

Against all odds, we are inspired...



Bumiputra-Commerce Holdings Berhad (50841-W)

Annual Report 2007



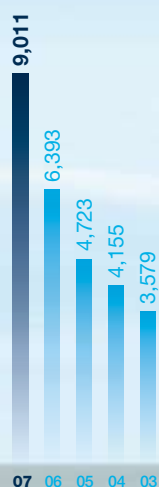


Cover Rationale

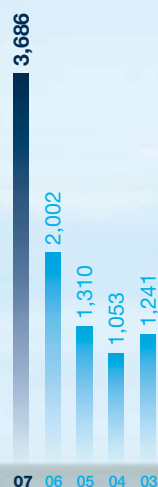
Our successful transformation into a regional Universal Bank, has been driven by the creation of synergies within our Group. We've continued to drive our resources to deliver more value to our customers and shareholders via enhanced product and service offerings delivered by our teams partnering across internal divisions, geographies and companies.

This year's cover is a continuation of the previous year where our theme of looking beyond and blending the ingredients for the future has now taken the next step with the focus of synergising our various businesses and functions. The vast Blue Ocean symbolises the expanse of our market space and the creative thinking we encourage of our people. The children represent not only our future and rapid growth story but also our emphasis on playing as teams.

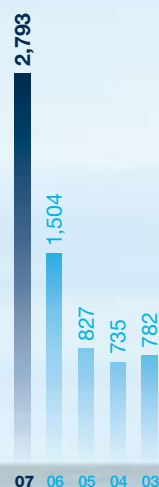
Five Year Group Financial Highlights



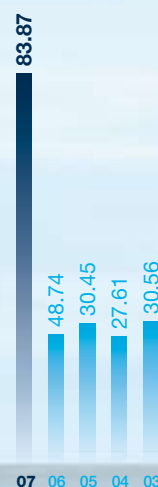
Total Income
RM million



Profit Before Taxation
RM million



Profit After Taxation
RM million



Net Earnings Per Share
Sen

	2007	2006	2005	2004	2003
1. INCOME (RM'000)					
(i) Net interest income	4,435,159	3,656,447	2,986,247	2,690,511	2,546,633
(ii) Non-interest income	4,576,350	2,736,123	1,736,733	1,464,311	1,031,934
(iii) Profit before allowances	4,783,833	3,034,600	2,444,881	2,201,415	1,872,388
(iv) Profit before taxation	3,685,803	2,002,042	1,309,967	1,052,647	1,240,867
(v) Net profit for the financial year	2,793,273	1,504,427	826,825	734,540	782,300
2. BALANCE SHEET (RM'000)					
Assets					
(i) Total assets excluding contra	182,831,642	156,952,209	113,525,964	112,382,591	97,933,977
(ii) Total assets including contra	201,053,695	171,670,775	124,197,350	121,076,245	105,658,371
(iii) Loans, advances and financing	95,904,058	90,334,759	69,095,880	62,603,030	54,496,898
Liabilities and Shareholders' Funds					
(i) Total deposits	139,751,258	111,241,419	81,740,235	81,623,044	71,505,038
(ii) Paid-up capital	3,374,181	3,184,429	2,756,398	2,691,740	2,628,960
(iii) Total shareholders' funds	15,710,051	11,784,530	9,637,453	8,959,476	7,899,587



Total Assets
RM million



Loans, Advances and Financing
RM million



Total Deposits
RM million



Shareholders' Funds
RM million

3. PER SHARE

	2007	2006	2005	2004	2003
(i) Gross earnings (sen) ^Δ	110.68	64.86	48.25	39.57	48.47
(ii) Net earnings (sen) ^Δ	83.87	48.74	30.45	27.61	30.56
(iii) Net tangible asset (RM)	3.17	2.11	3.26	3.19	2.92
(iv) Gross dividend (sen) [*]	40.00	15.00	15.00	10.00	5.00

4. FINANCIAL RATIO (%)

	2007	2006	2005	2004	2003
(i) Return on average equity	20.05[#]	13.98	8.89	8.71	10.38

* Gross dividend is computed based on the actual payment made in the respective financial years.

Δ Based on the weighted average number of 3,330,288,000 (2006: 3,086,650,000) ordinary share of RM1.00 each in issue during the financial year ended 31 December 2007.

Return on average equity ratio is computed based on weighted average monthly shareholders' funds balances.

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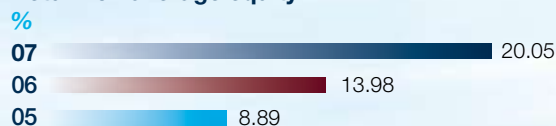
Group Financial Highlights

	Financial Year Ended 31 December			Changes		
	2007	2006	2005	2007	2006	2005
	RM'000	RM'000	RM'000	%	%	%
INCOME STATEMENT AND BALANCE SHEET						
Net interest income	4,435,159	3,656,447	2,986,247	21.30	22.44	10.99
Non-interest income	4,576,350	2,736,123	1,736,733	67.26	57.54	18.60
Overheads	4,227,676	3,357,970	2,278,099	25.90	47.40	16.62
Profit before allowances	4,783,833	3,034,600	2,444,881	57.64	24.12	11.06
Allowance for losses on loans, advances and financing	1,127,431	1,016,595	1,021,863	10.90	(0.52)	(8.96)
Profit before taxation	3,685,803	2,002,042	1,309,967	84.10	52.83	24.44
Net profit for the financial year	2,793,273	1,504,427	826,825	85.67	81.95	12.56
Gross dividends paid	1,346,833	472,717	406,504	184.91	16.29	52.59
Loans, advances and financing	95,904,058	90,334,759	69,095,880	6.17	30.74	10.37
Total assets	182,831,642	156,952,209	113,525,964	16.49	38.25	1.02
Deposits from customers	126,866,791	104,219,640	74,323,587	21.73	40.22	0.29
Total liabilities	165,977,032	144,362,889	102,419,486	14.97	40.95	0.04
Shareholders' funds	15,710,051	11,784,530	9,637,453	33.31	22.28	7.57
Commitments and contingencies	267,168,733	240,722,060	149,479,744	10.99	61.04	(28.34)
RATIOS						
	%	%	%	%	%	%
Core capital ratio	10.16	9.72	11.20	4.53	(13.21)	12.45
Risk-weighted capital ratio	13.21	13.74	15.23	(3.86)	(9.78)	10.28
Return on average equity	20.05*	13.98	8.89	43.42	57.26	2.66
Return on total assets	1.53	0.96	0.73	59.38	31.51	12.31
Cost to income ratio	46.91	52.53	48.23	(10.70)	8.92	2.57
Cost to total assets	2.31	2.14	2.01	7.94	6.47	15.52
Gross NPL to gross loans	7.21	8.84	8.69	(18.44)	1.73	(9.20)
Net NPL to net loans	3.85	5.49	5.69	(29.87)	(3.51)	(18.25)
Coverage ratio	69.30	57.51	55.18	20.50	4.22	16.05
Loan deposit ratio	75.59	86.68	92.97	(12.79)	(6.77)	10.05
Equity to assets	8.59	7.51	8.49	14.38	(11.54)	6.52
Equity to loans	16.38	13.05	13.95	25.52	(6.45)	(2.52)
OTHER INFORMATION						
Earnings per share (Sen)						
- Basic	83.87	48.74	30.45	72.08	60.06	10.29
- Fully diluted	83.77	48.12	30.07	74.09	60.03	13.99
Net tangible assets per share (RM)	3.17	2.11	3.26	50.24	(35.28)	2.19
Gross dividend per share (Sen)	40.00	15.00	15.00	166.67	0.00	0.00
Number of shares in issue ('000)	3,374,181	3,184,429	2,756,398	5.96	15.53	2.40
Weighted average number of shares in issue ('000)	3,330,288	3,086,650	2,715,015	7.89	13.69	2.06
Share price at year-end (RM)	11.00	7.75	5.70	41.94	35.96	21.28
Number of employees	25,614	24,267	18,335	5.55	32.35	12.90

* Based on weighted average monthly shareholders' funds balances

SELECTED KEY PERFORMANCE INDICATORS

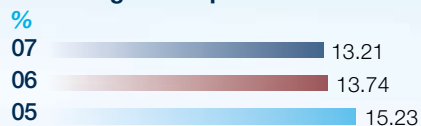
Return on average equity



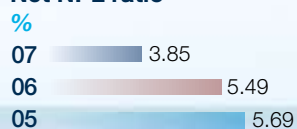
Gross dividend per share



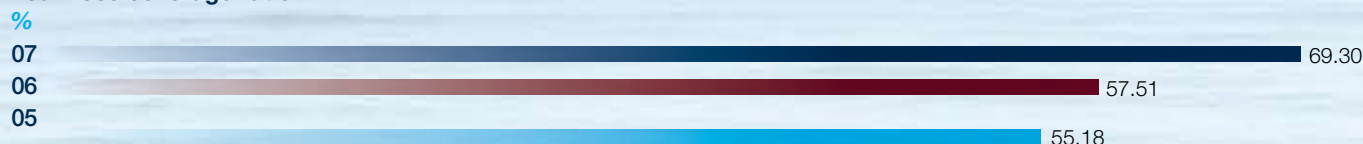
Risk-weighted capital ratio



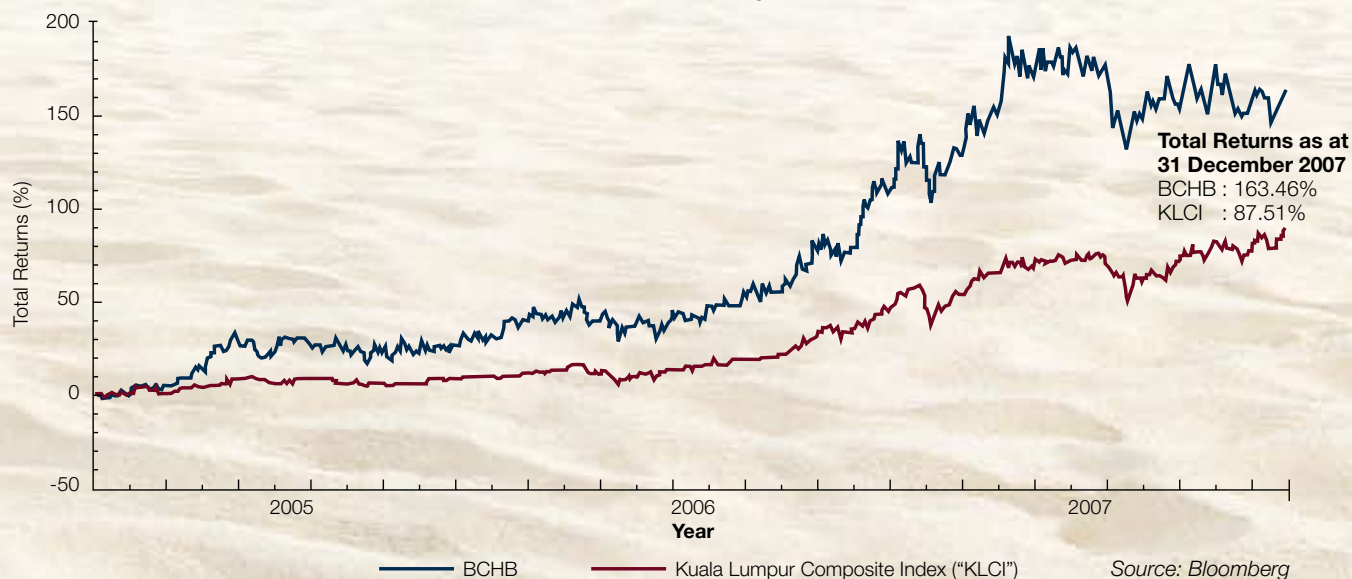
Net NPL ratio



Loan loss coverage ratio



BCHB's total returns outperform KLCI



Our Vision



To be South
East Asia's
Most Valued
Universal Bank

Core Philosophies of the Group

We are in the business of creating value for our customers

We exist to create value for our customers. Creating value rests on understanding our customers' needs and creating solutions to answer these needs - the more value we can create, the more our customers will turn to us.

We believe the best way to create the most value is by enabling our people

Enabling our people involves effectively placing, motivating and supporting them and ultimately, unleashing their true potential. The better we enable our people, the more value we can create for our customers.

In order to protect our reputation and business, we speak and act with integrity

Integrity means speaking and acting honestly and sincerely, and treating our customers' needs and interests as our primary focus. Our unwavering belief in integrity is what allows our customers to entrust their business to us.

Our Group

Bumiputra-Commerce Holdings Berhad is the listed holding company of CIMB Group, Malaysia's second largest financial services provider and one of Southeast Asia's leading universal banking groups. We offer consumer banking, investment banking, Islamic banking, asset management and insurance products and services. CIMB Group is headquartered in Kuala Lumpur with key regional offices located in Singapore and Indonesia. The Group operates its business through three main brand entities, CIMB Bank, CIMB Investment Bank and CIMB Islamic as well as Bank Niaga in Indonesia.

Pursuing Innovation



Preserving Trust





BUMIPUTRA-COMMERCE HOLDINGS BERHAD

Bumiputra-Commerce Holdings Berhad ("BCHB") is the listed holding company of Malaysia's second largest financial services provider, CIMB Group. As at the end of 2007, BCHB was the seventh largest company on Bursa Malaysia with a market capitalisation of RM37.1 billion.



CIMB GROUP SDN BHD

CIMB Group Sdn Bhd ("CIMB Group") is Malaysia's second largest financial services provider and one of Southeast Asia's leading universal banking groups. It offers consumer banking, investment banking, Islamic banking, asset management and insurance products and services. Headquartered in Kuala Lumpur, its key regional offices are located in Singapore and Indonesia. CIMB Group has over 25,000 employees within the Group located in 11 countries.

CIMB Group operates its business through three main brand entities, CIMB Bank, CIMB Investment Bank and CIMB Islamic as well as Bank Niaga in Indonesia.



CIMB BANK BERHAD

CIMB Bank Berhad ("CIMB Bank") is the commercial banking arm of CIMB Group, offering its retail banking services to over 4.7 million customers in 364 branches across Malaysia. It has a full banking licence in Singapore and branches in Hong Kong and London.

As the second largest commercial bank in Malaysia, CIMB Bank holds significant market shares across all consumer banking products. It was named Asia's Most Improved Retail Bank by *Asian Banking and Finance* magazine in 2007 and Malaysia's Bank of the Year 2007 by *The Banker* magazine.



CIMB INVESTMENT BANK BERHAD

CIMB Investment Bank Berhad (“CIMB Investment Bank”) is the investment banking and securities franchise of CIMB Group. It is the leading investment bank in Malaysia and Southeast Asia, with a regional footprint that includes presence in Singapore, Indonesia, Thailand, Brunei and Hong Kong, and equity sales offices in London and New York.

Consistently at Malaysia’s forefront in corporate advisory as well as equity and debt capital markets, it has been named Best Investment Bank (Malaysia) by various respected financial publications, amongst them *Euromoney*, *The Asset* and *Finance Asia*.



CIMB ISLAMIC BANK BERHAD

CIMB Islamic Bank Berhad (“CIMB Islamic”) is the global Islamic banking and finance franchise of CIMB Group. It provides comprehensive and innovative Shariah-compliant financial products and services to satisfy the needs of individual, small and medium scale enterprises and large institutional customers in investment banking, consumer banking, asset management, private banking and takaful. Its retail banking services are co-located at CIMB Bank’s 364 branches nationwide.

CIMB Islamic was named Global Islamic Investment Bank of the Year by *The Banker* in 2007.



