STATEMENT OF CHANGES IN EQUITY

For The Year Ended 31 December 2009

|   | Note | Members' Contribution Accounts<br>RM'000 | Reserve Fund<br>RM'000 | Accumulated Profits<br>RM'000 | Total<br>RM'000  |
|---|------|--|------------------------|-------------------------------|------------------|
| <b>2009</b>   |      |  |                        |                               |                  |
| <b>Balance at 1 January</b>                                       |      | <b>5,851,514</b>                         | <b>117,030</b>         | <b>1,042,484</b>              | <b>7,011,028</b> |
| Net profit for the year   |      | -  | -                      | <b>460,872</b>                | <b>460,872</b>   |
| Transfer to Dormant Account                                       |      | <b>(969)</b>                             | -                      | -                             | <b>(969)</b>     |
| Transfer from/(to) reserve fund                                   |      | -  | <b>2,955</b>           | <b>(2,955)</b>                | -                |
| Adjustment on contributions                                       | 27   | -  | -                      | -                             | -                |
| Contributions received during the year                            |      | <b>615,241</b>                           | -                      | -                             | <b>615,241</b>   |
| Dividends at 7% (2008 : 7%) and at 7% (2008 : 7%) for withdrawals |      | <b>404,592</b>                           | -                      | <b>(404,592)</b>              | -                |
| Bonus credited at 1% (2008 : 3%) during the year                  |      | <b>52,621</b>                            | -                      | <b>(52,621)</b>               | -                |
| Withdrawals during the year                                       |      | <b>(587,539)</b>                         | -                      | -                             | <b>(587,539)</b> |
| Housing withdrawals during the year                               |      | <b>(20,447)</b>                          | -                      | -                             | <b>(20,447)</b>  |
| Unit trust benefits at 6% (2008: 6%) during the year              |      | -  | -                      | <b>(118,041)</b>              | <b>(118,041)</b> |
| Payment to death and disablement benefits scheme                  |      | -  | -                      | <b>(4,522)</b>                | <b>(4,522)</b>   |
| <b>Balance as at 31 December</b>                                  |      | <b>6,315,013</b>                         | <b>119,985</b>         | <b>920,625</b>                | <b>7,355,623</b> |
| <b>2008</b>   |      |  |                        |                               |                  |
| Balance at 1 January  |      | 5,256,991                                | 105,140                | 1,149,436                     | 6,511,567        |
| Net profit for the year   |      | -  | -                      | 525,930                       | 525,930          |
| Transfer from/(to) reserve fund                                   |      | -  | 11,890                 | (11,890)                      | -                |
| Adjustment on contributions                                       | 27   | (4)                                      | -                      | -                             | (4)              |
| Contributions received during the year                            |      | 593,513                                  | -                      | -                             | 593,513          |
| Dividends at 7% (2007 : 7%) and at 7% (2007 : 7%) for withdrawals |      | 366,943                                  | -                      | (366,943)                     | -                |
| Bonus credited at 3% (2007 : 3%) during the year                  |      | 142,996                                  | -                      | (142,996)                     | -                |
| Withdrawals during the year                                       |      | (492,684)                                | -                      | -                             | (492,684)        |
| Housing withdrawals during the year                               |      | (16,241)                                 | -                      | -                             | (16,241)         |
| Unit trust benefits at 6% (2007: 6%) during the year              |      | -  | -                      | (106,540)                     | (106,540)        |
| Payment to death and disablement benefits scheme                  |      | -  | -                      | (4,513)                       | (4,513)          |
| <b>Balance as at 31 December</b>                                  |      | <b>5,851,514</b>                         | <b>117,030</b>         | <b>1,042,484</b>              | <b>7,011,028</b> |

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

**CASH FLOW STATEMENT**  
For The Year Ended 31 December 2009

|  | Note | 2009<br>RM'000 | 2008<br>RM'000   |
|--|------|----------------|------------------|
| <b>Cash Flow From Operating Activities</b>   |      |                |                  |
| Grant received   |      | 26,000         | 27,705           |
| Cash receipts from other income  |      | 14             | 117              |
| Cash receipts from customer  |      | 2,874          | 2,874            |
| Cash receipts from rental deposit and security   |      | 833            | 1,408            |
| Rental received from subsidiary companies  |      | 995            | 1,287            |
| Rental received from others  |      | 105            | 37               |
| Cash payment to employees  |      | (18,633)       | (20,146)         |
| Cash payment to suppliers  |      | (13,582)       | (10,592)         |
| Cash (used in)/generated from operating activities                                     |      | (1,394)        | 2,659            |
| Unit trust benefits  |      | (106,540)      | (96,371)         |
| Payment to death & disablement benefits scheme   |      | (4,522)        | (4,513)          |
| Payment to PERHEBAT  |      | (26,000)       | (27,705)         |
| Retirement benefits  |      | (49)           | (31)             |
| Net cash used in operating activities  |      | (138,505)      | (125,930)        |
| <b>Cash Flow From Investing Activities</b>   |      |                |                  |
| Purchase of property, plant and equipment  |      | (3,775)        | (49,955)         |
| Proceeds from disposal of property, plant and equipment                                |      | 34             | 24               |
| Property development   |      | (331)          | (347)            |
| Investment properties  |      | (25,249)       | -                |
| Rental received from investment properties   |      | 13,294         | 12,508           |
| Additional investment in subsidiary companies  |      | (431,927)      | (110,166)        |
| Additional investment in associated companies  |      | (38,683)       | (26)             |
| Capital repayment from associated companies  |      | -              | 11,053           |
| Other income received from associated company  |      | 1,958          | 1,384            |
| Purchase of other investments  |      | (294,425)      | (902,622)        |
| Capital repayment from other investments   |      | 644            | 20,002           |
| Income from other investments  |      | -              | 6,743            |
| Capital repayment from investments outside Malaysia                                    |      | 283            | 290              |
| Purchase of cumulative redeemable preference shares                                    |      | (69,000)       | (200,148)        |
| Property development in progress   |      | 2,737          | (7,971)          |
| Purchase of short term trading and equity  |      | -              | (3,586)          |
| Proceeds from sale of investment in short term trading and equity                      |      | 803,021        | 372,872          |
| Capital repayment of investment in short term trading and equity                       |      | -              | 386              |
| Additional funds to portfolio managers   |      | (64,418)       | (35,789)         |
| Liquidity received from portfolio managers   |      | 62,278         | 30,516           |
| Interest received  |      | 45,546         | 59,353           |
| Dividend received from subsidiary companies  |      | 126,565        | 107,351          |
| Dividend received from associated companies  |      | 29,927         | 23,417           |
| Dividend received from cumulative redeemable preference shares of subsidiary companies |      | 4,411          | 2,946            |
| Dividend received from cumulative redeemable preference shares of associated companies |      | 397            | 1,945            |
| Dividend received from other investments   |      | 42,416         | 108,744          |
| Dividend received from National Islamic Exchange Traded Fund                           |      | -              | 136              |
| Income from investments outside Malaysia   |      | 960            | 404              |
| Dividend received from investment in short term trading and equity                     |      | 5,470          | 10,407           |
| Refund of tax credit from LHDN   |      | 58,416         | 39,805           |
| Proceeds from sale of associated companies   |      | 3,848          | -                |
| Proceeds from sale of other investments  |      | 1,010          | -                |
| Net cash from/(used in) investing activities   |      | 275,407        | (500,324)        |
| <b>Cash Flow From Financing Activities</b>   |      |                |                  |
| Members' contribution received   |      | 615,807        | 594,094          |
| Members' withdrawals   |      | (608,575)      | (509,329)        |
| Net cash from financing activities   |      | 7,232          | 84,765           |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>                          |      | <b>144,134</b> | <b>(541,489)</b> |
| <b>Cash &amp; cash equivalents at 1 January</b>  |      | <b>489,505</b> | <b>1,030,994</b> |
| <b>Cash &amp; cash equivalents at 31 December</b>                                      | 28   | <b>633,639</b> | <b>489,505</b>   |