PT BANK NIAGA TBK

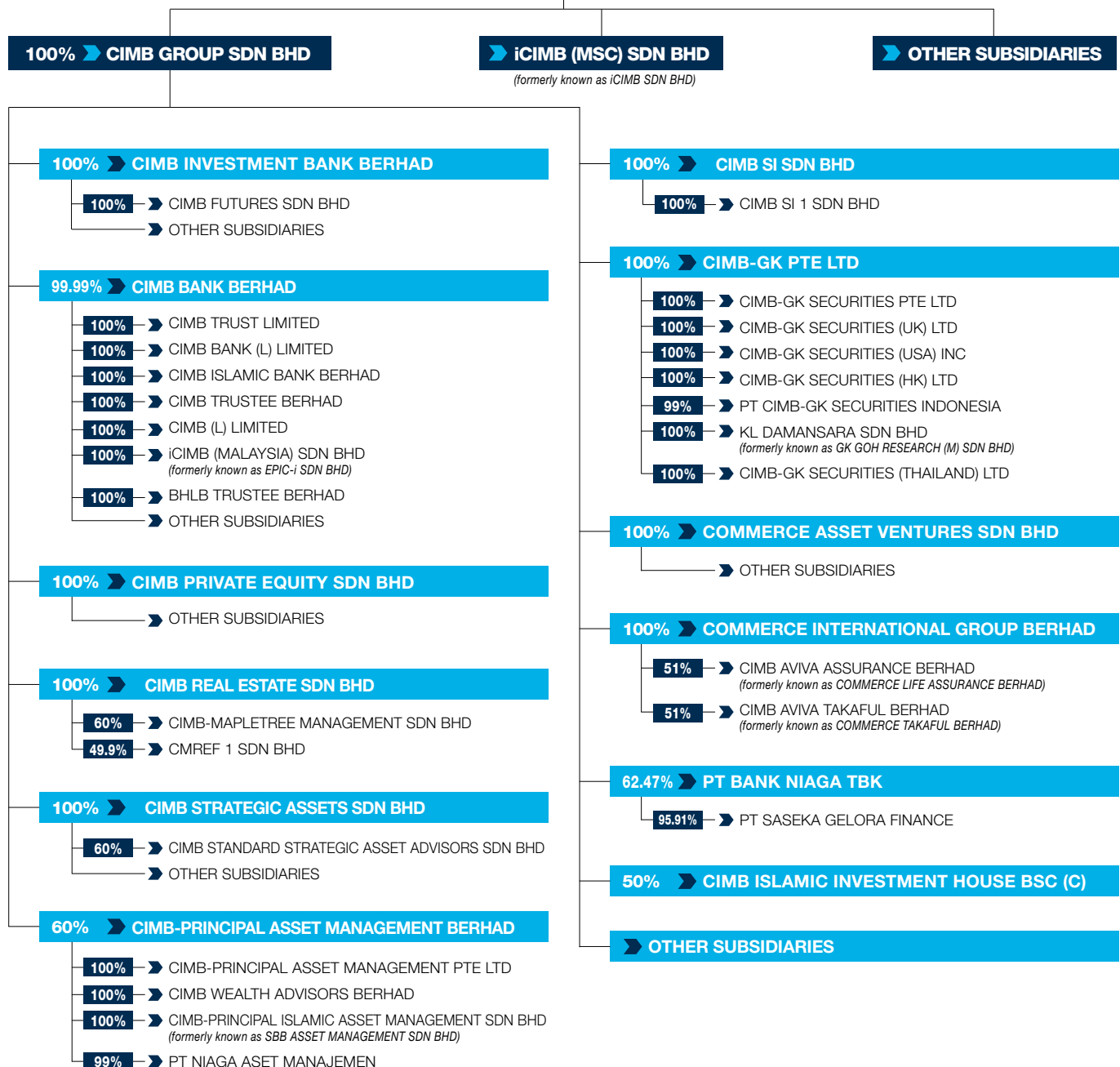
PT Bank Niaga TBK (“Bank Niaga”) was established in 1955. It is currently the sixth largest bank in Indonesia by assets. It has an established track record in customer services excellence and management development. BCHB became the majority shareholder in November 2002 after it acquired a strategic stake from the Indonesian Government via the Indonesian Bank Restructuring Agency. Bank Niaga is currently the second largest mortgage provider in Indonesia with a 9.6% market share. In 2007, Bank Niaga was awarded Best Bank by the Investor Magazine.

Corporate Structure

As at 14 April 2008



**BUMIPUTRA
COMMERCE**



Corporate History

1924

Bian Chiang Bank established in 1924 in Kuching.

Founded by Wee Kheng Chiang, the bank's early activities centred around business financing and the issuance of bills of exchange. The prominent Wee family later founded Singapore's United Overseas Bank in 1971.

1935

Ban Hin Lee Bank ("BHLB") established in 1935 in Penang.

Founded by "Towkay" Yeap Chor Ee, BHLB originally focused on the trading and merchanting activities of local businessmen. In the 1960's, it branched into real estate and house financing. By the 1990s, the Penang-based bank had become a modern and thriving financial institution in Malaysia and Singapore. BHLB was listed on the Kuala Lumpur Stock Exchange ("KLSE") on 7 January 1991.

1965

Southern Bank Berhad ("SBB") founded as Southern Banking Ltd. in 1965.

SBB's quick expansion from Penang to other parts of the country led to the setting up of its Kuala Lumpur operations in 1978. An important player in wealth management products, credit cards and SME lending, the bank was the first in Malaysia to set up the MEPS / ATM system used country-wide today.

Bank Bumiputra Malaysia Berhad ("BBMB") incorporated in 1965.

Established in line with government initiatives to increase Bumiputra participation in the national economy, BBMB in the 1980s, became the largest Malaysian bank in terms of assets and was the first domestic bank to have operations in New York, London, Tokyo, Bahrain and Hong Kong. Its country-wide presence, including in rural areas, provided banking facilities to small-scale enterprises and investment in rural areas contributing to their growth.

In 1982, Asian Finance magazine listed BBMB as the largest bank in South East Asia.

1972

United Asian Bank Berhad ("UAB") established in Kuala Lumpur as a result of the merger of three Indian-owned banks: Indian Overseas Bank Ltd, Indian Bank Ltd and United Commercial Bank Ltd.

UAB started as a joint-venture in banking between Malaysia and India, taking over the operations of the Malaysian branches of the Indian banks in 1972. Serving mainly small businesses and individuals, UAB established a reputation for encouraging enterprise among the less prosperous sections of the community.

1974

Pertanian Baring Sanwa Multinational Berhad ("PBS") incorporated in April 1974.

PBS was founded by Bank Pertanian, Baring Brothers of United Kingdom, Sanwa Bank of Japan and Multinational Bank of the United Kingdom. Under the management of Baring Brothers, it provided corporate advisory and funding services to multinationals, and undertook corporate restructuring and merger and acquisition activities for Malaysian companies. Practising a conservative and prudent approach, with a strict credit culture that limited its trading activities, the merchant bank remained relatively small compared to others.

1979

Bian Chiang Bank renamed Bank of Commerce Berhad ("BOC") in November 1979.

The purchase of Bian Chiang Bank by the UMNO-owned Fleet Group in 1979 led to the formation of BOC. A strong focus on systems and transparency, reflecting the management style of co-shareholder JP Morgan, and an aggressive, performance-driven work culture contributed to its emergence as one of the most progressive banks in the industry. By 1982, the RM8 million one-branch bank had become an institution with total assets of RM367 million and total shareholders' funds of RM12.8 million.

1986

PBS renamed Commerce International Bankers Berhad (“Commerce International”).

In 1986, BOC replaced Bank Pertanian as the controlling shareholder of PBS, resulting in its name change to Commerce International. Its focus on corporate finance and IPOs was retained. In 1989, Commerce International emerged as Malaysia’s top adviser for new listings. The addition of stockbroking to complement its advisory and listing expertise gave it an award-winning reputation as an equities broker and IPO house, and led to high profits during the early 1990s equities “bull run”.

Commerce International’s strategic decision to build its capabilities in the fixed income segment in anticipation of future market opportunities placed it in an excellent position to benefit from the exponential bond market growth in the late 1990s.

1991

BOC merged with UAB in November 1991 and the new entity named Bank of Commerce (M) Berhad (“BOCM”). BOC, the listed holding company, was renamed Commerce-Asset Holding Berhad (“CAHB”).

The acquisition of UAB by BOC marked the start of its significant expansion. With the acquisition, the BOCM branch network increased

almost fourfold, complementing its established reputation in the corporate lending market.

1999

BBMB and BOCM merged to form Bumiputra-Commerce Bank (“BCB”) under CAHB.

In 1999, BBMB emerged from the Asian financial crisis to merge with the BOCM, resulting in the biggest merger in Malaysia’s banking history. BCB became the bank of choice to many multinational and local corporations, government organisations and individual Malaysians.

2000

SBB acquired BHLB on 1 July 2000 along with United Merchant Finance Berhad (now Southern Finance Berhad), Perdana Finance Berhad and Cempaka Finance Berhad.

As part of the government’s banking consolidation initiative, SBB and BHLB merged and absorbed two small finance companies, Perdana Finance Berhad and Cempaka Finance Berhad.

2003

CIMB Berhad listed on the Main Board of the KLSE in January 2003.

CIMB Berhad’s KLSE listing exceeded the expectations investors and employees alike. Although CIMB

Berhad’s listing lasted only three years, it delivered returns of 340% to its shareholders.

CIMB Islamic launched in 2003.

Officially launched by Bank Negara Malaysia Governor Tan Sri Dato’ Dr. Zeti Akhtar Aziz in June 2003, CIMB Islamic has since won numerous accolades for its innovative Shariah compliant solutions. In April 2005, Commerce-Tijari Bank Berhad was launched as the Islamic banking subsidiary of BCB.

2004

CIMB Berhad acquired 70% of Commerce Trust Berhad (“CTB”) and Commerce Asset Fund Managers Sdn Bhd (“CAFM”) from BCHB. CTB and CAFM subsequently merged to become CIMB-Principal Asset Management Berhad (“CIMB-Principal”).

The formation of CIMB-Principal, a joint venture with the Principal Financial Group of USA, marked the entry of a new player to Malaysia’s burgeoning asset management sector.

2005

CIMB Berhad acquired G. K. Goh Securities Pte Ltd’s stockbroking businesses in June 2005.

The acquisition of Singapore-based G. K. Goh - a reputable pan-Asian stockbroking franchise with presence in Singapore, Jakarta, Hong Kong, London and the United States - led to the formation of CIMB-GK, CIMB Berhad’s international investment banking operations.

CIMB Berhad announced acquisition of BCB Group from CAHB.

The strategic decision by CAHB to create a universal bank by combining its commercial and investment banks led to the acquisition of the BCB Group by CIMB Berhad. CIMB Berhad was in turn de-listed from Bursa. CAHB was renamed Bumiputra-Commerce Holdings Berhad (“BCHB”).

2006

BCHB acquired SBB in March 2006.

The acquisition of SBB added a valued niche player in commercial banking to the CIMB Group. The merger combined BCB’s extensive resources and reach with SBB’s expertise and agility.

Launch of CIMB Group as a Regional Universal Bank.

The new CIMB Group was launched by the Prime Minister of Malaysia, YAB Dato’ Seri Abdullah bin Haji Ahmad Badawi in September 2006, signifying the culmination of the 3-way merger of Commerce International, BCB and SBB to form a universal banking group. As a universal bank, CIMB Group has the full range of banking and financial services - conventional and Islamic - to serve everyone from the smallest retail client to the largest companies and institutions.

In line with its vision “To be Southeast Asia’s Most Valued Universal Bank”, the Group embarked on a rebranding exercise and unveiled its new logo and new tagline “Forward Banking”, reflecting its promise to create value for customers through forward thinking.

2007

CIMB-GK Securities (Thailand) Ltd and CIMB-GK Securities (USA) Inc.

CIMB Group launched its flagship presence in both Thailand and USA, adding on to the Group’s already strong investment banking, stockbroking and institutional sales franchise in Kuala Lumpur, Singapore, Jakarta, Bangkok and Hong Kong.

CIMB Foundation launched in November 2007.

CIMB Foundation is a non-for-profit organisation that will carry out the Group’s corporate social responsibility and philanthropic initiatives, focusing on sustainable programmes in community development, sports and education. In support of its commitment, CIMB Group has pledged an initial sum of RM100 million to CIMB Foundation.

Chairman's Message

We chose “Against all odds, we are inspired ...” as the title of this year’s annual report and cast children at play against the background of the vast blue ocean and the distant horizon. This is to convey to shareholders our determination to continue to transform the organisation and to better create value for stakeholders despite our relative youth, and that the potential of the Group is virtually limitless.

At the onset, there were those who doubted the viability of our strategy and our ability to create value as a universal bank, but I am proud to be able to let you know that we have indeed transformed ourselves and achieved much more despite the odds.



Dear Shareholders,

I am often asked about my job as Chairman of BCHB. And when describing it, “fast-paced”, “constant improvement”, “exciting”, “no margin for error” are words and phrases I find myself using quite often. Sometimes I think I could be mistaken for trying to pass myself off as a manager of a Formula One racing team! Indeed the pace at which events unfold at BCHB and the multitude of projects in progress at any one time are breathtaking, in fact not too unlike the complexities of the race track at all.

While our annual report last year emphasised the relative youth of our organisation and its potential with the title “Blending the ingredients for the future”, this year’s annual report is a furtherance of that theme. We chose “Against all odds, we are inspired ...” as the title of this year’s annual report and cast children at play against the background of the vast blue ocean and the distant horizon. This is to convey to shareholders our determination to continue to transform the organisation and to better create value for stakeholders despite our relative youth, and that the potential of the Group is virtually limitless.

At the onset, there were those who doubted the viability of our strategy and our ability to create value as a universal bank, but I am proud to be able to let you know that we have indeed transformed ourselves and achieved much more despite the odds.

One of the ways in which shareholders can measure the results of our transformation is to look at how much the Group has grown since 2005. That year is used as a reference point for the Group because it was then that we undertook the CIMB-BCB merger, as well as the acquisition of GK Goh Securities, putting into motion the transformation of the Group into a universal bank and the establishment of a regional footprint.

The scale of the transformation in just two years is nothing short of amazing. Today, the Group serves close to seven million customers in over 600 locations through over 25,000 staff worldwide. We are the second largest banking group in Malaysia as well as the fifth largest in South East Asia by total assets. Moreover, the Group was ranked 22nd in the 2007 Asian Banker poll on Asia Pacific’s 300 strongest banks – certainly making some strong gains from our 152nd placing in the 2006 polls.

In 2007, the Group had prioritised its resources along the lines of 2 main themes - optimisation and regionalisation. The two themes add to the building blocks which we had put in place earlier in 2005 and 2006 in setting up a universal banking platform and establishing a regional footprint. These two themes also ensure that the Group’s activities are focused towards achieving our long term ambition of being “South East Asia’s most valued universal bank”.

Optimisation takes on many facets at the Group. In 2005, we were a group of companies engaged in various aspects of financial services united only by a common shareholder. We enumerated the reasons for what was to be the start of an internal restructuring process. Chief among them was to create a group structure which encourages synergies among the various entities which were then operating very much in silos.

Today we have gone much further than that. With the transfer of our shareholding in Bank Niaga from BCHB to CIMB Group in 2007, currently all our companies are housed under CIMB Group as the sole operating entity, with the vast majority of them sharing a common brand. All entities can now tap on a common pool of expertise and to the extent permitted by laws and regulations, they share common group resources and services. Staff transfers across geographical boundaries are now made possible through the Global Employee Exchange Programme introduced in 2007.

One of the results of the synergies within the Group is the proliferation of innovative products which leverage our expertise in investment banking and the wide distribution reach of our consumer banking franchise. For example, today, CIMB Bank and CIMB Islamic are market leaders in the sale of structured products which are manufactured in-house leveraging on our expertise in treasury. Bank Niaga also introduced the first Rupiah-denominated structured product in Indonesia in 2007.

The internal restructuring was also aimed at turning around the Group's consumer banking franchise and realise the true potential of its vast distribution network. This attracted many naysayers and detractors who thought the task was beyond our capabilities and experience.

The CIMB-BCB merger in 2005 was the start of that transformation process, while the merger with SBB in 2006 was intended to bolster our capabilities in key areas of consumer banking. The merger with SBB was completed in record time to enable us to "put to bed" integration matters and to turn our focus to the real benefits of the merger namely the value creation from synergies.

By the end of 2007, CIMB Bank had emerged as a newly energised force in many consumer banking products such as retail deposits, mortgages, credit cards, and even structured products, insurance and mutual funds.

Optimisation is also apparent in the streamlining of our Group structure and businesses. And even in that aspect, we have gone much further in our efforts to create value for shareholders. While much has been said of our ability to create value from acquisitions, in 2007, we also demonstrated that we could create value from disposal of non-core assets. The disposals of various stakes in our insurance and takaful businesses raised a total of RM990 million. Through those transactions we also gained two of the world's largest insurers as new strategic partners to accelerate our bancassurance franchise - Aviva in life insurance and takaful, and Allianz in general insurance.

One of the main highlights of this year was our work with Bank Niaga and our efforts to create synergies between Bank Niaga and CIMB Universal Bank. Shareholders may not be aware that I was quite closely

involved in negotiations leading up to the purchase of the Bank Niaga stake by Commerce-Asset Holding Berhad (as BCHB was then known).

We had identified Bank Niaga as a bank with very bright potential as early as 1999, some 3 years before we purchased the stake. And we had to move very carefully, seeing as it was BCHB's first major venture overseas. We were also sensitive to the idea of BCHB as one of the first foreign companies which showed interest in buying an Indonesian bank in the aftermath of the Asian Financial Crisis.

After 3 years of "courting" Bank Niaga and the Indonesian regulators, our determination and patience finally convinced the Indonesian government to let us buy the stake. We inked the deal in November 2002 making that the first acquisition of an Indonesian bank by a financial institution post-Asian financial crisis and the first cross border financial institution acquisition in Asia in the year involving majority control.

In the 6 months from the time we announced our intentions to purchase the stake until the time our offer was accepted, our share price had fallen 33% (vs the KLCI fall of 16%) as investors showed their skepticism over the deal.

However, today, I am happy that our decision has been vindicated by the strong performance of Bank Niaga to date. This year, Bank Niaga contributed 54% of BCHB's overseas profit before tax.

We are also very pleased with the outcome of the CIMB Niaga Synergy Programme. Apart from the sheer potential of the 2 banks working together, the success of the programme to date also shows that we can transcend geographical and regulatory boundaries and overcome cultural and linguistic barriers to really work together to create value. In addition to that, we had taken time to understand the business environment in Indonesia, the business families and to build our relationships locally.

And I would also like to point out that this programme is a bi-directional flow of expertise between both CIMB and Bank Niaga. At present, there is much that CIMB can learn from Niaga in terms of customer service, and the initial batch of ten Bank Niaga service ambassadors who are currently working in CIMB Bank branches in Malaysia are part of that effort to import expertise from Bank Niaga to CIMB.

Regionalisation was our other priority. We had taken our first step towards regionalisation with the acquisition of Singapore stockbroker, GK Goh Securities in 2005. And even then, there were some who thought that we would not be able to compete beyond our domestic market.

By the end of 2006, we had offices in Malaysia, Singapore, Jakarta, Brunei, Hong Kong and London. We had also established strategic alliances with Mapletree of Singapore, Standard Bank of South Africa and our shareholder, the Bank of Tokyo-Mitsubishi UFJ. In 2007, we continued to expand our

regional footprint. CIMB-GK launched an investment banking unit in Bangkok and opened an institutional sales office in New York. We also announced a joint venture with Vinashin in Vietnam to set up a stockbroking company. Following the completion of the SBB merger, we relaunched CIMB Bank in Singapore with 2 branches.

With that in addition to having full universal banking capabilities in Malaysia, Indonesia and Singapore, we had set up a regional network of offices and alliances which gave us a presence in key South East Asian markets as well as connectivity with global financial centres which have strong economic, trade and investment linkages with South East Asia.

Our 6th place ranking in this year's Asia ex-Japan mergers and acquisitions league table (up one rank from our position last year) is testament to our ability to compete in the international arena. This year, we were the highest ranking Asian bank, and the only Malaysian bank in the top 10.

The launch of CIMB Foundation marked another milestone in the Group's optimisation efforts. We had previously seen the value which can be created from focused CSR programmes which emphasise sustainability and demand results. The success of our earlier CSR programmes, Community Link and our role as Rakan Sukan Squash, had led us to believe that we could create more impact if we were to move our CSR activities from a primarily ad-hoc basis to an institutionalised platform.

The opportunity to do this came following the "Synergy Drive" transaction which was a landmark investment banking transaction led by CIMB Investment Bank. As the founder shareholder of the company, the Group's original investment had reached a value beyond our best expectations, and the Board and management of the Group believed that it was only right that extraordinary profits from an extraordinary deal be shared in an extraordinary way with all the communities we serve, in Malaysia, Indonesia and in other markets.

We set up CIMB Foundation as a not-for-profit organisation to carry out the CSR activities of CIMB Group, and will fund the Foundation with an initial endowment of RM100 million over 3 years.

The Foundation will focus on funding sustainable projects in community development, sports and education. Among its maiden projects is the CIMB-Niaga Scholarship Fund which will grant scholarships to Indonesian students to further their studies in Malaysia.

In line with the Group's high performance culture, the Foundation will also emphasise reporting and monitoring best practices to ensure that the funds achieve the maximum impact possible.

The Foundation's funds will be administered by a Board of Trustees, the majority of whom are independent members. I am personally honoured

to be appointed a trustee of the Foundation, and am privileged for the opportunity to work alongside Tan Sri Dato' Seri Siti Norma Yaakob, Datuk Dr Richard Leete, Puan Rosnah Kamarul Zaman and Dato' Shukri Hussin on the Board of Trustees. I would encourage all my colleagues in the Group to translate their creativity and innovation into making lives better for other people by participating in the Foundation's future activities.

In a year that we have achieved so much, we have a lot of people to thank. First of all, I would like to thank my colleagues who make up the BCHB Board of Directors and the Board of Trustees for CIMB Foundation for their contribution, services and guidance to the Group. I would like to make a special mention of Dr Roslan A Ghaffar, who retired in 2007, and I would like to thank him for his contribution to the Group throughout his tenor. In this respect, I would also like to welcome Mr Hiroyuki Kudo who was appointed to the Board in August 2007.

I would also like to thank the members of our International Advisory Panel for their wise counsel to help the Group chart and navigate its regional growth path. I would also like to make a special mention of our partners who make up the other halves of our alliances, and thank them for their commitment and hard work towards making our alliances a success.

The changes that we had undertaken Group-wide were made possible by the collective efforts of all our employees, so



My fellow Board members - Dato' Hamzah Bakar, Tan Sri Dato' Seri Haidar Mohamed Nor, Tan Sri G K Rama Iyer and Datuk Dr Syed Muhamad Syed Abdul Kadir at the 2007 Annual Management Dialogue

ably led by the Group Chief Executive, Dato' Nazir Razak. While I have seen their hard work, commitment and team spirit in action throughout the year, I was once again reminded of this at the Group's Annual Management Dialogue held at the end of 2007 to discuss the Group's 2008 business plan.

Photography is one of my passions, and I took the opportunity to put that into practice at the Annual Management Dialogue. As a photographer, I try to capture the human emotion and essence of my subjects. Looking at the photos which I took of the participants, I was struck by the passion, focus, concentration and determination displayed on their faces.

The success of this organisation stems from these traits and strengths and their application to creating value for our clients and stakeholders. And for all their hard work and sacrifices

throughout the year, I would like to thank all my colleagues throughout the entire Group.

Finally, and not least, I would like to take this opportunity to thank you, our shareholders, as well as other stakeholders including regulators and policy makers for your unstinting support of the Group throughout the year.

Md Nor Yusof
Chairman

Performance Review by Group Chief Executive



Despite prioritising business transformation and merger integration, the BCHB Group achieved yet another record year with our net profit rising 86% to RM2.793 billion from RM1.504 billion the year before. This translates into an annualised net return on equity of 20% against 13.98% in 2006 and our medium term annual ROE target of 18%. Revenues and pre-tax profits were up 41% and 84% to RM9.011 billion and RM3.686 billion respectively compared to 2006. Net earnings per share of 83.9 sen was up 72% from the previous year.

Dear Shareholders,

In 2007 we focused on more and more details of transforming BCHB Group into a universal bank. A journey that began in mid-2005 with a series of mergers and acquisitions settled down to realities of strengthening foundations, capacity building and delivering financial performance. Our capacity building activities were broadly divided along the themes of “Optimisation” and “Regionalisation”. These two themes neatly encapsulated our efforts in capturing synergies throughout the universal bank both domestically and regionally. It is our fundamental belief that the Universal Banking model is the most powerful and effective business model for our industry today. However, it comes with tremendous management challenges, especially to derive the synergies which underpin the basis of this model.

AN EXCELLENT YEAR IN SUMMARY

I am pleased to report that despite the enormity of the task that lay ahead of us at the start of the year and in spite of the difficult conditions in the global financial markets in the 2nd half of the year, the BCHB Group had an excellent 2007. In our first full year post the SBB merger, we exceeded all key financial and non-financial targets, strengthened the foundations of our new regional universal banking franchise and won an unprecedented haul of awards and accolades.

We registered record profits yet again and exceeded our annual net return on equity (“ROE”) target. Our total shareholder return performance comfortably exceeded the KLCI as targeted. We completed our corporate reorganisation with the transfer of ownership of Bank Niaga to CIMB Group and consolidated all our

operating entities under the CIMB brand and management structure. We also sold stakes in our insurance and takaful businesses, launched several new business partnerships, rationalised our international platform and introduced a new strategic shareholder at BCHB – Bank of Tokyo-Mitsubishi UFJ (“BTMU”).

The business and operational merger of CIMB-SBB was our biggest challenge for 2007. The migration of SBB’s operations onto CIMB Bank’s IT platform was effected on 18 March, one month ahead of schedule. Our re-branding exercise came to a close as scheduled on 31 August 2007 when the last 18 of our 382 branches were re-branded. While these developments were the most visible transformation events over 2007, there were a myriad of other activities that took place. In fact

to me, the sheer number of projects and initiatives and the commitment and energy levels of the staff involved were simply breathtaking.

The Group garnered an unprecedented haul of awards and accolades over 2007. All our three brand entities topped their respective classes – CIMB Bank was named “Bank of the Year in Malaysia 2007” by The Banker; CIMB Investment Bank was voted “Best Investment Bank in Malaysia” by Euromoney and Finance Asia; while CIMB Islamic received the accolade “Global Islamic Investment Bank of the Year”.

We are also proud that Bank Niaga was named “The Best Bank 2007” among Indonesian banks with assets of between IDR10-50 trillion by the Investor magazine.

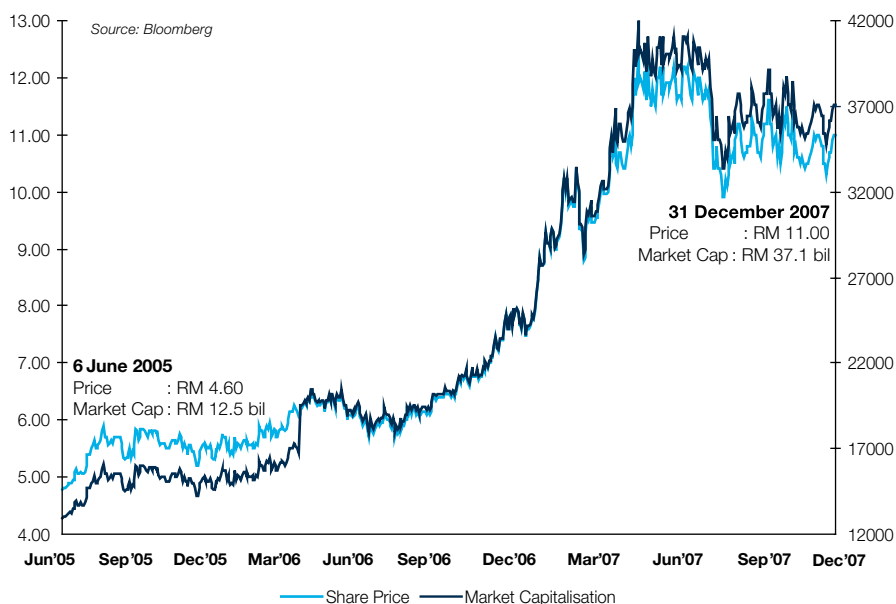
As further testimony for our progress, the Asian Banker 300 report (“AB300”) ranked BCHB as the 22nd strongest bank in Asia Pacific. The AB300 also credits us as the biggest improver in terms of strength, having jumped 130 places from our previous ranking of 152.

We also won top awards in the Asiamoney polls for our research and stock broking operations and were lauded “Most Improved Retail Bank in Asia” for 2007 by Asian Banking & Finance magazine. In a year which saw CIMB innovating in derivative products for both corporate and retail customers, we received Asia Risk’s award for “House of the Year” in Malaysia for risk management. In addition, many individual products and business lines also garnered a long list of accolades. To top it all, we played major roles in four market-defining M&A transactions in the domestic and regional markets.

Looking back on 2007, if I had to chose one word to describe the year that was, it would have to be “Synergy”. This is because we realised tremendous synergies between legacy banks, between treasury and consumer banking, between corporate and investment banking, across borders and throughout countless other aspects of our businesses. And of course, it was also the year that we completed the Synergy Drive mega-merger that created the new Sime Darby, by far Malaysia’s largest listed company.

All in all, 2007’s excellent achievements vindicate our decision to embrace the universal banking model. I daresay we

BCHB Share Price and Market Capitalisation from June 2005 till December 2007



are several steps closer to realising our broader ambition of becoming the most valued universal bank in South East Asia.

SHAREHOLDER VALUE ENHANCED

Our transformation continued to be underpinned by significant shareholder

value enhancement. In 2007, total shareholder return was 41.7% compared to 31.6% for the KLCI. From the announcement of the CIMB-BCB merger in June 2005 until end 2007, there has been a 139% appreciation in our share price and some RM24.6 billion value in terms of market capitalisation has been created for shareholders.



For shareholders who participated in the CIMB Berhad IPO via Restricted Offer for Sale in December 2002, your investment would have returned over 619% over five years. An initial capital investment of RM1,000 then would have returned profits of RM6,190 today, or an average of 123.8% per annum.

In August, we had a pleasant surprise for our shareholders when we announced a special dividend of 25 sen per share to shareholders. We also announced that the Company's annual dividend policy rate (excluding special dividends) would be increased from 15 sen to 25 sen per share for 2007 onwards.

KEY ACCOMPLISHMENTS

In 2007, we completed four major transformation initiatives that had commenced in 2006 - the operational integration of SBB, the completion of

CIMB Bank's re-branding exercise, the "re-energising" of our insurance businesses and the transfer of Bank Niaga from BCHB to CIMB.

Integration Completed

On 18 March 2007, the IT and operations of SBB and CIMB Bank were successfully integrated onto a single platform. I am happy to report that Single Platform Day 1 (SPD1) took place one month ahead of schedule with minimal glitches and that the previously distinct entities have been operating smoothly as one since then.

Brand Strengthened

The new "CIMB Group" brand and our consumer, investment and Islamic brand entities have collectively established themselves as a leading Malaysian brand in a very short space of time. All our branches were re-branded as "CIMB Bank" by 31 August 2007, and we used various mediums of advertising to drive acceptance of



A truly Malaysian brand

the new brand. Towards the end of the year, CIMB garnered fifth place (with a brand value of RM3.2 billion) on Malaysia's Top 50 Most Valuable Brands listing by the Brand Finance Institute, while Interbrand ranked CIMB sixth (with a brand value of RM3.4 billion) in its Malaysia's Most Valuable Brands 2007 listing.

Insurance Re-energised

In 2007, we streamlined our insurance businesses through the strategic disposal of a 49% stake each in Commerce Life Assurance and Commerce Takaful to Aviva Asia Pte Ltd. As a late entrant into insurance business, the Group's priority had been to seek a strategic partner in life insurance and takaful which have strong synergies with our universal banking business.

The Group also completed the sale of Commerce Assurance Berhad to Allianz Malaysia Berhad and launched the bancassurance tie-up between Allianz and CIMB Bank. We felt that general insurance was becoming increasingly commoditised and we should concentrate on product distribution.

Bank Niaga Integrated

The year also saw us completing the transfer of Bank Niaga from BCHB to the CIMB Group and start synergising operations in the key areas of credit cards, treasury and corporate banking. Our initiatives have translated into

rapid growth of Bank Niaga credit card sales, the launch of the first Rupiah-denominated structured product, "Star Choice" in November 2007, and Bank Niaga, CIMB Bank and PT CIMB-GK Indonesia collaborating on many corporate banking deals.

In addition to these four major initiatives, the Group also accomplished several other important milestones that aligned with our theme of optimising our business and operations:

Consumer Banking Revitalised

The Group's consumer banking franchise has been in transformation since June 2005 with the merger of CIMB and BCB. In 2007, we began to see the results of that transformation process when the synergies from the CIMB-SBB integration vastly improved our standing as a consumer bank. We have shown strong growth in all key consumer banking products such as mortgages, deposits and credit cards, and taken the industry lead in structured deposits.

Dual Banking Established

The Group has identified "dual banking" as the best way forward in Islamic consumer banking. This approach has been successfully implemented in our capital markets business for a number of years. We now offer both conventional and Islamic banking in all branches although it was only after the IT-cross platform between CIMB Bank and CIMB Islamic core banking

Performance Review by Group Chief Executive

systems was installed on 6 November that we could deliver the right service levels for Islamic consumer products. We believe that we are now set to grow exponentially in the Islamic consumer space.

Businesses Streamlined

2007 will also be remembered as the year in which we methodically streamlined our businesses. We took decisive steps to bring in partners where we were weak and exit businesses which were non-strategic. Besides divesting stakes in our insurance businesses, we also divested interest in our asset management arm to enable our partner, The Principal Group, to maintain their 40% share of the business post merger with SBB's asset management arm. BTMU, Tune Money, Pos Malaysia, Singer and 7-Eleven were among our new business partners in various segments of our business. We also closed our Tokyo branch and are in the process of selling Southern Investment Bank, SBB Securities and SEA Bank (Mauritius).

Capital and Gearing Optimised

We transformed our risk profile through various transactions that optimised our gearing and capital and which even enabled us to pay a surprise special dividend to shareholders in September 2007. These included the placement of 117 million new shares to BTMU that enlarged their shareholding in BCHB

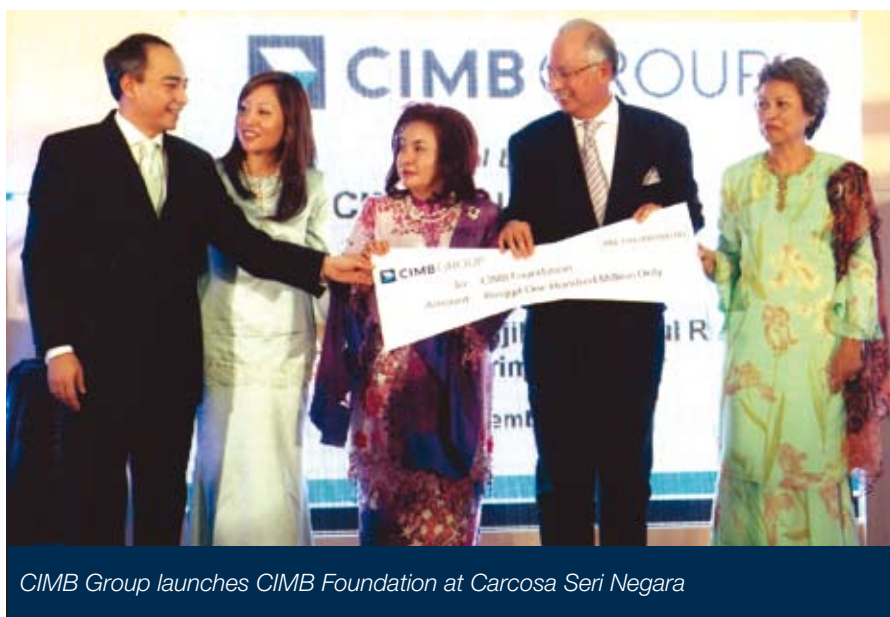
from 1.1% to 4.5%, and our RM6 billion Commercial Papers/Medium Term Notes ("CP/MTN") programme.