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

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 1. BACKGROUND AND PRINCIPAL ACTIVITIES

Lembaga Tabung Angkatan Tentera, better known as LTAT was established in August 1972 by an Act of Parliament. The registered office of LTAT is located at 12th Floor, LTAT Building, Jalan Bukit Bintang, P.O. Box 11542, 50748 Kuala Lumpur.

The principal activities of Lembaga Tabung Angkatan Tentera (LTAT) as stipulated in the Tabung Angkatan Tentera Act 1973 (Act 101) are to manage and invest the members' contribution funds. The members' contribution funds represents the compulsory contributions of the other ranks in the armed forces as well as voluntary contributions of the officers in the armed forces and the mobilised members of the volunteer forces. These activities involved the process of collection, management and investment of the contribution funds in development properties (note 4), investment properties (note 5), prepaid land lease payments (note 6), equity in subsidiary companies (note 7), associated companies (note 8), other investments (note 9), property development in progress (note 10), inventories (note 11) short term investments (note 12) and deposits (note 14).

LTAT also undertakes to offer retraining for the retiring and retired personnel of the Malaysian Armed forces.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### 2.1 Basis of preparation

The financial statements comply in accordance with the Financial Reporting Standards (FRS) issued by Malaysian Accounting Standard Board (MASB), in Malaysia for Entities Other Than Private Entities. On 1 January 2009, LTAT adopted the new and revised FRSs which became mandatory for financial periods beginning on or after 1 January 2009 as described fully in note 2.3.

The financial statements of LTAT have been prepared on a historical cost basis, except for investment properties which are stated at fair value.

The financial statements are presented in Ringgit Malaysia (RM) and all values are rounded to the nearest thousand (RM'000), unless otherwise stated.

#### 2.2 Summary of significant accounting policies

##### (a) Investments

##### (i) Subsidiary companies

Quoted and unquoted investments in subsidiary companies are stated at cost less provision for permanent diminution in value of investment.

##### (ii) Associated companies

An associated company is classified as non-subsidiary company in which LTAT has a long term equity interest of between 20% to 50% and in the position to exercise significant influence over its financial and operating policies. Quoted and unquoted investments in associated companies are stated at cost less provision for permanent diminution in value of investment.

##### (iii) Other investments

Other investments in quoted and unquoted shares of less than 20% equity interest acquired and held not less than twelve (12) months are stated at cost less provision for permanent diminution in value of investment.

For quoted and unquoted investment in subsidiary companies, associated companies and other investments that ceased operations, the cost of investment less the recoverable amount based on the Net Tangible Assets (NTA) will be written off to the income statement.

##### (iv) Provision for permanent diminution in value of investment

Provision for permanent diminution in value of investment is based on the performance valuation of individual investment, where in a period of five (5) years, the following criteria are established:

- (i) There is no returns;
- (ii) There is no declaration of dividends; and
- (iii) The Net Tangible Assets (NTA) or market value of the company is less than the cost of investment.

The provision for permanent diminution in value of investment is identified by reference to the cost of investment less the NTA or market value of the company, where relevant, and is amortised on a straight line basis over a period of five (5) years. The reduction or appreciation of permanent diminution in value of investment in the following year, if any, will be adjusted over the remaining period of amortisation.

Provision for permanent diminution in value of investment is recognised in the income statement.

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.2 Summary of significant accounting policies (continued)

(a) Investments (continued)

(v) Provision for permanent diminution in value of investment for companies under category Practice Note 4 (PN4)

i) Trading counters

The provision for permanent diminution in value of investment is identified by reference to the cost of investment less Net Tangible Assets (NTA) or market value of the company, whichever is higher and will be provided during the year. The reduction or appreciation of permanent diminution in value of investment in the following year, if any, will be adjusted.

Provision for permanent diminution in value of investment is recognised in the income statement.

ii) Suspended and delisted counters

The provision for permanent diminution in value of investment is identified by reference to the cost of investment less Net Tangible Assets (NTA) of the company and will be provided in the income statement during the year. If PN4 counters are still suspended or delisted in the following year, the cost of investment is written off in the income statement. The provision is written back to the income statement in the event of recovery. The reduction or appreciation of permanent diminution in value of investment in the following year, if any, will be adjusted.

Provision for permanent diminution in value of investment is recognised in the income statement.

(vi) General provision for investments

General provision for investments is based on two percent of the aggregate book value of investments and is amortised on a straight-line basis over a period of twenty years.

(b) Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to LTAT and the cost of all the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Subsequent to recognition, property, plant and equipment except for freehold land are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not amortised. Short term and long term leasehold are amortised over the period of lease. Building-in-progress are also not depreciated as these assets are not available for use. Depreciation of other property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following rates:

|  |          |
|--|----------|
| Building                                   |          |
| - Freehold                                 | 2%       |
| - Long term and short term leasehold       | 2% - 20% |
| Other property, plant and equipment        |          |
| - Motor vehicles                           | 20%      |
| - Office furniture, fittings and equipment | 20%      |
| - Air-conditioning system                  | 20%      |

The residual values, useful life and depreciation method are reviewed at each financial year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The difference between the net disposal proceeds, if any and the net carrying amount is recognised in income statement.

Depreciation for the year is calculated only for property, plant and equipment purchased before 1 July. Depreciation for purchased after 30 June will be accounted for in the following year. Property, plant and equipment with purchase value of less than RM1,000 per unit were expensed off in the year of purchase.

(c) Development properties

Development properties is stated at cost less any accumulated impairment losses. Development properties consists of land where no development activities have been carried out.

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### 2.2 Summary of significant accounting policies (continued)

##### (d) Investment properties

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both. Properties that are rented to subsidiary companies of LTAT for conduct of business operations are accounted for as owner-occupied rather than as investment properties.

LTAT has adopted the fair value method in measuring investment properties. Investment properties are measured initially at its cost, including transaction cost. Subsequent to initial recognition, all properties are measured at fair value, with any changes recognised in the retained earning. When an item of property and equipment is transferred to investment property following a change in its use, any difference arising at the date of transfer between the carrying amount of the item immediately prior to transfer and its fair value is recognised directly in the income statement. If a fair value gain reverse a previously recognised impairment loss, the gain is recognised in the income statement. Upon disposal of the investment property, any surplus previously recorded in equity is transferred to income statement.

The fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of the valuation between a willing buyer and a willing seller in arm's length transaction. Fair values of investment properties are determined either by independent professional valuers.

Investment properties are derecognised when either they have been disposed off or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gain or loss on the retirement or disposal of an investment property is recognised in the income statement.

##### (e) Prepaid land lease payments

Leases in which LTAT assumes substantially all the risks and rewards are classified as finance leases. All other leases are classified as operating leases.

Prepaid land lease payments are classified as operating leases and amortised on a straight-line basis over the lease term.

##### (f) Impairment of assets

The carrying amounts other assets are reviewed at each balance sheet date to determine whether there is any indication of impairment.

Where there is an indication of impairment, the carrying value of such assets are written down immediately to the respective recoverable amounts. The impairment loss is recognised in the income statement.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recognised to the extent of the carrying amount of the asset that would have been determined (net of amortisation and depreciation) had no impairment loss been recognised. Reversal of impairment loss are recognised as an income immediately in the income statement.

##### (g) Inventories

Inventories is valued at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories of completed properties comprise cost of land and the relevant development cost.

##### (h) Financial instruments

###### (i) Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents including deposits, cash and bank balances that are readily convertible to cash and which are subjects to insignificant risk of changes in value.

###### (ii) Short term investments

Short term investments are stated at the lower of cost and market value on an aggregate portfolio basis. Reductions or reversals of such reductions are included in the income statement. Short term investments consist of short term trading and equity, revolving fund and portfolio management.

###### (iii) Receivables

Receivables are stated at cost after deduction of allowance for bad and doubtful debts. Specific allowances are made for bad and doubtful debts which have been individually reviewed and specifically identified as bad or doubtful.



**2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**2.2 Summary of significant accounting policies (continued)**

**(h) Financial instruments (continued)**

**(iv) Payables**

Payables are stated at cost.

**(i) Employee benefits**

**(i) Short term benefits**

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by the LTAT's employees. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by the employees whereas short term non-accumulating compensated absences such as sick leave are recognised when absences occur.

**(ii) Fixed contribution plans**

Contribution is made to Employees Provident Funds. This contribution is recognised as an expense in the income statement as incurred.

**(iii) Post retirement medical benefits**

LTAT has provided medical benefits to its retired personnel. Retirees who are re-employed on contract basis will utilise such benefits upon completion of the contract services. The provision of these benefits cover full amount of medical cost in government and panel clinics/hospitals. This provision is accrued as an expense in the current year's income statement and as a liability in the balance sheet as provision for the post retirement medical benefits.

The liability amount of post retirement medical benefits is computed based on actuarial valuation (conducted every three years) where the amount of the benefit that employees have earned in return for their service in the current and prior years is estimated. That benefit is determined by the actuaries using the Projected Unit Credit actuarial method. Actuarial gains and losses are recognised as income or expense over the expected average remaining working lives of the participating employees when the cumulative unrecognised actuarial gains or losses for the scheme exceed 10% of the higher of the present value of the benefit obligation and the fair value of plan assets.

The principal assumptions used in this computation on the actuarial method are:

- (a) An inflation rate of 5% per annum on the medical treatment cost;
- (b) A discount rate of 5.8% per annum.

Whereas, computation on the liability amount for cash in lieu of annual leave award to retired personnel is based on actual figures on the balance sheet date together with the eligibility in the terms and condition of services. The current salary rate is used to compute the amount of this liability.

**(j) Foreign currency**

**(i) Functional currency and presentation currency**

The functional currency and presentation currency of the LTAT's financial statements are presented in Ringgit Malaysia (RM).

**(ii) Foreign currency transactions**

Transactions in foreign currencies are translated into the functional currency at exchange rates prevailing at the dates of the transactions.

**(k) Income recognition**

Income is recognised on an accrual basis.

Dividend income from investments is recognised when the shareholders' right to receive payment is established.

Income from property development is recognised on the percentage of completion method. Full provision is made on anticipated losses.

**(l) Extraordinary items**

Extraordinary items are income or expenses that arise from events or transactions that are clearly distinct from the ordinary activities and, therefore, are not expected to recur frequently or regularly. These are stated after taxation in the income statement.

**(m) Refund of expenditures, adjustments on income and expenditures**

Refund of expenditures and adjustments on income and expenditures previously over/under stated is adjusted back to the respective accounts in the current year.

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### 2.2 Summary of significant accounting policies (continued)

##### (n) Financial risk management objectives and policies

LTAT has objectives and policies to manage risks coupled with comprehensive mechanisms and risk management strategies to identify, manage and control situations which are exposed to risk.

##### (i) Equity/investment risk

Equity risk arises from exposure to changes in the value of equity shares as a result of equity holdings in an entity and changes in the market conditions.

Investment risk arises when an investment fails to generate the expected returns and includes the risk of losing part or all of the original investment.

The equity/investment risk is managed through a stringent filtering process of investment proposals according to guidelines and available investment policies and also through portfolio allocation and diversification strategies.

##### (ii) Liquidity risk

Liquidity risk is the risk due to failure to meet all demands for payment commitments as and when they fall due.

LTAT manages its operational cash flow to ensure all its working capital requirements are met.

##### (iii) Interest rate risk

Interest rate risk arises due to fluctuations in interest rates on the financial instruments sensitive to such changes held by LTAT.

LTAT manages the risks through approved guidelines and investment policies.

##### (iv) Credit risk

Credit risk arises when the transacting party fails to meet its obligations agreed upon with LTAT.

LTAT manages the credit risks through approved guidelines and investment policies.