Asset Quality Improved

We are enthusiastic about the advances we made in asset quality management. We created a new division, the "Bad Bank" or Group Special Asset Management. The Bad Bank focuses on paring down our non-performing loans by pursuing the recovery of legally claimable loans. We also strengthened collections in all business segments. Going forwards we are also closely monitoring NPL formation on all new loans by vintage to ensure that our new credit framework and products are as robust as we predicted.

Corporate Social Responsibility Institutionalised

Our CSR agenda was taken to a new level in 2007 with two initiatives. Early in the year, Community Link was launched to leverage on our branch network to support a wide range of causes based on the varied needs of the different local communities we serve nationwide. In November, we launched CIMB Foundation, a not-for-profit organisation with an initial RM100 million grant from CIMB Group. The Foundation will focus on sustainable programmes in community development, sports and education, and will assume responsibility for Community Link.



BCHB Group Financial Performance Snapshot

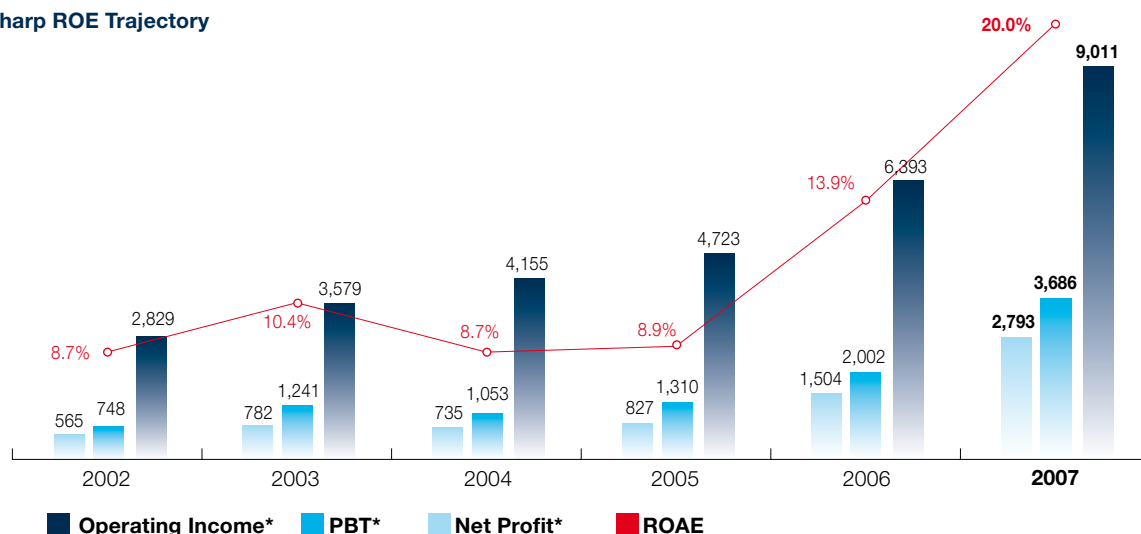
(RM million)	FY07	FY06	Y-o-Y
Net interest income	4,435	3,657	21%
Non interest income	4,576	2,736	67%
Operating income	9,011	6,393	41%
Loan provisions	(1,127)	(1,017)	11%
Other provisions	19	(52)	(136%)
Overhead expenses	(4,228)	(3,358)	26%
PBT*	3,686	2,002	84%
Net profit	2,793	1,504	86%
Earnings per share (sen)	83.9	48.7	72%

Key Ratios

%	FY07	FY06
ROAE	20.0	13.98
Net interest margin	2.43	2.54
Fee income/ Total income	16.2	17.3
Non-interest income/ Total income	50.8	42.8
Cost/ Income	46.9	52.5
Loan loss coverage	69.3	57.5
Gross NPL	7.2	8.8
Net NPL	3.8	5.5
Average shareholders' funds (RM million)	13,934	10,760
Double leverage (Company)	116%	150%

* Includes share of profit of jointly controlled/associated companies

BCHB's Sharp ROE Trajectory



* Amounts denoted in RM million

STRONG FINANCIAL PERFORMANCE

The BCHB Group achieved yet another record year with our net profit rising 86% to RM2.793 billion from RM1.504 billion the year before. This translates into an annualised net ROE of 20% against 13.98% in 2006 and our medium term annual ROE target of 18%. Revenues and pre-tax profits were up 41% and 84% to RM9.011 billion and RM3.686 billion respectively compared to 2006. Net earnings per share of 83.9 sen was up 72% from the previous year.

The Group’s investment banking and treasury divisions had a strong first half, capitalising on buoyant capital markets in Malaysia and the rest of the region. However, in the second half, our wholesale numbers were much weaker following the turn in global capital markets. This was somewhat mitigated by realisation of a profit of RM625 million arising from the completion of the sale of our insurance businesses.

We outperformed the total shareholder returns of our benchmark Bursa Malaysia indices - the Kuala Lumpur Composite Index by 1.9 times and the FBM100 by 1.8 times. The Group also paid a special dividend of 25 sen in September and a final 25 sen dividend per share amounting to a total net payment to shareholders of RM1.2 billion.

The Group’s shareholders’ funds increased from RM11.8 billion to RM15.7 billion over the year, lifting net

tangible asset and book value per share to RM3.17 (50% increase) and RM4.67 (26% increase) per share respectively.

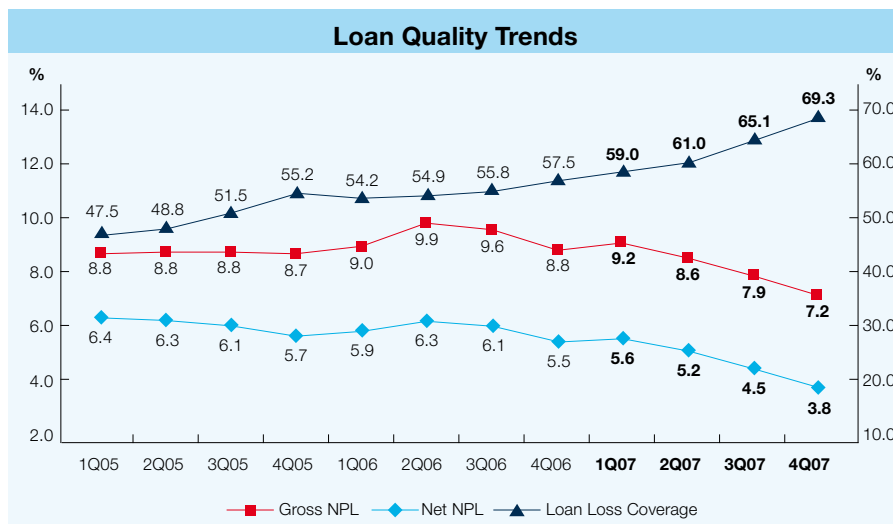
In terms of loans growth, the Group recorded an overall growth of 7.3% (excluding write-offs) as mortgages, credit cards and micro credit loans posted strong growth in loans of 19%, 23.2% and 74.7% respectively. The corporate lending book grew 8.2%. As for the portfolios that we deem still to be under restructuring, business loans were reduced by 4.5% while hire purchase continued to shrink by 9.1% for the full year. Bank Niaga’s loans grew 26% in IDR terms but 12.1% in RM terms. Consumer deposits showed robust growth of 17.2% over the year.

The Group continued to show strong improvement in asset quality indicators with its lower net NPL ratio of 3.8%

from 5.5% at the beginning of the year. This is even more impressive when looked at over the course for the last 3 years as shown in the chart below. Loan loss coverage ratio stood at 69.3% as at 31 December 2007, up from 57.5% a year ago. However, we were disappointed that the loan loss provision for the Group stood at 1.1%, whereas our target was to bring that to below 1%. This disappointment could be singularly attributed to two major accounting frauds in Malaysia and Indonesia, resulting in additional provisioning of about RM167 million.

The Group’s cost to income ratio for the full year to 31 December 2007 improved to 46.9% compared to 52.5% for 2006 as a whole. If we exclude the income from the sale of our insurance businesses, cost to income improved to about 50.4%.

Asset quality indicators : Significant improvements



PRO-ACTIVE CAPITAL MANAGEMENT

BCHB Group Credit Ratings

Rating Agency	Issuer Rating
Moody's	
CIMB Investment Bank	A3
CIMB Bank	A3
S&P	
BCHB	BBB-
CIMB Investment Bank	BBB
CIMB Bank	BBB+
Fitch Ratings	
CIMB Investment Bank	BBB
CIMB Bank	BBB+
RAM	
BCHB	A1
CIMB Investment Bank	AA2
CIMB Bank	AA2
MARC	
CIMB Bank	AA
BCHB	AA-

as at 31 December 2007

In 2007, we actively and optimally managed the capital base of the Group across entities with unprecedented vigour and attention to detail. Key initiatives include the sale and leaseback of Menara Bumiputra-Commerce to Pelaburan Hartanah Bumiputera for RM460 million, a new share buyback programme and launch of a RM1.3 billion nominal value domestic issuance, comprising RM650 million 3-month commercial papers ("CPs"), RM300 million 6-month CPs and RM350 million 18-month medium term notes ("MTNs") following the establishment of our RM6 billion CP/MTN facility.

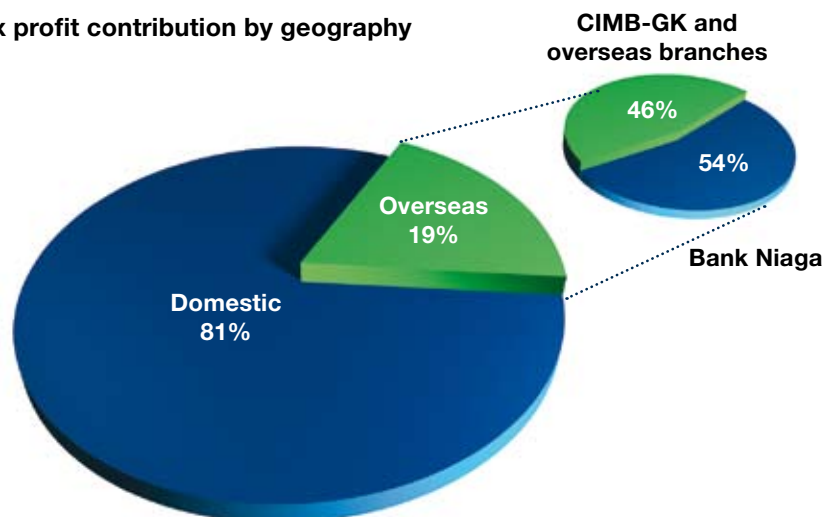
The Risk Weighted Capital Adequacy ratio for the investment banking and consumer banking operations were 30.1% and 12.5% respectively as at 31 December 2007. BCHB's double leverage and gearing stood at 116% and 33.6% respectively as at 31 December 2007.

Our capital management paradigm sets out to balance our credit rating profile with maximising returns to equity holders. We have quite dramatically de-leveraged ourselves from the "highs" post-SBB acquisition to gearing and double leverage levels we deem very comfortable and consistent with our various credit ratings. Going forwards, we plan to dynamically manage our capital position to maintain key ratios at the current levels.

DIVISIONAL PERFORMANCE

In last year's annual report, we introduced an additional method of looking at the financial performance of the Group's entities to supplement the disclosure under the Group's financial statements. This method reflects how Management views, discusses and tracks the performance of the Group. This additional commentary which was introduced in the CEO's Performance

Pre-tax profit contribution by geography



Performance Review by Group Chief Executive

Review, and used at the Group's Annual General Meeting, enhanced shareholders' understanding of the Group's financials in the light of its operations as a universal bank. This year, we continue to provide shareholders with this additional commentary in line with the Group's structure, with its 3 key entities being BCHB (the holding company), CIMB Universal Bank and Bank Niaga.

To briefly recap, BCHB is principally the listed vehicle for the Group. CIMB Universal Bank comprises 5 core divisions — consumer banking, corporate and investment banking, treasury and investments, asset management and insurance. Bank Niaga is the Group's consumer banking arm in Indonesia.

Overall, CIMB Universal Bank contributed RM3.389 billion being 91.9% of the Group's profit before tax with Bank Niaga contributing RM391 million (10.6%). For 2006, the contributions were 90.9% and 6.5% respectively. The loss of RM94 million attributed to BCHB, the holding company, represents funding and administrative costs.

In terms of domestic and overseas contribution, 81% of the Group's profit before tax was from its Malaysian operations while 19% was from its overseas entities. Although our overseas contribution dropped from 23% in 2006, this was a reflection of a strong turnaround in our domestic businesses. Of the profit before tax from overseas businesses, 46% was attributed to CIMB-GK and overseas

Revenue by segment - wholesale numbers in 2H07 were slower

(RM million)	1Q07	2Q07	3Q07	4Q07
Consumer Banking	777	780	797	811
Corporate & Investment Banking	466	658	507	524
Treasury & Investments	493	584	789*	294
GAM & Insurance	109	129	99	45
Bank Niaga	289	332	279	289
Other income	(35)	(13)	(9)	17
Total income	2,099	2,470	2,462	1,980
Loan provisions	(285)	(368)	(358)	(116)
Other provisions (incl. impairment)	(6)	(20)	62	(17)
Overhead expenses	(983)	(1,168)	(965)	(1,111)
PBT	826	916	1,205	739
Net profit	615	660	1,032	486

* RM164 million excluding insurance gain

BCHB Group: Contribution by entity

(RM million)	CIMB Universal Bank	Bank Niaga	BCHB (Holding company) & Others	BCHB Group
Revenue	7,915	1,189	(93)	9,011
Profit/(loss) before tax	3,389	391	(94)	3,686
Net profit/ (loss)	2,683	188	(78)	2,793

branches, compared to only 21% last year. We are very pleased with the surge of revenues from regional investment banking and stock broking, as they indicate that CIMB is gaining traction regionally in investment banking. Bank Niaga contributed 54% of the Group's overseas profit before tax.

CIMB Universal Bank

CIMB Universal Bank houses the bulk of the Group's operations. As a universal bank, the Group operates across entities in a manner which best serves its customers and creates value for stakeholders. While many different legal entities such as CIMB Bank, CIMB Investment Bank, CIMB Islamic and CIMB-GK make up "CIMB Universal Bank", the 5 divisions - consumer banking, corporate and investment banking, treasury and investments, asset management and insurance - operate seamlessly to serve the financial needs of all customers from

the smallest retail customers to the largest corporations.

Malaysian Consumer Banking

Malaysian Consumer banking has 4 main parts. Retail Banking caters to all our individual retail customers including our Hire Purchase monoline, while Business Banking serves our base of small and medium enterprise ("SME") and mid-sized corporate customers. Direct Banking and Cards is a division which houses the "Direct Access" monoline, the credit cards business and CIMB Express, our micro-credit business. Consumer Sales and

Distribution is responsible for all our non-monoline sales efforts as well as the entire branch network.

Our improved consumer banking franchise began to show traction as key consumer banking products such as mortgages, business premise loans, credit cards and deposits showed large increases and exceeded growth targets. Overall, consumer loans grew 5.2% to RM55.3 billion (excluding write-offs) while retail deposits grew 17% to RM30.6 billion. Our credit card franchise saw an increase in card base of 46% and loans growth of 23.2%.

Consumer Banking - Loans Growth

Divisions/ Products	Gross loans end 2006 (RM billion)	Gross loans end 2007 (RM billion)	FY07 Loans Growth	FY07 Loans Growth (excl. write offs)
Consumer Banking	53.5	55.3	3.3%	5.2%
Mortgages	16.1	19.1	18.9%	19.0%
- Of which performing	14.0	17.4	23.9%	23.9%
HP	13.6	11.8	(12.9%)	(9.1%)
Credit cards	1.8	2.2	23.2%	32.1%
CIMB Express	0.3	0.5	74.7%	100.3%
Business	14.9	14.0	(6.0%)	(4.5%)

In 2006, our consumer bank seemed to hog the media with the hostile acquisition of SBB and the rebranding of CIMB. In 2007 however, the frenzied activity was all in the office - as we completed the business and IT integration of SBB, as well as the physical rebranding of all consumer bank branches to CIMB Bank.