##### (o) Use of estimates and judgements

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

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

|         |                                  |
|---------|----------------------------------|
| Note 3  | Property, plant and equipment    |
| Note 5  | Investment properties            |
| Note 10 | Property development in progress |

#### 2.3 Changes in accounting policies

LTAT has not chosen to early adopt the following FRSs that are mandatory for financial year beginning on or after 1 January 2010 or later periods:

|         |  |
|---------|--|
| FRS 139 | Financial instruments: Recognition and measurement |
| FRS 7   | Financial instruments: Disclosure                  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 3. PROPERTY, PLANT AND EQUIPMENT

|                                   | Freehold Property<br>RM'000 | Long Term Leasehold Property<br>RM'000 | Plant And other Equipment<br>RM'000 | Building In Progress<br>RM'000 | Total<br>RM'000 |
|-----------------------------------|-----------------------------|--|-------------------------------------|--------------------------------|-----------------|
| <b>2009</b>                       |                             |  |                                     |                                |                 |
| <b>Cost/Valuation</b>             |                             |  |                                     |                                |                 |
| <b>Balance at 1 January</b>       | 130                         | 53,695                                 | 23,482                              | 143,582                        | 220,889         |
| Addition                          | -                           | -                                      | 3,459                               | -                              | 3,459           |
| Adjustment/disposal               | -                           | (775)                                  | (231)                               | -                              | (988)           |
| Transfer to investment properties | -                           | -                                      | -                                   | (143,208)                      | (143,208)       |
| <b>Balance at 31 December</b>     | 130                         | 52,920                                 | 26,728                              | 374                            | 80,152          |
| <b>Accumulated depreciation</b>   |                             |  |                                     |                                |                 |
| <b>Balance at 1 January</b>       | 6                           | 25,086                                 | 16,484                              | -                              | 41,576          |
| Addition                          | 3                           | 3,645                                  | 2,543                               | -                              | 6,191           |
| Adjustment/disposal               | -                           | -                                      | (242)                               | -                              | (242)           |
| <b>Balance at 31 December</b>     | 9                           | 28,731                                 | 18,785                              | -                              | 47,525          |
| <b>Net book value</b>             | 121                         | 24,189                                 | 7,943                               | 374                            | 32,627          |
| <b>2008</b>                       |                             |  |                                     |                                |                 |
| <b>Cost/Valuation</b>             |                             |  |                                     |                                |                 |
| <b>Balance at 1 January</b>       | 130                         | 50,520                                 | 19,371                              | 101,500                        | 171,521         |
| Addition                          | -                           | 4,975                                  | 4,770                               | 42,082                         | 51,827          |
| Adjustment/disposal               | -                           | (1,800)                                | (659)                               | -                              | (2,459)         |
| Transfer to investment properties | -                           | -                                      | -                                   | -                              | -               |
| <b>Balance at 31 December</b>     | 130                         | 53,695                                 | 23,482                              | 143,582                        | 220,889         |
| <b>Accumulated depreciation</b>   |                             |  |                                     |                                |                 |
| <b>Balance at 1 January</b>       | 3                           | 21,174                                 | 14,528                              | -                              | 5,705           |
| Addition                          | 3                           | 3,912                                  | 2,345                               | -                              | 6,260           |
| Adjustment/disposal               | -                           | -                                      | (389)                               | -                              | (389)           |
| <b>Balance at 31 December</b>     | 6                           | 25,086                                 | 16,484                              | -                              | 41,576          |
| <b>Net book value</b>             | 124                         | 28,609                                 | 6,998                               | 143,582                        | 179,313         |

### 4. DEVELOPMENT PROPERTIES

|                                  | Long Term Leasehold Land<br>RM'000 | Total<br>RM'000 |
|----------------------------------|------------------------------------|-----------------|
| <b>2009</b>                      |                                    |                 |
| <b>Cost</b>                      |                                    |                 |
| <b>Balance as at 1 January</b>   | 125,371                            | 125,371         |
| Addition                         | 331                                | 331             |
| <b>Balance as at 31 December</b> | 125,702                            | 125,702         |
| <b>2008</b>                      |                                    |                 |
| <b>Cost</b>                      |                                    |                 |
| <b>Balance as at 1 January</b>   | 125,024                            | 125,024         |
| Addition                         | 347                                | 347             |
| <b>Balance as at 31 December</b> | 125,371                            | 125,371         |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 5. INVESTMENT PROPERTIES

|   | Land<br>RM'000 | Building<br>RM'000 | Total<br>RM'000 |
|---|----------------|--------------------|-----------------|
| <b>2009</b>                                 |                |                    |                 |
| <b>Freehold property:</b>                   |                |                    |                 |
| <b>Balance as at 1 January</b>              | <b>30,320</b>  | <b>95,410</b>      | <b>125,730</b>  |
| Transfer from property, plant and equipment | -              | 143,208            | 143,208         |
| Additions                                   | -              | 25,250             | 25,250          |
| Adjustments                                 | 47,008         | (47,008)           | -               |
| Gain on fair value of investment properties | 5,770          | (3,080)            | 2,690           |
|   | <b>83,098</b>  | <b>213,780</b>     | <b>296,878</b>  |
| <b>Long term leasehold property:</b>        |                |                    |                 |
| <b>Balance as at 1 January</b>              | <b>8,500</b>   | <b>3,189</b>       | <b>11,689</b>   |
| Adjustment                                  | -              | (77)               | (77)            |
| Loss on fair value of investment properties | -              | (12)               | (12)            |
|   | <b>8,500</b>   | <b>3,100</b>       | <b>11,600</b>   |
| <b>Balance as at 31 December</b>            | <b>91,598</b>  | <b>216,880</b>     | <b>308,478</b>  |
| <b>2008</b>                                 |                |                    |                 |
| <b>Freehold property:</b>                   |                |                    |                 |
| <b>Balance as at 1 January</b>              | <b>28,880</b>  | <b>95,410</b>      | <b>124,290</b>  |
| Transfer from property, plant and equipment | -              | -                  | -               |
| Additions                                   | -              | -                  | -               |
| Adjustments                                 | -              | -                  | -               |
| Gain on fair value of investment properties | 1,440          | -                  | 1,440           |
|   | <b>30,320</b>  | <b>95,410</b>      | <b>125,730</b>  |
| <b>Long term leasehold property</b>         |                |                    |                 |
| <b>Balance as at 1 January</b>              | <b>8,500</b>   | <b>3,189</b>       | <b>11,689</b>   |
| Loss on fair value of investment properties | -              | -                  | -               |
|   | <b>8,500</b>   | <b>3,189</b>       | <b>11,689</b>   |
| <b>Balance as at 31 December</b>            | <b>38,820</b>  | <b>98,599</b>      | <b>137,419</b>  |

### 6. PREPAID LAND LEASE PAYMENTS

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| <b>Balance as at 1 January</b>                  | <b>170</b>     | 172            |
| Amortisation for the year                       | (2)            | (2)            |
| <b>Balance as at 31 December</b>                | <b>168</b>     | 170            |
| <b>Analysis of prepaid land lease payments:</b> |                |                |
| Long term leasehold                             | <b>168</b>     | 170            |
|   | <b>168</b>     | 170            |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 7. SUBSIDIARY COMPANIES

|                                    | 2009<br>RM'000   | 2008<br>RM'000   |
|------------------------------------|------------------|------------------|
| Quoted shares, at cost             | 2,217,186        | 1,810,182        |
| Investment in corporation          | 48,000           | 48,000           |
| Unquoted shares, at cost           | 336,686          | 336,541          |
|                                    | <b>2,601,872</b> | <b>2,194,723</b> |
| General provision for investments: |                  |                  |
| - quoted shares, at cost           | (2,217)          | (1,810)          |
| - investment in corporation        | (48)             | (48)             |
| - unquoted shares, at cost         | (336)            | (336)            |
|                                    | <b>(2,601)</b>   | <b>(2,194)</b>   |
|                                    | <b>2,599,271</b> | <b>2,192,529</b> |
| Market Value:                      | 2009<br>RM'000   | 2008<br>RM'000   |
| Quoted shares                      | <b>3,174,038</b> | 2,111,032        |