On 18 March 2007, all 382 SBB branches, BCB and CIMB Bank branches went live as "one bank" operating on a single IT and operations platform. This was done in record time one month ahead of schedule, in a total of 7 months from start to finish, making this possibly the fastest merger IT integration in the region. While this placed a heavy burden on our available resources, we had taken a strategic decision to quickly put the merger "to bed" so that we could then concentrate on the real business of extracting value. I am happy to inform shareholders that this has turned out to be the correct strategy as the synergy targets which

Consumer Banking - Deposit Growth

Divisions/ Products	End 2006 (RM billion)	End 2007 (RM billion)	% FY07 growth
Retail	26.1	30.6	17.2%
Savings	7.2	8.1	11.7%
Current	3.0	3.7	21.1%
Fixed deposits	15.9	18.8	18.2%
Business	15.3	17.3	12.8%

we had announced (ie. RM200 million profit before tax per year for 3 years) were exceeded by 14%. Also, key SBB staff remained with us and so, by and large, did its customers.

The rebranding of our consumer bank branches which began with the launch of the new CIMB Bank brand on 7 September 2006 was also completed as scheduled on 31 August 2007, with all 382 branches being converted to "CIMB Bank". In February 2008, we right-sized our branch network further and brought the total number of branches to 364.

Despite making strides in consumer banking, we were aware that we are still not on par with the best. With the physical integration of the consumer bank completed, and in line with our paradigm of continuous self-improvement, we launched "Transformation 2" ("T2") in the 4th quarter of 2007. We recognised that while our basic services had improved tremendously, we lagged our competitors in customer service and differentiating products. Therefore, for T2, we are focusing on 3 major aspects - IT and operations infrastructure, upgrading the skills of our people and branding. We expect to complete planning T2 in the first quarter of 2008 and embark on various specific projects and initiatives thereafter.

In 2007, Retail Banking continued to stir the market with its innovative products and campaigns. In line with our aim to leverage on the strengths of CIMB Group to differentiate ourselves from competitors, Retail Banking

launched new loan products such as "Home Fixed", a fixed rate home loan leveraging on CIMB's strength in asset/liability management. For deposits, new deposit products launched in the year such as Fixed Rate Negotiable Instruments of Deposit (structured deposits) and capital protected structured products also leveraged on CIMB's strength as a market leader in treasury. We also leveraged on our strength as the global leader in Islamic finance to launch "Fixed Rate Investment Account-i", a Syariah-compliant deposit product which paid customers their returns upfront. The "Dream Deposit Drive" campaign which offered fixed deposit customers the chance to win 3 Mercedes Benzes was also a success.

In 2007, we moved our private banking unit to Retail Banking, as part of our strategy to offer differentiated services to different customer segments throughout the consumer bank. Private banking registered a 27% growth in assets under management to RM4.4 billion at the end of 2007. The unit won the Euromoney award for "Best Private Banker for Super-Affluent Clients" in Malaysia for 2007.

CIMB Clicks, our internet banking portal, saw tremendous growth, with its user base increasing more than 100% in the course of the year to over 400,000. CIMB Club customer base, on the other hand, grew significantly from just above 2,000 in 2006 to over 23,000 in 2007, with the number of CIMB Club centres increasing to 27 nationwide.

Our hire purchase business saw a turnaround with a return to profitability, although its loan base shrank 9.1%, the result of a deliberate decision to consolidate the business and focus on asset quality. Net NPL ratio shrank from 3.1% to 2.2% while stocks of repossessed vehicles dropped to less than half versus the previous year. This industry remains challenged by fierce price competition.

Business Banking also underwent a period of consolidation in 2007 with active restructuring and rescheduling of weaker accounts together with a new focus on asset quality. We were also extremely concerned about the rampant abuse of the Banker's Acceptance ("BA") product and imposed much stricter compliance standards. Loans to small and medium enterprise (SME) customers shrank by 4.5% with BAs accounting for much of the reduction. The drive to improve deposits went well with business deposits increasing by 12.8% for the year. The division also worked closely

with the Islamic banking division to increase Islamic financing packages to SME customers.

Direct Banking and Cards saw rapid growth. The Direct Access monoline grew retail loans by 21% to end the year with a loan base of RM1.6 billion. Our credit card base grew by 46% and outstandings grew by 23.2% while card spending increased by 43%. Credit card applications received through the CIMB Bank branch network increased by 144%. Clearly the idea that the legacy SBB cards business could grow exponentially by riding on our enlarged branch network was proven. Our merchant acquiring business grew 17%. On an industry basis, CIMB ranked 4th by credit card loan base and 2nd in the acquiring business.

CIMB Express' loans growth exceeded its target, ending the year with a total loan base of RM460 million, an increase of 74.7%. The division widened its distribution network to locations in Malaysia where the Group had minimal

or no physical presence through partnerships with Pos Malaysia, Singer and 7-Eleven. The division also widened its product suite by introducing "Xpress Cash Financing-i", a Syariah-compliant version of its flagship product, "Xpress Cash".

Consumer Sales and Distribution began to demonstrate its true potential in 2007. Branch product sales reached record levels in key product areas such as mortgage loans (172% above budget) and business premise loans (155% above budget) while in-branch sale of credit cards saw an increase of more than 4 times vs 2006 numbers. The bank also opened close to 700,000 new deposit accounts in 2007, amounting to a 14% increase in customer accounts. We opened branches 12 new locations during the year, including, notably, the first full service bank branch at the Main Terminal building of the Kuala Lumpur International Airport.



Launch of CIMB Bank branch at Kuala Lumpur International Airport

Corporate and Investment Banking

At the beginning of 2007, we set out to retain our leading position across all segments of the Malaysian capital markets as well as to expand our regional franchise. And what a year it turned out to be! In investment banking, the Group maintained its leading position in Malaysia, and grew in prominence in key regional markets. CIMB retained its position as Investment Bank of the Year for Malaysia by Finance Asia for the seventh consecutive year.

A special highlight was CIMB playing the leading role in 4 major deals which were market-defining transactions in the domestic and regional markets, namely the Sime Darby mega-merger, the Wilmar Group cross-border merger and the privatisations of Maxis and Malakoff.

In 2007, CIMB-GK expanded its network with the official opening of 2 new offices - CIMB-GK Securities Thailand and CIMB-GK Securities USA. Based in New York City, the latter is an institutional sales office, promoting Malaysian and other South East Asian stocks to US investors. At the end of 2007, we also announced a partnership with the Vietnam Shipbuilding Industry Group ("Vinashin") to set up a new joint-venture securities firm in Vietnam.

The regional investment banking franchise has also demonstrated its ability to make inroads into the regional markets. Despite intense competition, the teams in Singapore and Hong Kong recorded strong growth in revenues with 61 transactions completed in Singapore and 77 in Hong Kong. In

CIMB's Key Investment Banking Deals: Domestic

"Synergy Drive" - Sime Darby Berhad's RM35 billion merger of Kumpulan Sime Darby Berhad, Kumpulan Guthrie Berhad, Golden Hope Plantations Berhad and their subsidiaries.

Binariang GSM Sdn Bhd's RM40 billion privatisation of Maxis Communications Berhad.

Employees Provident Fund Board's RM12.4 billion takeover offer for Rashid Hussain Berhad and RHB Capital Berhad.

MMC Corporation Berhad's RM9.3 billion privatisation of Malakoff Berhad.

PPB Group Berhad's RM4.6 billion disposal of its interest in PPB Oil Palms Berhad, PGEO Group Sdn Bhd and Kuok Oils & Grains Pte Ltd to Wilmar International Limited.

Khazanah Nasional Berhad's USD850 million exchangeable Sukuk.

terms of M&A transactions, we ranked 3rd in Singapore while in Hong Kong, our small team of 11 staff emerged no. 1 in the mid-cap category. Combined, CIMB-GK raised a total of over SGD5.3 billion for equity-linked transactions and advised on M&A and advisory transactions of over another SGD30 billion.

We are pleased with the progress we have made on the international scene. For Asia ex-Japan, CIMB advanced one rank from last year to finish sixth

Full Year 2007 Rankings: Asia ex-Japan completed M&A

Completed M&A				
Rank	Adviser	USD mil	Deals	% Share
1	JP Morgan	60,586	37	12.33
2	UBS	52,594	43	10.70
3	Goldman Sachs	49,202	45	10.01
4	Credit Suisse	41,382	29	8.42
5	Citi	37,698	53	7.67
6	CIMB Group	37,249	108	7.58
7	Morgan Stanley	32,411	50	6.60
8	ABN Amro	27,681	28	5.63
9	HSBC	24,394	30	4.96
10	Rothschild	23,574	29	4.80

source: Dealogic

in the M&A section, the highest ranking Asian bank among the top 10 banks. And in Thailand, we were named by Asiamoney as the most improved broker, a commendable achievement for a franchise which had yet to complete a full year of operations.

2007 was another record year of M&A in Malaysia with the industry M&A deal value reaching RM123.6 billion. The Bank continued to top the domestic M&A league table with 30 deals announced (exceeding RM50 million) for a total deal value of RM74 billion or a 36% market share by value. The M&A market continued to facilitate a funding source shift from the equity capital market to the debt capital market, as evidenced by a substantial number of deals to take listed companies private. Out of the total industry M&A deal value in 2007, approximately RM62.2 billion were privatisations.

The industry also saw a substantial increase in the value of equity/equity-linked issues from RM9.2 billion in 2006

to RM16.6 billion in 2007. Although there were fewer IPOs in 2007 – 27 IPOs versus 40 the year before, the total issue size of RM2.7 billion in 2007 exceed 2006’s issue size of RM1.9 billion. In both equity/equity-linked issues as well as IPOs, CIMB took the pole position in terms of market share. For equity-linked issues, CIMB was no. 1 with RM11.3 billion worth of issues and a market share of 67%. For IPOs, CIMB advised on 7 IPOs with a total amount raised of RM1.6 billion.

2007 was also a good year for corporate lending activities on the domestic market. Our corporate banking franchise has been strengthened by its link-up with our investment banking franchise. Gross loans for corporate and investment banking grew 8.2% to RM30.7 billion (excluding write offs).

Regional and international lending were also given a boost with the launch of CIMB Bank in Singapore, joining our branches in London and Hong Kong as regional centres for international loans

CIMB’s Key Investment Banking Deals: Overseas

Wilmar International Limited’s USD4.3 billion merger with the oils and grains business held by Kuok Group and Wilmar Holdings Pte Ltd, and USD600 million convertible bond issue.

Genting International PLC’s SGD2.2 billion rights issue, and SGD 450 million and SGD425 convertible bond issues.

Golden Agri-Resources Ltd’s SGD800 million share placement.

Indofood Agri Resources Ltd’s Reverse Take Over of CityAxis Holdings Limited and SGD423 million share placement.

PT Wijaya Karya Tbk’s IDR775 billion IPO.

Adviser to China Oriental Group Company Limited (“COG”) for the HKD8.4 billion unsolicited takeover attempt by Smart Triumph Corporation of COG.

Geely Automobile Holdings Limited’s HKD2 billion acquisition of the automobile manufacturing business from its parent, and 23% interest in Manganese Bronze Holdings plc.



Announcement of Binariang GSM Sdn Bhd’s general offer for Maxis Communications Berhad

CIMB's leading position across the Malaysian capital market

Sector	Rank	Market share
M&A advisory	1	36%
IPO advisory	1	47%
Equity/equity-linked	1	67%
Primary bonds	1	30%
Sukuk issuance	1	39%

syndication and regional financing transactions through our International Banking and Transactions Services (“IBTS”) department.

IBTS also secured several cash management mandates in the course of the year, leveraging on our online business banking platform, CIMB Biz Channel. We were also named the “Best Cash Management Bank” in Malaysia by Finance Asia, Asiamoney and Alpha South East Asia magazines.

In our equities business, we saw a volatile year in which most regional equity markets surged to new highs led by the Chinese market, followed by a global correction caused by sub-prime woes and fears of a US credit crunch and recession.

Institutional Equities which has been consolidated group-wide under CIMB-GK demonstrated the synergies of the new structure. This unit recorded strong earnings growth of 90.8% year on year. The research arm of our Institutional Equities franchise also saw our analysts getting top bilings in analysts awards. In the Asiamoney Brokers Poll for Malaysia, CIMB was voted by domestic and foreign institutional investors as the best broker in 13 out of 16 major categories. The comprehensive sweep included awards for Best Overall Country Research, Best Analyst and Best Research Coverage. In the Starmine Analysts Awards, CIMB-GK emerged no. 1 for Singapore-Malaysia and no. 6 for Hong Kong.

Retail Equities also had a very good year riding on Bursa Malaysia’s turnover expanding by 109%. Retail

Equities recorded a 107% increase in turnover, and with income growing by 120% from 2006.

Equity Derivatives launched a large number of call warrants throughout 2007. This was a major highlight for us because it saw the fruition of several years of groundwork in what was then a “blue ocean” space. The Group dominated the structured warrants market in Malaysia with a market share of approximately 70%. We issued 107 new warrants including 45 warrants on foreign shares which made their debut in 2007. We also listed 2 warrants on the Singapore Exchange. The launch of the CIMB Warrants Portal in 2007 also contributed to the continuing education of investors and increased interest in the product.

Treasury and Investments

The Group Treasury division originates and intermediates in interest rate, credit, foreign exchange, commodities and their derivatives across various market segments including the consumer, SME, corporate, institutional investor and inter-bank markets. Group Treasury is also responsible for the asset liability management of the Group’s loan and deposit balance sheet as well as funding the BCHB Group of companies including its banking subsidiaries.

The division performed well in 2007 with its dominance of the Ringgit debt capital market while making advances in other areas such as foreign exchange, structured products, originating fixed rate loans for the various retail, SME and corporate market segments and asset/liability management of the Group’s loan and deposit balance

CIMB's Key Debt Transactions: Domestic

Binariang GSM Sdn Bhd's RM2 billion nominal value of Islamic CP Programme, RM19 billion nominal value of Islamic MTN Programme and RM3 billion nominal value Junior Sukuk.

Cagamas Berhad's RM20 billion Islamic and Conventional CP Programme and RM40 billion Islamic and Conventional MTN Programme.

Nucleus Avenue (M) Berhad's RM600 million Islamic CP Programme, RM5.6 billion Islamic MTN Programme and RM1.7 billion Islamic Junior Sukuk.

Tesco Stores (Malaysia) Sdn Bhd's RM3.5 billion nominal value Islamic CP/ MTN Programmes and Conventional CP/MTN Programmes.

Projek Lebuhraya Utara-Selatan Berhad's RM3.55 billion nominal value of Senior Sukuk Musyarakah.

MISC Berhad's RM2.5 billion Islamic MTN Programme.

CIMB's Key Debt Transactions: Overseas

PT Excelcomindo Pratama Tbk IDR1.5 trillion senior bonds issue.

PT Bentoel Internasional Investama Tbk IDR1.35 trillion senior bonds issue.

PT Truba Jaya Engineering Tbk IDR200 billion senior bonds issue.

sheet. Total income increased by 79% over the year (22% increase if excluding the one-off gain on disposal of the insurance businesses).

The Group maintained its pole position in the domestic (Ringgit private debt securities) league tables with a 30% market share. 2007 was a remarkable year for the Ringgit debt market and the Group played a pivotal role in two landmark transactions - the privatisations of Malakoff Berhad and Maxis Communications Berhad by MMC Corporation Berhad and Binariang GSM Sdn Bhd respectively. The Group also expanded its market-making activities to credit derivatives by making markets in credit default swaps (CDS) on debt transactions arranged by the Group. In 2007, the Group was named "Best Bond House" in Malaysia by both Finance Asia and Alpha South East Asia magazine, and "Best Domestic Debt House" by Asiamoney.

In structured finance, we also led the market completing the largest Asset Backed Securitisation transaction in Malaysia to date, Cagamas Berhad's RM2.4 billion Residential Mortgage-Backed Securities. The Group also improved and expanded its structured finance offerings and started marketing operating lease instruments in aviation, real estate and infrastructure assets.

Management of the Group's loan and deposit balance sheet continued to be a key focus of Group Treasury. The "Matched Duration Option Adjusted Funds Transfer Pricing" framework introduced in 2006 for CIMB Bank was fully implemented in 2007 and was

extended to CIMB Islamic. 2007 also ushered in a declining interest margin environment for Malaysian banks as spreads of loans rolling off the balance sheet were higher than spreads of new loans being written at the margin. For CIMB Bank, we have been able to hold steady the bank's loan and deposit interest margin through improved asset/liability balance sheet management capabilities.

We also used our asset and liability management expertise to spearhead several initiatives to help CIMB Bank differentiate its product offering from competitors including the introduction of fixed rate mortgages and flippable (from floating rate to pre-determined fixed rate) loans. We also proliferated a wider range of deposit offerings in structured products offering consumers choices beyond traditional fixed deposits. We increased the hedging efficiency of the loan and deposit balance sheet by developing the risk analytics to better model the embedded floor risk exposure inherent in non-maturity deposits and the prepayment risks of the Group's hire purchase portfolio.