### 8. ASSOCIATED COMPANIES

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Unquoted shares, at cost   | 277,689        | 235,848        |
| Provision for permanent diminution in value of investments<br>- unquoted shares, at cost | (5,631)        | (5,153)        |
| General provision for investments<br>- unquoted shares, at cost                          | (272)          | (230)          |
|  | <b>271,786</b> | <b>230,465</b> |

### 9. OTHER INVESTMENTS

|  | 2009<br>RM'000   | 2008<br>RM'000   |
|--|------------------|------------------|
| Quoted shares, at cost   | 2,073,879        | 2,448,965        |
| Unquoted shares, at cost   | 133,519          | 130,289          |
| Cumulative redeemable preference shares unquoted shares, at cost                       |                  |                  |
| - subsidiary   | 236,000          | 223,000          |
| - associated   | 110,027          | 54,027           |
| - other investments  | 16,278           | 15,123           |
| Investments outside Malaysia   | 15,829           | 15,912           |
| Bond (Sukuk Al-Musyarakah)   | 300,000          | 300,000          |
|  | <b>2,885,532</b> | <b>3,187,316</b> |
| Provision for permanent diminution in value of investments<br>- quoted shares, at cost | (46,249)         | (18,031)         |
| General provision for investments  |                  |                  |
| - quoted shares, at cost   | (2,028)          | (2,431)          |
| - unquoted shares, at cost   | (133)            | (131)            |
| - cumulative redeemable preference shares unquoted shares, at cost                     |                  |                  |
| - subsidiary   | (236)            | (223)            |
| - associated   | (110)            | (54)             |
| - other investments  | (16)             | (15)             |
| - Investments outside Malaysia   | (16)             | (16)             |
| - Bond (Sukuk Al-Musyarakah)   | (300)            | (300)            |
|  | <b>(2,839)</b>   | <b>(3,170)</b>   |
|  | <b>2,836,444</b> | <b>3,166,115</b> |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 9. OTHER INVESTMENTS (Continued)

| Market Value: | 2009<br>RM'000 | 2008<br>RM'000 |
|---------------|----------------|----------------|
| Quoted shares | 1,461,175      | 1,298,577      |

### 10. PROPERTY DEVELOPMENT IN PROGRESS

Property development in progress consists of development cost of low, low medium and medium housing project and shop houses in Taman LTAT, Bukit Jalil, Kuala Lumpur offered for sale to eligible serving and retired Armed Forces personnel, thus fulfilling LTAT's corporate responsibilities to the members of the Malaysian Armed Forces.

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Taman LTAT's development costs comprise the following: |                |                |
| Cost of land   | 12,239         | 12,239         |
| Development cost                                       | 125,921        | 100,089        |
| Less   | 138,160        | 112,328        |
| Cost recognised as an expense in income statement      |                |                |
| Previous year  | (53,693)       | (30,355)       |
| Current year   | (30,236)       | (23,338)       |
|  | (83,929)       | (53,693)       |
| Transfer to inventories (Note 11)                      | (13,705)       | -              |
|  | 40,526         | 58,635         |

### 11. INVENTORIES

Inventories consist of cost of completed housing project and shop houses for sale in Taman LTAT, Bukit Jalil, Kuala Lumpur amounting to RM13.705 million (2008: Nil).

### 12. SHORT TERM INVESTMENTS

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Short term trading and equity                               |                |                |
| Quoted shares, at cost                                      | 68,309         | 100,907        |
| Portfolio management:                                       |                |                |
| Quoted shares, at cost                                      | 138,998        | 117,721        |
| Deposits and other balances                                 | 7,402          | 22,021         |
|   | 146,400        | 139,742        |
| Appreciation/(Reduction) in value of short term investment: |                |                |
| Short term trading and equity                               | -              | 14,536         |
| Portfolio Management  | -              | (49,399)       |
|   | 214,709        | 205,786        |

Included in portfolio management is an amount RM146.400 million (2008: RM139.742 million) representing LTAT Revolving Fund managed internally amounting to RM57.133 million (2008: RM48.376 million).

| Market Value:                                 | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Short term trading and equity - quoted shares | 85,533         | 115,443        |
| Portfolio management - quoted shares          | 123,650        | 68,322         |
|   | 209,183        | 183,765        |



## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 13. RECEIVABLES

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Other debtors   | 3,999          | 903            |
| Allowance for bad and doubtful debts                                    | (84)           | (83)           |
|   | <b>3,915</b>   | 820            |
| Tax recoverable from Inland Revenue Board                               | 255,761        | 249,666        |
| Interest accrued on deposits, securities and loans                      | 331            | 15             |
| Profit accrued on deposits - IFBS                                       | 3,796          | 3,890          |
| Dividend receivable   | 2,232          | 2,001          |
| Income receivable from portfolio management                             | 4,938          | 762            |
| Staff housing loans   | 6,851          | 7,232          |
| Staff vehicle loans   | 664            | 907            |
| Personal computer loans   | 68             | 83             |
| University entrance fees for staff's children and advance for marriages | 1              | 7              |
| Other prepayments   | 698            | 765            |
| Amounts due from subsidiary companies                                   | 137,927        | 105,173        |
| Amounts due from associated and related companies                       | 19,182         | 3,445          |
| Accrued billing for property development in progress                    | 4,992          | 8,354          |
|   | <b>441,356</b> | 383,120        |

Other debtors, amounts due from subsidiaries, associated and related companies are unsecured, and have no interest and fixed terms of repayment.

Other debtors aging analysis as at balance sheet date are as follows:

|                   | 2009<br>RM'000 | 2008<br>RM'000 |
|-------------------|----------------|----------------|
| Less than 1 year  | 3,561          | 464            |
| 1 to 3 years      | 4              | 5              |
| 3 to 5 years      | -              | 58             |
| More than 5 years | 434            | 376            |
| Total             | <b>3,999</b>   | 903            |

### 14. DEPOSITS

|                                  | 2009<br>RM'000 | 2008<br>RM'000 |
|----------------------------------|----------------|----------------|
| Fixed deposits with:             |                |                |
| - sub-subsidiary companies       | 1,200          | 1,200          |
| Bills of exchange with:          |                |                |
| - sub-subsidiary companies       | -              | 221,415        |
| - other institutions             | 81,223         | -              |
| Short term deposits with:        |                |                |
| - sub-subsidiary companies       | 136,369        | 36,172         |
| - other institutions             | 127,851        | 10,000         |
|                                  | <b>264,220</b> | 46,172         |
| On call:                         |                |                |
| - other institutions             | 54,700         | 31,477         |
| Bills of exchange (IFBS) with:   |                |                |
| - other institutions             | 72,176         | -              |
| Short term deposits (IFBS) with: |                |                |
| - sub-subsidiary companies       | -              | 17,889         |
| - other institutions             | 111,782        | 137,099        |
|                                  | <b>111,782</b> | 154,988        |
| On call (IFBS):                  |                |                |
| - other institutions             | 6,016          | -              |
|                                  | <b>591,317</b> | 455,252        |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 15. MEMBERS' CONTRIBUTION ACCOUNTS

The total in this account at 31 December 2009 amounted to RM6,315.013 million (2008 : RM5,851.514 million). This is arrived at after adding contributions received during the year, crediting dividends at 7% (2008 : 7%) per annum, dividends on withdrawal at 7% (2008 : 7%) per annum, bonus at 1% (2008 : 3%) per annum and deducting withdrawals during the year and transfer to Dormant Account.