In recognition as market leaders in derivatives, structured products and asset/liability management, we were named "House of the Year for Malaysia" by Asia Risk. We had previously won that award in 2004 and 2006.

It was also a busy year for the primary and secondary market-making businesses. The Group entered into Malaysia's first interbank Ringgit CDS where the development of the Ringgit CDS market is critical to improving

the financial system's infrastructure in intermediating credit risks in both the corporate debt and loan markets. We also started market making actively in Ringgit interest rate options, capturing approximately 20% of the market, and expanded our price making capabilities of Ringgit interest rate volatility term structure out to 10 years. This will improve our ability to develop and offer longer dated loan and deposit products with features that better meet the risk and return requirements of our consumer, SME and corporate banking customers. We also began market-making activities in over the counter commodity products to more comprehensively address the hedging requirements of our corporate customers.

In the foreign exchange (FX) business, we gained traction in developing a much wider range of FX products to better facilitate the hedging requirements of our customers ranging from longer term FX products to option based products. The Group also rolled out an e-trading platform called "CIMB FX Online" to CIMB Bank branches nationwide. The e-trading platform will result in more dynamic and better prices as well as more efficient execution to better serve the needs of our customers.

In 2007, the Group also committed resources into maintaining our leadership in structured investments. With close to 20 issues in the year, we were by far the no. 1 issuer of structured products in Malaysia. To date, our structured products cover many asset classes in equity, commodity, interest rates and hybrids with the intention to

provide our investors access to global markets, across many asset classes and in a cost effective manner.

Notably, Islamic All-Stars, which was launched in January 2007 in both Malaysia and Singapore, was the first Syariah-compliant equity linked structured product in both countries respectively. The Islamic All-Stars not only represented the development of a completely new asset class but more importantly it represented a significant breakthrough in the development of the global Islamic derivative and hedging markets where CIMB Islamic Bank executed the first Islamic Profit Rate Swap and Syariah-compliant Equity Option transactions globally.

This simultaneous breakthrough across many products and different markets was recognized in The Asset's Mid-Year 2007 Triple A Derivatives and Structured Products Awards where the Islamic All-Stars won Asia's Most Innovative Syariah-Compliant Structured Product, Best Guaranteed Fund in Malaysia and Best Local Currency Structured Product in Malaysia. We were also named the Best Domestic Provider in Malaysia for Local Currency Products in Structured Interest Rate Products by Asiamoney.

We are now focused on bringing the structured products deposit class to its next stage of development by actively providing prices and liquidity to our customers. This gives them the flexibility to redeem their investments and cash out their capital gains at prevailing market prices without penalty, anytime prior to maturity.

Structured Products: Key Issues in 2007

- Islamic All-Stars
- All-Stars Global Guaranteed Deposit
- Twin Win FRNID
- Best Performer Islamic Structured Product
- Takaful Global Giants
- Dynamic Growth + Income Capital Guaranteed FRNID

CIMB-Principal: Innovative Funds in 2007

Principal Protected Funds

- CIMB Islamic Structured Growth Fund
- CIMB-Principal Global Income Fund

Environment / Alternative Energy

- CIMB-Principal Climate Change Equity Fund

Regional Focus

- CIMB-Principal Greater China Equity Fund
- CIMB-Principal ASEAN Equity Fund

Retirement Funds

- CIMB-Principal Lifecycle Funds
- CIMB Islamic Kausar Lifecycle Funds

Indonesian Funds

- CIMB Islamic Equity Growth Syariah Fund

(the first Syariah-compliant equity fund with offshore exposure in Indonesia)

Asset Management

In asset management, the Group grew assets under management (“AUM”) by 22.5% from RM17.4 billion to RM21.3 billion. Including assets under management of CIMB-GK and our Private Banking unit, the Group’s total AUM stands at RM26.6 billion, an increase of 28% over the year. In Indonesia, CIMB-GK Securities Indonesia ranked no.1 in AUM in the Islamic Mutual Funds League Table.

In 2007, CIMB-Principal acquired Niaga Aset Manajemen, the fund management arm of Bank Niaga in Indonesia. This move was part of the ongoing rationalisation of CIMB Group’s fund management businesses, a process which will see the Group’s regional fund management units housed under the CIMB-Principal brand. The Group also consolidated its private equity (CIMB Private Equity) and venture capital (Commerce Asset Ventures) businesses.

On the private equity side of the business, the Group continued to expand its portfolio. The South East Asian Strategic Assets Fund (“SEASAF”) made its sixth investment. In real estate, CIMB-Mapletree added to its fund assets notably, the building at Lot A, KL Sentral which will house CIMB Group’s headquarters, and a block of YNH Property Berhad’s luxury condominiums, Ceriaan Kiara, in the sought-after residential enclave of Mont Kiara in Kuala Lumpur. CIMB Private Equity completed its acquisition of a stake in Cosmo Restaurants Sdn Bhd, the franchisee of the “Burger King” brand in Malaysia.

In terms of fund distribution, CIMB-Principal worked with CIMB Bank to set up its first CIMB-Principal Unit Trust Investment Corner at CIMB Bank’s branch at The Curve in Petaling Jaya. The Investment Corner creates better cross-selling opportunities as it dedicates space and visibility to CIMB-Principal’s range of investment products. To date, 25 Investment Corners have been set up at CIMB Bank branches throughout Malaysia.

Following its rebranding to “CIMB Wealth Advisors” in 2006, our agency force achieved record sales of RM1.6 billion in 2007, more than double its 2006 figures. This was its best sales performance since its inception in 1990. CIMB Wealth Advisors also launched its “New Branch Experience” following extensive renovations to all its 13 branches and 18 sales offices for its agency force of over 4,700 unit trust consultants and financial planners to conduct meetings and consultancy assessment of potential customers.

Fund performance at CIMB-Principal had improved after several difficult years and we won the “Best Mixed Assets Group Award” in the Edge-Lipper Malaysia Unit Trust Fund Awards for the performance of the following funds in 2007 - CIMB-Principal Balanced Fund, CIMB Islamic Balanced Growth Fund and CIMB-Principal Income Plus Fund.

CIMB-Principal was named Malaysia Fund House of the Year for 2007 by AsianInvestor. This was the 2nd consecutive year we won the award. The Chief Executive of CIMB-Principal was named “CEO of the Year” for Malaysia in 2007 by Asia Asset Management.

Insurance

Group Insurance was launched as a new division of CIMB Group in 2007. The major focus of Group Insurance was to complete the sale of a 49% stake in Commerce Life Assurance Berhad and Commerce Takaful Berhad



Signing of a strategic partnership between CIMB Group and Aviva PLC

Leading the market in Islamic finance innovation

Launched Islamic All-Stars Global, world’s first equity based Islamic structured product.

Joint lead arranger for Khazanah Nasional Berhad’s USD850 million exchangeable Sukuk - the largest equity-linked issue out of Malaysia and the largest exchangeable Sukuk issued globally.

Sole lead arranger and lead manager for Nucleus Avenue (M) Berhad’s RM7.9 billion Islamic hybrid Sukuk - the world’s first corporate hybrid Sukuk and the longest subordinated debt tenor in Malaysia.

Launched Fixed Rate Investment Account-i - the world’s first retail fixed rate Islamic deposit product where the return is paid upfront at the onset of the tenor.

to Aviva Pte Ltd, and the sale of 100% of Commerce Assurance Berhad to Allianz General Insurance Malaysia Berhad. Both transactions were completed in the 3rd quarter of 2007.

We officially launched the new brand “CIMB Aviva” in June 2007 to reflect the new partnership. Hot on the heels of the launch of the brand was the launch of the first product by CIMB Aviva, “Takaful Global Giants”, an investment-linked product which combines 100% capital protection if held to maturity, together with returns linked to the performance of 20 Shariah-compliant global blue-chips.

A strategic alliance with Allianz to distribute general insurance products through CIMB Bank was launched in the 4th quarter of 2007.

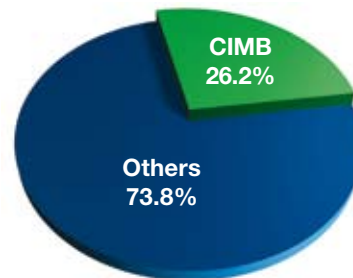
Islamic Banking

CIMB Islamic operates on a dual banking or parallel basis for the entire range of products and services of CIMB Group. CIMB Islamic also oversees the overall development, marketing, execution and distribution of CIMB Group’s Islamic banking and finance products and services.

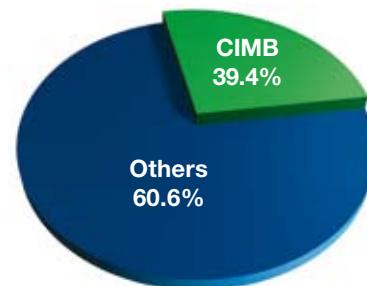
In 2007, CIMB Islamic contributed RM170 million or approximately 5% of the BCHB Group’s profit before tax, out of which RM93 million was from CIMB Islamic Bank Berhad itself.

In 2007, the Group maintained its leadership in global sukuk issuance, and dominated the local sukuk market. It also continued to lead the market in innovation with the introduction of

Global sukuk market share



Domestic sukuk market share



several firsts, both domestically and globally.

In the Group’s retail Islamic offering, the Group’s strategic decision to adopt a dual banking model at all branches gained momentum after the IT cross-platform project was completed on 6th November. With this, all 364 branches of CIMB Bank will also function as CIMB Islamic branches. This will boost the introduction of new Syariah-compliant products which are currently in the pipeline.

It was a proud moment for all of us when CIMB Islamic retained the title of “Islamic Investment Bank of the Year”, a global award by The Banker, for the 2nd consecutive year. CIMB Islamic’s awards list this year also included awards for retail banking when it was

named “Best Islamic Retail Bank” by the International Islamic Business & Finance magazine.

It also won awards in fund management, as well as a series of product awards for the innovative structured investment product “Islamic All-Stars Global”. The CEO of CIMB Islamic was named “Islamic Banker of the Year” by two internationally renowned magazines, the International Islamic Business & Finance magazine and Islamic Finance News.

Going forwards, the challenge for CIMB Islamic is to defend its excellent share of global investment banking while growing our share of the Islamic consumer market exponentially.

Group Special Asset Management

The Group also stepped up its efforts to pare down its Non-Performing Loans with the creation of a new division, Group Special Asset Management. This division, which is also dubbed the “Bad Bank”, focuses on the recovery of NPLs. As at year end, the “Bad Bank” managed a portfolio of RM12.9 billion of legally claimable loans, with a net book value of RM2.7 billion.

To boost recovery efforts in mortgages, Group Special Asset Management launched CIMB Property Mart, a showroom for properties to be sold by private treaty and auction by the Group nationwide. The property gallery, the first to be set up by a bank in Malaysia, allows the public to browse for properties on sale, learn about the auction process and obtain financing, all in one place.

Bank Niaga: Financial Performance Snapshot

(IDR billion)	FY07	FY06	Y-o-Y
Net interest income	2,447	2,212	11%
Non-interest income	683	692	(1%)
Other operating expense	(1,559)	(1,467)	6%
Operating income before provision	1,571	1,437	9%
Loan provisions	(565)	(353)	60%
Other provisions	(13)	(56)	(77%)
Non-operating (loss)/ income	34	(96)	135%
PBT	1,027	932	10%
Net profit	770	648	19%
Net profit (RM mil)	294	259	14%
ROE*	17.7%	16.9%	5%

* ROE calculated against Tier 1 capital

The Group also announced plans to corporatise the “Bad Bank” for greater transparency and more effective disclosure of its NPL portfolio in 2008.

Bank Niaga

Bank Niaga continued to show commendable performance, moving up one rank to become Indonesia’s 6th largest bank in terms of assets. In 2007, Bank Niaga reported net profit of IDR770 billion, 19% higher than FY06. Net interest income reached an all time high of IDR2,447 billion and was 11% higher over the same period last year. For FY07, the Bank achieved a net ROE of 17.7%.

It continued to defend its strong market share in mortgages. Mortgages, which now represent 22% of the bank’s total loans, grew by 27% over the year to IDR9.1 trillion and the bank retained

a mortgage market share of about 9.5%.

Net NPL ratio improved from 2.5% to 2.3%, and the loan loss coverage ratio increased from 60.1% to 67.6%. The bank’s capital adequacy ratio (including market risk charge) was 15.4%. Cost to income ratio was 49.7%.

As at 31 December 2007, the bank’s market capitalisation was IDR11.1 trillion. In 2007, the Bank paid 2006 final dividend of IDR10.14 per share and 2007 interim dividend of IDR19.75 per share.

Bank Niaga expanded its branch network and electronic delivery channels to 256 branches, 469 ATMs and 235 self service terminals (“SSTs”) by end of 2007, from 240 branches, 397 ATMs, and 204 SSTs in 2006.



CIMB-Niaga Synergy Programme Results

Treasury

Bank Niaga's income from Treasury surpassed budget.
Introduction of the first Rupiah-denominated structured deposit products Star Choice.
Set up treasury operations in Medan and Bali to increase client coverage.

Credit Cards

Launched Niaga Platinum card in partnership with MasterCard.
New credit card issuance grew by 53%.
Credit card sales volume improved 39%.

Corporate Banking

CIMB, PT CIMB GK Indonesia and Bank Niaga have begun to cooperate on corporate lending and syndications.

Priority Banking

Reciprocal recognition of Bank Niaga Preferred Circle and CIMB Club customers being implemented in stages.

Customer Service

The first batch of Bank Niaga service ambassadors started work in CIMB Bank branches in Malaysia as a move to improve customer service in CIMB Bank.

Synergy Value

In 2007, the Group achieved RM28.8 million (IDR70 billion) in CIMB-Niaga synergies which exceeded target by about 7%. For 2008, the Group has raised its synergy targets from RM47 million to RM132 million.

The bank was named the “Best Bank for Service Quality” in Indonesia by the Institute of Service Management Studies. Bank Niaga also won “Best Syariah Unit” in the category of banks with assets above IDR 500 billion by *Investor* magazine.

In 2007, we began the CIMB Niaga Synergy Programme. We believe that there are large potential synergies to be obtained and the results of year one have been encouraging.

Key Support Services

Group Finance

During the year, Group Finance continued to make commendable progress with its efforts to further improve finance work flows and processes to better serve the Group.

The division continues to assist in monitoring financial performance of business units monthly. As a measure to improve the Group’s cost to income ratio, cost saving measures were implemented and cost overruns were reported in monthly management accounts. Cost allocations to business and support units group-wide were also finalised following the reorganisation of our business model over the last two years.

Group Finance also devoted resources to prepare for the implementation of FRS 139, the accounting standard for financial instruments approved by the Malaysian Accounting Standards Board. Work on the first phase of implementation of FRS 139 to loan impairments was completed while

work on other areas such as hedge accounting, effective interest rate and embedded derivatives are in progress. An annual impairment test for goodwill and intangible assets was also introduced.

Tax planning was also a priority with the Group, particularly in situations involving acquisitions, divestments, changes in corporate structure and business operations as well as in client transactions. Through tax planning, the Group achieved significant tax savings and refunds in 2007.

Group Information and Operations Division (“GIOD”)

2007 was a hectic year for GIOD. One of the most challenging and critical tasks for the division was to merge the IT and operations platforms of BCB and SBB to a single platform, which required changes to more than 1,200 programmes within 7 months. On the weekend prior to 18 March 2007 (Single Platform Day 1), 400 GIOD staff worked throughout a 42-hour conversion window to ensure a successful migration of 4.2 million records residing on 20 different systems applications to the single platform. Despite the mammoth task and the short time frame, the execution was close to 100% in timeliness and accuracy.

Operations challenges for GIOD centred around responding to the sharp growth experienced by the consumer banking franchise. In mortgages for example, the credit administration process was revamped to cater for increased sales volume. ATM uptime improved

to 98.26% in 2007 from 97.41% in 2006 despite an increase in machines and transactions. Our ATM Proview Monitoring project which proactively manages the ATM network won the “Best ROI Award” in The Banker’s Technology Awards 2007.

EPIC-i, the Group’s operations arm, was rebranded as iCIMB. As part of the Group’s strategic initiative to create a Regional Group Operations Centre, we also established iCIMB (MSC) which was granted “MSC Malaysia” status by the Multimedia Development Corporation Sdn Bhd (MDeC). This will enable iCIMB to strive towards its aspiration to provide world class operations at a competitive cost to cater to the Group’s domestic and regional businesses.

In the area of legal and compliance, we regionalised our compliance framework which will enable better compliance management and reporting for the Group. We also introduced the “GIOD Compliance Award” to branches and business units to encourage and promote a strong compliance culture and high internal control standards.

We commenced long term capacity planning under the Transformation 2 initiative. The IT and operations planning is geared towards building a robust, flexible and scalable system to enable the Group to deliver its products and services effectively as a regional universal bank.

The implementation of Murex for our Treasury operations which was also extended to CIMB Bank Singapore in

2007 won the MIS Asia IT Award in the “Best Business Enabler” category. The project also received commendation from The Asian Banker.