### 16. RESERVE FUND

This General Reserve Fund is maintained in accordance with Section 11(2) of the Tabung Angkatan Tentera Act 1973 (Act 101). Its movement during the year is as follows:

|                                   | 2009<br>RM'000 | 2008<br>RM'000 |
|-----------------------------------|----------------|----------------|
| Balance at 1 January              | 117,030        | 105,140        |
| Transfer from Accumulated Profits | 2,955          | 11,890         |
| Balance at 31 December            | 119,985        | 117,030        |

### 17. PROVISION FOR POST RETIREMENT MEDICAL BENEFITS

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| <b>Post retirement medical benefits</b>                               |                |                |
| Present value of unfunded obligations                                 | 5,784          | 5,267          |
| Unrecognised actuarial losses   | (2,138)        | (2,291)        |
| Net liability   | 3,646          | 2,976          |
| <b>Movements in the net liability recognised in the balance sheet</b> |                |                |
| Net liability at 1 January  | 2,976          | 2,296          |
| Benefits paid   | (52)           | (38)           |
| Expense recognised in the income statements                           | 722            | 718            |
| Net liability at 31 December  | 3,646          | 2,976          |

### 18. PROVISION FOR UNIT TRUST BENEFITS

|                         | 2009<br>RM'000       | 2008<br>RM'000      |
|-------------------------|----------------------|---------------------|
| Balance at 1 January    | 106,540              | 96,371              |
| Provision for the year  | 118,041              | 106,540             |
| Payment during the year | 224,581<br>(106,540) | 202,911<br>(96,371) |
| Balance at 31 December  | 118,041              | 106,540             |

### 19. DORMANT ACCOUNT

|   | 2009<br>RM'000 |
|---|----------------|
| Balance at 1 January                        | -              |
| Transfer from Members' Contribution Account | 969            |
| Balance at 31 December                      | 969            |

Dormant Account has been transferred from Members' Contribution Account in accordance with Section 4 of the Tabung Angkatan Tentera Regulations (Contribution Repayment & Handling for Dormant Account) 2009, Tabung Angkatan Tentera Act, 1973 (Act 101).

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 20. PAYABLES

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Members' contribution payable                   | 96             | 134            |
| Tax on rental income                            | 12,621         | 10,068         |
| Renovation cost of LTAT's building              | 768            | 2,456          |
| Other payables                                  | 2,697          | 2,959          |
| Amounts due to subsidiary companies             | 21,331         | 30,541         |
| Amounts due to associated and related companies | -              | 2              |
| Deposit from tenants                            | 2,588          | 293            |
| Other deposit and security                      | 31             | 1,431          |
|   | <b>40,132</b>  | <b>47,884</b>  |

Amounts due to subsidiaries, associated and related companies are unsecured, and have no interest and fixed terms of repayment.

### 21. INCOME

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Interest income:  |                |                |
| - interest from fixed deposits                                | 35             | 41             |
| - interest from short term deposits                           | 5,754          | 7,336          |
| - interest from short term deposits - IFBS                    | 1,840          | 8,088          |
| - interest from bills of exchange - IFBS                      | 489            | 24             |
| - interest from bills of exchange and treasury bills          | 4,570          | 7,432          |
| - interest from bond (Sukuk Al-Musyarakah)                    | 33,000         | 33,091         |
|   | <b>45,688</b>  | <b>56,012</b>  |
| Income from short term investment:                            |                |                |
| - dividend from short term trading and equity - quoted shares | 6,060          | 12,833         |
| - profit on sale of shares                                    |                |                |
| - short term trading and equity - quoted shares               | 122,307        | 161,121        |
| - portfolio management  |                |                |
| - dividend on quoted shares                                   | 2,694          | 4,263          |
| - profit on sale of quoted shares                             | 6,687          | 3,528          |
| - income on deposits and other balances                       | 493            | 600            |
| - expenditure   | (499)          | (424)          |
|   | <b>137,742</b> | <b>181,921</b> |
| Dividend from shares:   |                |                |
| - subsidiary companies - quoted shares                        | 168,394        | 172,169        |
| - subsidiary companies - unquoted shares                      | 16,783         | 37,153         |
| - investment in corporation                                   | 6,230          | 3,230          |
| - associated companies - unquoted shares                      | 46,787         | 33,396         |
| - other investments - quoted shares                           | 43,395         | 67,220         |
| - other investments - unquoted shares                         | 4,823          | 4,919          |
| - National Islamic Exchange Traded Fund                       | -              | 183            |
| - Cumulative redeemable preference shares                     |                |                |
| - subsidiary companies - unquoted shares                      | 19,673         | 12,427         |
| - associated companies - unquoted shares                      | 8,951          | 1,945          |
| - other investments - unquoted shares                         | 1,000          | 1,000          |
|   | <b>316,036</b> | <b>333,642</b> |
| Gain/(loss) on disposal of shares:                            |                |                |
| - subsidiary companies - quoted shares                        | -              | 31,109         |
| - associated companies - unquoted shares                      | 2,722          | -              |
| - other investments - quoted shares                           | -              | 10,005         |
| - other investments - unquoted shares                         | (2,277)        | (6,865)        |
| - National Islamic Exchange Traded Fund                       | -              | 586            |
|   | <b>445</b>     | <b>34,835</b>  |
| Income from investments outside Malaysia                      | <b>372</b>     | <b>993</b>     |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 21. INCOME (Continued)

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Other investment income:                    |                |                |
| - associated companies                      | 1,958          | 1,765          |
| - other investments                         | -              | 6,590          |
|   | 1,958          | 8,355          |
| Rental income:                              |                |                |
| - rental from property, plant and equipment |                |                |
| - rental from subsidiary companies          | 942            | 1,255          |
| - others                                    | 121            | 37             |
| - rental from investment properties         | 13,239         | 12,508         |
|   | 14,302         | 13,800         |
|   | 516,543        | 629,558        |

### 22. OTHER INCOME

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Interest on staff vehicle loans                   | 27             | 33             |
| Interest on staff housing loans                   | 225            | 264            |
| Interest on personal computer loans               | 3              | 4              |
| Profit from sale of property, plant and equipment | 34             | 26             |
| Gain on fair value of investment properties       | 2,678          | 1,440          |
| Others  | 311            | 28             |
|   | 3,278          | 1,795          |