Group Strategy

In 2007, one of Group Strategy’s main projects completed was the project management of the implementation of the SBB merger. Through the Programme Management Office, the Group put in place a robust integration governance structure, maintained “business as usual” throughout the integration process and ensured that all stakeholder communications were made accurately and promptly. Synergy targets were also identified and tracked for more transparent disclosure. The same approach was also adopted with necessary modifications for the CIMB Niaga Synergy Programme which is also managed by Group Strategy.

Group Strategy also managed the sale of the stakes in Commerce Life and Commerce Takaful to Aviva and Commerce Assurance to Allianz. Other internal restructuring projects included the equity placement to BTMU, and disposal of non-core assets such as Menara Bumiputra-Commerce.

Regionalisation of CIMB Group was a key part of Group Strategy’s agenda in 2007. Group Strategy oversaw the joint venture with Vinashin to establish a securities firm in Vietnam. In China, the Group focused on identifying a provincial bank to facilitate entry to the mainland, a move which came to fruition in 2008 with the purchase of a 19.99% stake in the Bank of Yingkou Co., Ltd. In Thailand, the Group made

it to the shortlist of 2 banks competing to purchase a stake in ACL Bank Public Company Limited, but was ultimately unsuccessful.

Group Strategy also set up a Blue Ocean Taskforce to inculcate a “Blue Ocean” mindset throughout the Group. The taskforce will spearhead and identify “Blue Ocean” initiatives in line with Professor Chan Kim’s “Blue Ocean Strategy”. At the Group’s invitation, Professor Chan Kim conducted a workshop for the Group’s senior management outlining the principles of “Blue Ocean Strategy”. The “Finding Our Blue Ocean” group-wide competition attracted 70 entries, and selected winning ideas are being implemented.

2007 was a very eventful year for Investor Relations. With the number of strategic moves made by the Group in the year, investors and analysts continued to follow the Group closely. In addition to the analyst briefings, conference calls organised for BCHB’s financial results, we held over 100 Investor Relations meetings, domestically and overseas, throughout the year to uphold our high standards of transparency and accountability towards investors. We won the Finance Asia award for “Best Investor Relations Company in Malaysia” in 2007 and “Best Investor Relations Officer, Malaysia” by Asiamoney.

Group Risk Management

One of Group Risk Management division’s key projects is the implementation of the Basel III framework to ensure the Group complies with the

International Convergence of Capital Measurement and Capital Standards prescribed by the Bank of International Settlements. The Group received board and regulatory approval to migrate directly to an Internal Ratings-Based Approach. Several projects have been completed to ensure migration to the Basel II framework by 2010, with parallel runs in place by 2009.

Major risk frameworks continued to be refined. The division developed new rating and scoring models for retail, SME and corporate loans. These rating models are used to improve business decision-making, to monitor credit quality of customers and to estimate risk parameters for Basel II compliance. With the Regional Risk Middle Office established, the risk function was standardised for better risk monitoring and reporting as well as to support business units more effectively.

Group Corporate Resources

Group Corporate Resources covers Human Resources, Property and Administration and the Sports and Recreation Departments.

In Human Resources, we increased the staff training expenditure by 27%, and started upgrading and refurbishing our training centre in Bangi. The CIMB Complete Banker, a premier programme for new graduates, continued to be upgraded and base pay for participants increased to enable us to attract the best talents. We launched the Global Employee Exchange Programme (GEEP) to facilitate staff movement throughout the Group across countries. We also initiated the CIMB Apprentice

Performance Review by Group Chief Executive

Programme as an alternative entry route to employment in the Group, commencing with an intake for new staff in sales and loan recovery.

We benchmarked ourselves against Malaysian companies and global financial services companies through an independent survey conducted by Towers Perrin. The survey drew favourable conclusions with CIMB performing strongly against local and global benchmarks particularly in alignment of staff with the Group's goals and values and support for the Group's long term vision. It also ranked the Group highly in leadership, training and career development opportunities.

As part of talent management, the Commerce Leadership Institute continued to work with senior management to groom the Group's future leaders. A total of 138 candidates who had been identified for the talent management and succession planning pool underwent a continuous development programme throughout the year. A 360-degree evaluation programme was also introduced for senior management. Leadership development programmes were launched at all other staff levels, from clerical to management, to develop the leadership potential of our employees.

Property and Administration managed the physical renovations of CIMB Bank branches under the re-branding initiative, as well as renovations to head office premises and new office premises overseas. For better efficiency and consistency, manuals for renovations as well as branch design and corporate signage were produced. Processes for procurement, insurance and telecommunications were also revised.

The Sports and Recreation Department managed the "fun" part of the Group's activities. About 50 sports, recreational and social events were organised. In sports, CIMB Investment Bank emerged 2nd in the Inter Merchant Games while in the Interbank Games, CIMB Bank was placed 3rd overall. We triumphed in the Kuala Lumpur Football Association's First Division in our maiden effort in the league.

Group Corporate Communications

Among the major initiatives of the department was to have a more comprehensive framework for messaging and branding for the Group both domestically and regionally, building on the success of the Group's new brand that was launched in September 2006. As a measure of the progress of our new brand, the CIMB brand was ranked 5th by Brand Finance and 6th by Interbrand among Malaysian brands, valuing the brand at RM3.2 billion and RM3.4 billion respectively.

The Group was involved in the sponsorship of world-class events in Malaysia. These included a concert by operatic pop quartet, Il Divo, and the presentation of the multi-award winning Broadway production "Chicago - The Musical".



CIMB was ranked 6th in Malaysia's Most Valuable Brands by the Association of Accredited Advertising Agents Malaysia

OUR COMMITMENT TO CSR

In 2007, the Group spent approximately RM8 million in total for CSR activities. In line with the transformation of the Group, we also revamped the way we conduct our corporate social responsibilities from being one of ad-hoc sponsorships and donations to one that is focused and impactful.

In May 2007, we launched one of our flagship CSR initiatives “Community Link”. This innovative programme aims to forge closer ties with the local communities served by our consumer bank branches. Community Link empowers customers to select their preferred cause within their community by voting, and to contribute by just transacting with our branches because we automatically channel a portion of profits and cost savings (eg when clients use ATMs) to the selected cause. Community Link has spawned

more than 50 projects nationwide to-date. Despite Community Link being very new, we were honoured by being named among the “Top 3 organisations” in the community and social welfare category at the Anugerah CSR Perdana Menteri in November last year.

In July, we announced the renewal of our partnership with the the National Sports Council and the Squash Rackets Association of Malaysia in Rakan Sukan Squash. Initiated in 2005 with a sponsorship amount of RM1.5 million per annum, the renewed sponsorship carries an increased contribution of RM2 million per annum. A key focus area is supporting development programmes for junior squash players. This spawned the CIMB National Junior Circuit for Under 11’s and Under 9’s, a development programme which seeks to discover young talents from all over the country and attracts participants as young as 4 years of

age. The sponsorship sum is also used to organise the CIMB KL Open and CIMB Malaysian Open squash tournaments which attracts the world’s top players each year. In August 2007, the Group initiated sponsorship of the inaugural CIMB Singapore Squash Masters tournament, which was very well received and has revived interest in the sport in Singapore.

Having experienced first-hand the synergy between CSR and the reach of our large business network, we recognise the value which can be created from focused CSR programmes which emphasize sustainability and demand results. The success of Community Link and our Rakan Sukan Squash programmes led us to believe that we can create more impact if we institutionalise our CSR efforts; hence the idea of CIMB Foundation to spearhead our CSR efforts for all communities we serve, in Malaysia, Indonesia and other markets where CIMB operates.

The Board of Trustees of CIMB Foundation comprise Tan Sri Dato’ Seri Siti Norma Yaakob, Datuk Dr Richard Leete and Puan Rosnah Kamarul Zaman as independent members together with Tan Sri Md Nor Yusof and Dato’ Shukri Hussin.

At the launch of the Foundation, in addition to taking over sponsorship of the Community Link and Rakan Sukan Squash programmes, CIMB Foundation also announced the creation of the CIMB-Niaga Scholarship for Indonesian students to study in Malaysia.



Launch of CIMB Community Link at Kota Damansara Community Forest Park



I am also pleased to note that our sponsorship of Nicol David has been very successful. Quite distinct from our role as Rakan Sukan Squash, CIMB is also the main sponsor for Nicol, who ended 2007 as the world number one player. In 2007, Nicol won 8 Women’s International Squash Players Association (“WISPA”) tournaments, and was named WISPA Player of the Year for the 3rd year in a row. At the end of 2007, she was named Asian Sportswoman of the Year by the Asian Sports Press Union in their inaugural awards. Nicol continues to be an inspiration to all of us at CIMB, and I’m sure, to all Malaysians as well.

The BCHB-COBRA Rugby Development Programme which ran from 2005 to 2007 continued to flourish. The programme trains teachers as rugby coaches and increases the availability of rugby as a sport to schoolboys under the age of 15.

We also continued our sponsorship of two schools in Penang, Sekolah Kebangsaan Pulau Betong, Balik Pulau and Sekolah Kebangsaan Jelutong, under PINTAR, a project launched by Khazanah Nasional in 2006.

AWARDS & ACCOLADES

The Group has always emphasised the importance of creating value for our clients and stakeholders, and has shown its deep commitment to value creation in all its dealings. We were therefore delighted when all our three brand entities were crowned the best in their class:

CIMB Bank
Bank of the Year
for the 2nd consecutive year.

CIMB Islamic
Global Investment Bank of the Year
for the 2nd consecutive year.

CIMB Investment Bank
Best Investment Bank
for the 7th consecutive year.

In fact, our full list of awards was longer than ever and we were thrilled to see newer business lines like structured products and derivatives and cash management winning awards. It was also most gratifying to be acknowledged as the “Most Improved Retail Bank in Asia” by the Asian Banking & Finance magazine.

PROSPECTS, STRATEGIC PRIORITIES AND GOALS

Global economy: Prospects for 2008

The recent disruptions in the global credit markets have clouded global prospects for 2008. The odds for a US recession are rising and slower US growth coupled with credit market turmoil will hinder the global economy. Skyrocketing oil prices stoking inflationary pressures will in turn limit the monetary policy solutions.

We project U.S economic growth to slow to 1.0% for this year from 2.2% in 2007. The lagged impact of interest rate reductions along with the stimulus package is expected to provide modest support to economic growth probably

between the 2nd and 3rd quarters of 2008.

Emerging markets have weathered the recent financial storm pretty well. Ten years after the 1997 Asian financial crisis, Asian economies have built strong lines of defence against external shocks. And the continued brisk growth rates in China and India, and in intra-regional trade have reduced dependence on the US economy.

In our main overseas markets, we expect the Singapore economy to consolidate, with GDP growth easing to 5.8% this year from 7.7% in 2007. In Indonesia, the strength of domestic demand will continue to sustain GDP growth at 6.0% in 2008 (6.3% in 2007). As for Thailand, greater political clarity post election, along with potential pent-up demand is expected to lift growth prospects higher to 5.7% for 2008 compared with 4.8% in 2007.

**Malaysian economy:
Prospects for 2008**

We have maintained our forecast for Malaysia's real GDP growth to moderate to 5.8% in 2008 compared with 6.3% in 2007, at least until there is greater clarity on the impact of the recent general elections. We think a soft decoupling of sorts from the US is a likely scenario for Malaysia given the resilient domestic demand and higher planned investments by both the government and private sectors.

Malaysia's real GDP growth for 2008 is expected to be broad-based, but the services sector will remain the prime mover of economic growth, supported by domestic consumption spending as well as higher tourist arrivals and finance, real estate and business services. The construction sector should continue to benefit from the ongoing Ninth Malaysia Plan infrastructure projects and continued development of both residential and non-residential sectors. Buoyant commodity and crude oil prices should sustain the growth of the agriculture and mining sectors respectively. The manufacturing sector is expected to grow moderately on the back of higher demand for construction-related materials, but export-oriented industries will remain weak.

Bank Negara Malaysia is expected to maintain an accommodative monetary policy to ensure steady pace of domestic demand.

The key risk to the economy in 2008 is political. The results of the recent general election has brought about a new political backdrop for the economy. Given the weak external environment, if Government spending plans slow down or investors shy away due to new political uncertainties, economic growth could be much weaker than we anticipate.

2008 Strategic Priorities

Consumer bank transformation

Focus on Transformation 2 and Green Wave (Islamic) initiatives.

Universal Banking a reality

Further integrate capital market and banking platforms. The new Corporate Client Solutions division will strengthen corporate sales.

Regional operating model

Standardise certain business and support functions for all markets.

Blue Ocean philosophy instilled

Focus on differentiation and uncontested spaces.

Pursue inorganic growth

Expand our geographical footprint and product offerings.

Regional talent

Develop and groom regional talent pool.

Strategic Priorities

For 2008, we are adopting the theme “Regionalisation, Optimisation and Innovation” or “ROI”. This is an important follow-through from our 2007 themes and highlights the need for Blue Ocean thinking (a focus on differentiating ourselves and exploring uncontested spaces) throughout the length and breadth of the Group. In support of our ROI theme, we have identified six core strategic priorities as above.

New Targets for 2008

We are retaining our medium-term net ROE target of 18% as well as the KLCI as our TSR benchmark for 2008. We have also listed, in the table, secondary targets for loans, deposits, loan loss and capital management.

We are optimistic that 2008 will see strong improvement in contribution from our consumer bank. Much

has been done to strengthen our operations, and sales and transactions numbers in the 4th quarter of 2007 were very encouraging. Furthermore the improved quality of our asset base should start showing up in lower loan loss provisions.

We are however bracing ourselves for a more challenging operating environment in our treasury and investment banking businesses. The global market slowdown and domestic political uncertainties will negatively impact capital market flows, at least in the first half of the year.

We acknowledge the need for additional steps to cater for a more uncertain operating environment. We intend to first, be prudent and prepare for near term market volatility; secondly, further diversify our earnings sources; and thirdly, maximise internal value creation opportunities.

New targets for 2008

ROE	> 18%
TSR	> KLCI
Total loans growth	12%
Retail deposit	25%
Loan loss charge	0.7%
Tier 1 (at Bank)	8 %
RWCR (at Bank)	12.5%
Double leverage	115% - 120%
Gearing	< 35%

In early 2008, we strengthened our capital and liquidity position with a RM1.5 billion subordinated debt issue at CIMB Bank. We have also instructed our staff to be stricter on cost controls.

We will be looking for stronger contribution from our international operations and new businesses. One of the major projects we are planning is the merger between Bank Niaga and Lippo Bank. This will enlarge our presence by becoming the 5th largest bank in Indonesia. More importantly, we believe that this merger would provide us substantially more opportunities to realise synergies, between CIMB-Niaga-Lippo, in a high growth market. We will also be looking at our newer private equity funds and CIMB Express to excel this year.

We believe that there is so much more value that we can create for our customers by becoming better universal bankers. By creating the right management environment, we believe that our various businesses can combine forces to create more synergies in products, services and cost-savings to enable us to defend in areas where we lead and advance where we are still behind. In this regard, we have reorganised our marketing teams to ensure all customer segments are covered by relationship managers armed with the full suite of universal banking products and services.

ACKNOWLEDGEMENTS

On behalf of the Management, I would like to express our utmost gratitude to our many stakeholders – the Malaysian Government, our shareholders, regulators, customers, partners and friends – for their steadfast support especially during our transition phase. My sincere thanks also goes to our Board of Directors and the members of our International Advisory Panel for their counsel and guidance in steering the BCHB Group forward.

We would not have been able to achieve the many successes that we did without the worthy efforts and sacrifices of my 25,614 hard-working colleagues working in 11 countries. This group of talented and committed individuals continues to drive the Group closer towards its vision of becoming the most valued universal bank in South East Asia and we look forward to their continuing support.

Finally, I thank each and every shareholder for their faith in us and ask for their support and trust as our great company blazes new trails and explores new frontiers of excellence.



Nazir Razak

Our People

We have over 25,000 people in 11 countries within the Group. Despite the diverse culture and geographical separation, there is a single goal. Which is to create value for our customers. We embrace a performance driven work ethic, ensuring that our people perform to the best of their abilities at all times. In return, we enable our people, harness their strengths, nurture their careers and reward them appropriately.