### 23. STAFF COSTS

|                                     | 2009<br>RM'000 | 2008<br>RM'000 |
|-------------------------------------|----------------|----------------|
| Salaries and allowances             | (14,629)       | (13,665)       |
| Pension and retirement benefits     | (2,454)        | (2,267)        |
| Gratuity                            | (168)          | (573)          |
| Staff medical services              | (1,504)        | (1,487)        |
| Staff training                      | (324)          | (539)          |
| Staff incentives and other benefits | (135)          | (172)          |
| Post retirement medical benefits    | (722)          | (718)          |
|                                     | (19,936)       | (19,421)       |

### 24. ADMINISTRATIVE COSTS

|  | 2009<br>RM'000 | 2008<br>RM'000 |
|--|----------------|----------------|
| Office travel and transportation         | (255)          | (287)          |
| Communication services                   | (869)          | (725)          |
| Utilities                                | (116)          | (104)          |
| Printing services                        | (249)          | (240)          |
| Office supplies                          | (422)          | (451)          |
| Maintenance and repairs                  | (1,059)        | (955)          |
| Cost of building maintenance             | (5,388)        | (3,995)        |
| Professional and administrative services | (891)          | (921)          |
| Audit fees                               | (176)          | (160)          |
| Directors' emolument                     | (336)          | (330)          |
| Corporate Responsibility (CR)            | (922)          | (638)          |
| Miscellaneous expenses                   | (158)          | (248)          |
|  | (10,841)       | (9,054)        |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 25. PROVISION FOR PERMANENT DIMINUTION IN VALUE OF INVESTMENTS

|                        | 2009<br>RM'000 | 2008<br>RM'000 |
|------------------------|----------------|----------------|
| Provision for the year | (28,696)       | (11,261)       |
|                        | (28,696)       | (11,261)       |

### 26. TAXATION

Taxation on income received from rental for the current year amounted to RM2.552 million (2008: RM3.192 million). Under the Income Tax (Exemption)(No. 5) Order 1974, LTAT is exempted from taxation on income received from investments, other than rental, made pursuant to Section 15, Tabung Angkatan Tentera Act 1973 (Act 101).

### 27. ADJUSTMENT ON CONTRIBUTIONS

|   | 2009<br>RM'000 | 2008<br>RM'000 |
|---|----------------|----------------|
| Adjustment on contributions:                      |                |                |
| Dividends members' contribution over credited     | -              | (2)            |
| Dividends government's contribution over credited | -              | (2)            |
| Total adjustment on contributions                 | -              | (4)            |

### 28. CASH AND CASH EQUIVALENTS

Cash and cash equivalents in the cash flow statement represent the amount in the balance sheet as follows:

|                        | 2009<br>RM'000 | 2008<br>RM'000 |
|------------------------|----------------|----------------|
| Cash and bank balances | 42,322         | 34,253         |
| Deposits (note 14)     | 591,317        | 455,252        |
|                        | 633,639        | 489,505        |

### 29. CAPITAL COMMITMENTS

|   | 2009<br>RM'000   | 2008<br>RM'000    |
|---|------------------|-------------------|
| Capital expenditure authorised and contracted for<br>Subscription of shares | 24,255<br>19,629 | 126,608<br>60,576 |
|   | 43,884           | 187,184           |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 30. INTEREST RATE RISK

LTAT is exposed to various risks associated with the effects of fluctuations in the prevailing levels of market interest rates on its financial position and cash flow. The following tables indicate the effective interest rates at the balance sheet date and the periods in which the financial instruments reprice or mature, whichever is earlier.

2009

|                                     | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 months<br>RM'000 | > 3<br>To<br>12 months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|-------------------------------------|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|--------------------------------|---|-----------------|------------------------------------|
| <b>ASSETS</b>                       |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| <b>Non-current assets</b>           |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| Subsidiary companies                | -                                 | -                               | -                                | -                              | -                              | 2,599,271                               | 2,599,271       | -                                  |
| Associated companies                | -                                 | -                               | -                                | -                              | -                              | 271,786                                 | 271,786         | -                                  |
| Other investments                   | -                                 | -                               | -                                | -                              | 299,700                        | 2,536,744                               | 2,836,444       | 11.00                              |
| Other non-interest sensitive assets | -                                 | -                               | -                                | -                              | -                              | 466,975                                 | 466,975         | -                                  |
| <b>Total non-current assets</b>     | -                                 | -                               | -                                | -                              | 299,700                        | 5,874,776                               | 6,174,476       | -                                  |
| <b>Current assets</b>               |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| Short term investments              | -                                 | -                               | -                                | -                              | -                              | 214,709                                 | 214,709         | -                                  |
| Receivables                         | -                                 | 2                               | 16                               | 465                            | 7,049                          | 433,824                                 | 41,356          | 3.55                               |
| Deposits                            | 442,747                           | 87,854                          | 60,716                           | -                              | -                              | -                                       | 591,317         | 2.08                               |
| Other non-interest sensitive assets | -                                 | -                               | -                                | -                              | -                              | 96,553                                  | 96,553          | -                                  |
| <b>Total current assets</b>         | 442,747                           | 87,856                          | 60,732                           | 465                            | 7,049                          | 745,086                                 | 1,343,935       | -                                  |
| <b>TOTAL ASSETS</b>                 | 442,747                           | 87,856                          | 60,732                           | 465                            | 306,749                        | 6,619,862                               | 7,518,411       | -                                  |



## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 30. INTEREST RATE RISK (Continued)

2009

|  | Less Than<br>1<br>Month<br>RM'000 | > 1<br>To<br>3 months<br>RM'000 | > 3<br>To<br>12 months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More Than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|--|-----------------------------------|---------------------------------|----------------------------------|--------------------------------|--------------------------------|---|-----------------|------------------------------------|
| <b>EQUITY AND LIABILITIES</b>                  |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| <b>Equity</b>                                  |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| Members' Contributions Accounts                | -                                 | -                               | -                                | -                              | -                              | 6,315,013                               | 6,315,013       | -                                  |
| Reserve Fund                                   | -                                 | -                               | -                                | -                              | -                              | 119,985                                 | 119,985         | -                                  |
| Accumulated Profits                            | -                                 | -                               | -                                | -                              | -                              | 920,625                                 | 920,625         | -                                  |
| <b>Total equity</b>                            | -                                 | -                               | -                                | -                              | -                              | 7,355,623                               | 7,355,623       | -                                  |
| <b>Non-current liabilities</b>                 |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| Provision for post retirement medical benefits | -                                 | -                               | -                                | -                              | -                              | 3,646                                   | 3,646           | -                                  |
| <b>Total non-current liabilities</b>           | -                                 | -                               | -                                | -                              | -                              | 3,646                                   | 3,646           | -                                  |
| <b>Current liabilities</b>                     |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| Provision for unit trust benefits              | -                                 | -                               | -                                | -                              | -                              | 118,041                                 | 118,041         | -                                  |
| Account Dormant                                | -                                 | -                               | -                                | -                              | -                              | 969                                     | 969             | -                                  |
| Payables                                       | -                                 | -                               | -                                | -                              | -                              | 40,132                                  | 40,132          | -                                  |
| <b>Total current liabilities</b>               | -                                 | -                               | -                                | -                              | -                              | 159,142                                 | 159,142         | -                                  |
| <b>TOTAL EQUITY AND LIABILITIES</b>            |                                   |                                 |                                  |                                |                                |   |                 |                                    |
| In Balance Sheet Interest Sensitive Gap        | 442,747                           | 87,856                          | 60,732                           | 465                            | 306,749                        | (898,549)                               | -               | -                                  |
| <b>Total Interest Sensitive Gap</b>            | 442,747                           | 87,856                          | 60,732                           | 465                            | 306,749                        | (898,549)                               | -               | -                                  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 30. INTEREST RATE RISK (CONTINUED)