The Courage to Lead

The Strength to Succeed

Corporate Information

As at 14 April 2008

BOARD OF DIRECTORS

Tan Sri Dato' Md Nor Md Yusof
*Chairman/Non-Independent
Non-Executive Director*

Tan Sri Dato' Seri Haidar
Mohamed Nor
*Senior Independent Non-Executive
Director*

Dato' Nazir Razak
*Group Managing Director/
Chief Executive Officer*

Dato' Mohd Shukri Hussin
Non-Independent Executive Director

Dato' Hamzah Bakar
Independent Non-Executive Director

Datuk Dr Syed Muhamad Syed
Abdul Kadir
Independent Non-Executive Director

Dato' Zainal Abidin Putih
Independent Non-Executive Director

Cezar Peralta Consing
Independent Non-Executive Director

Dato' Robert Cheim Dau Meng
*Non-Independent Non-Executive
Director*

Hiroyuki Kudo
*Non-Independent Non-Executive
Director*
(Appointed on 17 August 2007)

Dr Roslan A Ghaffar
*Non-Independent Non-Executive
Director*
(Resigned on 1 October 2007)

AUDIT COMMITTEE

Dato' Zainal Abidin Putih
Chairman
Independent Non-Executive Director

Dato' Hamzah Bakar
Independent Non-Executive Director

Datuk Dr Syed Muhamad Syed
Abdul Kadir
Independent Non-Executive Director

Tan Sri G K Rama Iyer
*Independent Non-Executive Director,
CIMB Bank*

NOMINATION AND REMUNERATION COMMITTEE

Tan Sri Dato' Seri Haidar
Mohamed Nor
Chairman
*Senior Independent Non-Executive
Director*

Dato' Hamzah Bakar
Independent Non-Executive Director

Dato' Zainal Abidin Putih
Independent Non-Executive Director

Datuk Dr Syed Muhamad Syed
Abdul Kadir
Independent Non-Executive Director

Dato' Robert Cheim Dau Meng
*Non-Independent Non-Executive
Director*

JOINT COMPANY SECRETARIES

Idrus Ismail
(LS 0008400)

Datin Rossaya Mohd Nashir
(LS 0007591)
(Appointed on 15 November 2007)

Jamil Hajar Abdul Muttalib
(LS 000656)
(Resigned on 15 November 2007)

REGISTERED OFFICE

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Fax : 603 – 2093 3335

Website : www.cimb.com
Investor Relations : ir@cimb.com

REGISTRARS

Symphony Share Registrars Sdn Bhd
Level 26, Menara Multi-Purpose
Capital Square
No. 8, Jalan Munshi Abdullah
50100 Kuala Lumpur
Tel : 603 – 2721 2222
Fax : 603 – 2721 2530/1

AUDITORS

PricewaterhouseCoopers
Level 10, 1 Sentral, Jalan Travers
Kuala Lumpur Sentral
PO Box 10192
50706 Kuala Lumpur

STOCK EXCHANGE LISTING

Listed on Main Board of Bursa
Malaysia Securities Berhad
since 3 November 1987

**GROUP MANAGEMENT
COMMITTEE**

Dato' Nazir Razak
*Group Managing Director/
Chief Executive Officer*

Dato' Mohd Shukri Hussin
Executive Director, BCHB

Dato' Robert Cheim Dau Meng
*Adviser, Corporate and Investment
Banking*

Charon Wardini Mokhzani
Corporate and Investment Banking

Tunku Dato' Ahmad Burhanuddin
*Group Customer Care and
Management Support*

Dr Gan Wee Beng
Group Risk Management

Lee Kok Kwan
Group Treasury

Badlisyah Abdul Ghani
Islamic Banking

Peter England
Retail Banking

Sulaiman Mohd Tahir
Consumer Sales and Distribution

Lim Tiang Siew
Chief Financial Officer

Tan Leng Hock
Business Banking

**GROUP MANAGEMENT
COMMITTEE (CONTINUED)**

Abdul Karim Md Lassim
Auto Finance

Jean Yap Yoke Yuen
Direct Banking and Cards

Raja Noorma Othman
Group Asset Management

Kenny Kim
Group Strategy

Iswaran Suppiah
Group Information and Operations

Hamidah Naziadin
Group Corporate Resources

Peter Miller
Group Insurance

Graham John Tench
Group Special Asset Management

GROUP SHARIAH COMMITTEE

Sheikh Prof Dr Mohammad
Hashim Kamali
Chairman

Sheikh Nedham Yaqoobi

Sheikh Dr Zainudin Jaffar

Sheikh Dr Haji Mohd Nai'm
Bin Haji Mokhtar

Sheikh Dr Shafaai Bin Musa

Corporate Organisation Chart

As at 14 April 2008



➤ **International Advisory Panel**

➤ **Group CEO's Office**

- Institutional Integrity Unit
- Group Corporate Communications
- Special Situation Investments

SUPPORT DIVISIONS

➤ **Group Strategy**

- Group Corporate Finance
- Strategy and Innovation
- Strategy Management
- Investor Relations

➤ **Group Risk Management**

- Risk Management and Analytics
- Credit Risk Management
- Risk Middle Office
- Business Credit Management

➤ **Group Information and Operations**

- Operations
- Information Technology
- Risk Monitoring/ Compliance
- Legal
- Business Process Development

➤ **Group Corporate Resources**

- Group Human Resource
- Group Administration and Property
- Knowledge Management
- Sports and Recreation

➤ **Group Finance**

- Financial Accounting
- Management Reporting
- Regulatory Reporting
- Tax
- Corporate Strategies and Implementation
- Secretarial Services

➤ **Group Customer Care and Management Support**

- Customer Care
- International Offices

Board of Directors





Sitting from left to right:

Datuk Dr Syed Muhamad Syed Abdul Kadir
Dato' Hamzah Bakar
Tan Sri Dato' Seri Haidar Mohamed Nor
Tan Sri Dato' Md Nor Md Yusof
Dato' Nazir Razak

Standing from left to right:

Cezar Peralta Consing
Dato' Zainal Abidin Putih
Hiroyuki Kudo
Dato' Robert Cheim Dau Meng
Dato' Mohd Shukri Hussin

Board of Directors' Profiles



Tan Sri Dato' Md Nor Md Yusof

TAN SRI DATO' MD NOR MD YUSOF

Tan Sri Dato' Md Nor Md Yusof, a Malaysian, aged 60, was appointed to the Board of BCHB as a Non-Independent Non-Executive Director on 27 June 2006 and assumed the post of Chairman on 31 July 2006. He is a member of the Board Risk Committee and Chairman of CIMB Group.

He is also a Director and Chairman of the Executive Committee of Khazanah Nasional Berhad. He sits on the Boards of several companies and institutions including Malaysian Agrifood Corporation Bhd, Pelaburan Hartanah Bumiputera Berhad and is also a Trustee of CIMB Foundation.

Tan Sri Dato' Md Nor had completed his term as Executive Chairman of the Securities Commission on 31 March 2006. Prior to that appointment he was the Managing Director of Malaysian Airlines System Berhad after serving a period as adviser to the Ministry of Finance.

Tan Sri Dato' Md Nor had spent 18 years of his working career with the Group as a director of BCHB and more notably as President and Chief Executive Officer of Bank of Commerce Berhad (now known as CIMB Bank).

Tan Sri Dato' Md Nor graduated with a Bachelor of Commerce degree from the University of Otago, New Zealand and is a qualified Chartered Accountant.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company, except by virtue of being a representative of Khazanah Nasional Berhad. He has not been convicted of any offence within the past ten years.

Tan Sri Dato' Md Nor attended all the 15 Board meetings held in 2007.

**TAN SRI DATO' SERI HAIDAR
MOHAMED NOR**

Tan Sri Dato' Seri Haidar Mohamed Nor, a Malaysian, aged 68, was appointed as an Independent Non-Executive Director on 7 November 2006. He is also the Chairman of the Nomination and Remuneration Committee and a member of the Board Risk Committee. He was nominated as a Senior Independent Director of BCHB on 4 April 2007.

Tan Sri Dato' Seri Haidar is also Chairman of CIMB Bank and its subsidiary companies CIMB Trustee Berhad, CIMB Trust Limited, CIMB Bank (L) Limited and BHLB Trustee Berhad and a director of CIMB Group. He is also a Trustee of the Perdana Leadership Foundation and a board member of a number of private companies.

Tan Sri Dato' Seri Haidar was the Chief Judge of Malaya from December 2002 until November 2004, and has a long and distinguished record of service with the Malaysian judiciary. He qualified as a Barrister-at-Law from Lincoln's Inn, United Kingdom in 1966 and began his service with the Magistrate Court in Kuala Lumpur in February 1967. He then became Senior Federal Counsel with the Attorney General's Chambers in Kuala Lumpur and this was followed with appointments as Senior President at the Sessions Court in Pulau Pinang, Alor Setar and Kuala Lumpur between 1974 and 1980. Tan Sri Dato' Seri Haidar had also held the position as

State Legal Adviser in Pulau Pinang and Perak.

After becoming Chief Registrar at the Supreme Court in Kuala Lumpur in 1983, he served as Judge at the High Courts in Kuching, Johor Bahru and Kuala Lumpur until January 1998. He was Judge at the Court of Appeal and the Federal Court of Malaysia in Kuala Lumpur before being appointed Chief Judge of Malaya from 2002 until his retirement in November 2004.

Prior to his appointment as Chairman of CIMB Bank, Tan Sri Dato' Seri Haidar was the Chairman of the Financial Mediation Bureau, an independent body with members from the financial institutions and financial services providers. The Bureau helps to settle certain financial disputes as an alternative to the courts.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Tan Sri Dato' Seri Haidar attended all the 15 Board meetings held in 2007.



Tan Sri Dato' Seri Haidar Mohamed Nor



Dato' Nazir Razak

DATO' NAZIR RAZAK

Dato' Nazir Razak, a Malaysian, aged 41, was appointed a Non-Independent Non-Executive Director on 27 January 2006. He is presently the Group Managing Director/Chief Executive Officer of BCHB and CIMB Group and is also a Director and Deputy Chairman of CIMB Investment Bank, CIMB Bank and CIMB Islamic.

Dato' Nazir graduated from University of Bristol with a Bachelor of Science (Hons) degree and obtained a Master of Philosophy from the University of Cambridge. He joined Commerce International Merchant Bankers Berhad's ("Commerce International") (now known as CIMB Investment Bank) corporate advisory department in 1989 and managed various fund raising, privatisation, listing and corporate restructuring exercises. In 1993 he transferred to CIMB Securities Sdn Bhd (now known as CIMBS Sdn Bhd) where he rose to Executive Director with responsibility for institutional equities. He moved back to Commerce International as Deputy Chief Executive on 1 June 1996 and became Chief Executive on 1 June 1999. In July 2005 he became Chairman of the EXCO, managing both Commerce International and Bumiputra-Commerce Bank following the announcement of the merger of the two banks. He assumed the position of BCHB Group Managing Director/Chief Executive Officer on 7 November 2006.

Dato' Nazir is a member of the Investment Panel of the Employees Provident Fund, the Securities Commission's Capital Market Advisory Council and the Asia Business Council as well as a director of the Multimedia

Development Corporation and the Kuala Lumpur Business Club. He is also a member of the Malaysia International Islamic Financial Centre ("MIFC") Executive Committee set up by Bank Negara Malaysia. He was Chairman of the Industry Action Committee to set up MESDAQ, the stock exchange for high growth companies and a member of the Advisory Panel for Bank Negara Malaysia's Financial Services Master Plan. He is also the President of University of Bristol Alumni Association and a trustee of both the Rahah Foundation and the Pride Foundation.

Dato' Nazir was the winner of Malaysia's CEO of the Year Award 2004 organised by Business Times and American Express Global Corporate Services. In 2005, he was named one of the "25 Stars of Asia" by BusinessWeek magazine and one of the World Economic Forum's Young Global Leaders. In 2006 and 2007, Asiamoney listed him among the top 100 most powerful and influential people in business and finance in the Asia-Pacific region. In 2006, Dato' Nazir was named one of Asia's 50 most influential figures of the last decade (1996-2006) by Finance Asia magazine. In Asiamoney's 2006 poll amongst analysts and fund managers, Dato' Nazir was named Malaysia's best executive.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Dato' Nazir attended all the 15 Board meetings held in 2007.

DATO' MOHD SHUKRI HUSSIN

Dato' Mohd Shukri Hussin, a Malaysian, aged 53, is currently the Executive Director of BCHB.

Dato' Shukri was previously the Chief Operating Officer of BCHB. He has held various senior positions within the BCHB Group including as Chief Executive Officer of Bank Muamalat Malaysia Berhad from 1999 to 2003 and Chief Executive Officer of CIMB Securities Sdn Bhd (now known as CIMBS Sdn Bhd) from 1992 to 1999. He was appointed a Director of BCHB on 3 January 2006. On 8 May 2006 he was appointed as Commissioner of Bank Niaga.

He holds a Bachelor of Economics (Hons) degree from the University of Malaya and is a qualified Chartered Accountant with the Institute of Chartered Accountants in England and Wales.

He is also a director of CIMB Group, CIMB Bank, CIMB Islamic, Commerce Capital (Labuan) Limited, CIMB Aviva Assurance Berhad, CIMB Aviva Takaful Berhad, CIMB Islamic Investment House BSC (C), Bahrain and a Trustee of CIMB Foundation.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Dato' Shukri attended 14 of the 15 Board meetings held in 2007.



Dato' Mohd Shukri Hussin



Dato' Hamzah Bakar

DATO' HAMZAH BAKAR

Dato' Hamzah Bakar, a Malaysian, aged 64, was appointed an Independent Non-Executive Director on 7 November 2006 and is Chairman of the Board Risk Committee, a member of the Audit Committee and the Nomination and Remuneration Committee. He also sits on the Board of CIMB Group and is Chairman of CIMB Investment Bank.

Presently, he is Chairman of SapuraCrest Petroleum Berhad and its subsidiary, Sapura Energy Sdn Bhd, a Director of Scomi Group Berhad and its subsidiaries, Kota Minerals & Chemicals Sdn Bhd and KMC Oiltools Bermuda Ltd. He served for 20 years in various senior management and Board positions in Petroliam Nasional Berhad ("Petronas"), including Senior Vice President for Refining and Marketing, Senior Vice President for Corporate Planning & Development and Main Board Director. Prior to Petronas, he was a Director of the Economic Planning Unit in the Prime Minister's Department.

He holds a Bachelor of Science (Hons) degree in Economics from the Queen's University of Belfast and a Master of Arts degree in Public Policy and Administration, with Development Economics, from the University of Wisconsin.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Dato' Hamzah attended 13 of the 15 Board meetings held in 2007.

**DATUK DR SYED MUHAMAD
SYED ABDUL KADIR**

Datuk Dr Syed Muhamad Syed Abdul Kadir, a Malaysian, aged 61, was appointed as an Independent Non-Executive Director on 7 November 2006. Datuk Dr Syed is a member of the Audit Committee, Board Risk Committee as well as the Nomination and Remuneration Committee.

Datuk Dr Syed graduated with a Bachelor of Arts (Hons) degree from the University of Malaya in 1971. He obtained a Masters of Business Administration degree from the University of Massachusetts, United States of America ("USA") in 1977 and proceeded to obtain a Ph.D (Business Management) from Virginia Polytechnic Institute and State University, USA in 1986. In 2005, he obtained a Bachelor of Jurisprudence (Hons) degree from the University of Malaya.

He started his career in 1973 as Senior Project Officer, School of Financial Management at the National Institute of Public Administration and held various positions before his final appointment as Deputy Director (Academic). In November 1988, he joined the Ministry of Education as Secretary of Higher Education and thereafter assumed the post of Deputy Secretary (Foreign and Domestic Borrowing, Debt Management) Finance Division, Federal Treasury. From 1993 to 1997, he joined the Board of Directors of Asian Development Bank, Manila, Philippines, first as Alternate Executive Director and later as Executive Director.

Datuk Dr Syed then joined the Ministry of Finance as Secretary, Tax Analysis Division and later became Deputy Secretary General (Operations). Prior to his retirement, Datuk Dr Syed was Secretary General in the Ministry of Human Resource.

During his career, he wrote and presented many papers relating to Human Resources Development. His special achievement was his dissertation on "A Study on Board of Directors and Organisational Effectiveness" which was published by Garland Publisher, Inc. of New York in 1991.

Datuk Dr Syed is the Chairman of CIMB Islamic. In addition, he is a director of CIMB Group and CIMB Bank, and Deputy Chairman of CIMB Islamic Investment House BSC (C), Bahrain. He is also a director of Euro Holdings Berhad and Solutions Engineering Holdings Berhad, both public companies. He also holds directorship in a number of private companies.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Datuk Dr Syed attended all the 15 Board meetings held in 2007.



Datuk Dr Syed Muhamad Syed Abdul Kadir



Dato' Zainal Abidin Putih

DATO' ZAINAL ABIDIN PUTIH

Dato' Zainal Abidin Putih, a Malaysian, aged 62, was appointed as an Independent Non-Executive Director on 7 November 2006. He is the Chairman of the Audit Committee and a member of the Nomination and Remuneration Committee and the Board Risk Committee.

Dato' Zainal also sits on the Boards of CIMB Group, CIMB Bank and CIMB Investment Bank.

Dato' Zainal has extensive experience in audit, management consulting and taxation, having been involved as a practising accountant throughout his career. He was the Chairman of Pengurusan Danaharta Nasional Berhad up to 31 December 2005.

He is currently the Chairman of the Malaysian Accounting Standards Board and sits on the Boards of Esso Malaysia Berhad and Tenaga Nasional Berhad, both public listed companies. Dato' Zainal is also the Chairman of Mobile Money International Sdn Bhd and holds directorships in a number of private companies. He is also a Trustee of the National Heart Institute Foundation.

He was an Adviser with Ernst & Young Malaysia until his retirement on 31 December 2004 and was formerly the Country Managing