2008

|                                     | Less than<br>1<br>Month<br>RM'000 | >1<br>To<br>3 months<br>RM'000 | >3<br>to<br>12 months<br>RM'000 | >1<br>To<br>5 Years<br>RM'000 | More than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|-------------------------------------|-----------------------------------|--------------------------------|---------------------------------|-------------------------------|--------------------------------|---|-----------------|------------------------------------|
| <b>ASSETS</b>                       |                                   |                                |                                 |                               |                                |   |                 |                                    |
| Non-current assets                  |                                   |                                |                                 |                               |                                |   |                 |                                    |
| Subsidiary companies                | -                                 | -                              | -                               | -                             | -                              | 2,192,529                               | 2,192,529       | -                                  |
| Associated companies                | -                                 | -                              | -                               | -                             | -                              | 230,465                                 | 230,465         | -                                  |
| Other investments                   | -                                 | -                              | -                               | -                             | 299,700                        | 2,866,415                               | 3,166,115       | 11.00                              |
| Other non-interest sensitive assets | -                                 | -                              | -                               | -                             | -                              | 442,273                                 | 442,273         | -                                  |
| <b>Total non-current assets</b>     | -                                 | -                              | -                               | -                             | 299,700                        | 5,731,682                               | 6,031,382       | -                                  |
| Current assets                      |                                   |                                |                                 |                               |                                |   |                 |                                    |
| Short term investments              | -                                 | -                              | -                               | -                             | -                              | 205,786                                 | 205,786         | -                                  |
| Receivables                         | -                                 | 2                              | 48                              | 464                           | 7,573                          | 375,033                                 | 383,120         | 3.55                               |
| Deposits                            | 375,807                           | 46,768                         | 32,677                          | -                             | -                              | -                                       | 455,252         | 3.36                               |
| Other non-interest sensitive assets | -                                 | -                              | -                               | -                             | -                              | 92,888                                  | 92,888          | -                                  |
| <b>Total current assets</b>         | 375,807                           | 46,770                         | 32,725                          | 464                           | 7,573                          | 673,707                                 | 1,137,046       | -                                  |
| <b>TOTAL ASSETS</b>                 | 375,807                           | 46,770                         | 32,725                          | 464                           | 307,273                        | 6,405,389                               | 7,168,428       | -                                  |

## NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2009

### 30. INTEREST RATE RISK (CONTINUED)

2008

|   | Less than<br>1<br>Month<br>RM'000 | >1<br>To<br>3 months<br>RM'000 | > 3<br>to<br>12 months<br>RM'000 | > 1<br>To<br>5 Years<br>RM'000 | More than<br>5 Years<br>RM'000 | Non-<br>interest<br>Sensitive<br>RM'000 | Total<br>RM'000 | Effective<br>Interest<br>Rate<br>% |
|---|-----------------------------------|--------------------------------|----------------------------------|--------------------------------|--------------------------------|---|-----------------|------------------------------------|
| <b>EQUITY AND LIABILITIES</b>                     |                                   |                                |                                  |                                |                                |   |                 |                                    |
| Equity  |                                   |                                |                                  |                                |                                |   |                 |                                    |
| Members' Contributions Accounts<br>Reserve Fund   | -                                 | -                              | -                                | -                              | -                              | 5,851,514                               | 5,851,514       | -                                  |
| Accumulated Profits                               | -                                 | -                              | -                                | -                              | -                              | 117,030                                 | 117,030         | -                                  |
|   | -                                 | -                              | -                                | -                              | -                              | 1,042,484                               | 1,042,484       | -                                  |
| Total equity                                      | -                                 | -                              | -                                | -                              | -                              | 7,011,028                               | 7,011,028       | -                                  |
| <b>Non-current liabilities</b>                    |                                   |                                |                                  |                                |                                |   |                 |                                    |
| Provision for post retirement<br>medical benefits | -                                 | -                              | -                                | -                              | -                              | 2,976                                   | 2,976           | -                                  |
| Total non-current liabilities                     | -                                 | -                              | -                                | -                              | -                              | 2,976                                   | 2,976           | -                                  |
| <b>Current liabilities</b>                        |                                   |                                |                                  |                                |                                |   |                 |                                    |
| Provision for unit trust benefits<br>Payables     | -                                 | -                              | -                                | -                              | -                              | 106,540                                 | 106,540         | -                                  |
|   | -                                 | -                              | -                                | -                              | -                              | 47,884                                  | 47,884          | -                                  |
| Total current liabilities                         | -                                 | -                              | -                                | -                              | -                              | 154,424                                 | 154,424         | -                                  |
| <b>TOTAL EQUITY AND LIABILITIES</b>               |                                   |                                |                                  |                                |                                |   |                 |                                    |
| In Balance Sheet Interest Sensitive Gap           | 375,807                           | 46,770                         | 32,725                           | 464                            | 307,273                        | (763,039)                               | -               | -                                  |
| Total Interest Sensitive Gap                      | 375,807                           | 46,770                         | 32,725                           | 464                            | 307,273                        | (763,039)                               | -               | -                                  |

## **NOTES TO THE FINANCIAL STATEMENTS**

For The Year Ended 31 December 2009

### **31. POST BALANCE SHEET EVENTS**

#### **a) Irat Hotels & Resorts Sdn Bhd/ Irat Properties Sdn. Bhd.**

LTAT has entered into a Subscription Agreement with Irat Hotels & Resorts Sdn. Bhd. (IHRSB) in 2008 whereby LTAT agreed to subscribe RM140 million Redeemable Preference Shares C at 8% dividend rate per annum. The fund was utilised for the construction of the Royale Chulan Hotel and other related costs. In 2009, LTAT has subscribed RM135 million and the balance of RM5 million will be disbursed in 2010.

### **32. COMPARATIVE FIGURES**

The presentation and classification of certain items have been amended. The comparative figures of such items have been modified to conform with the current year's presentation.

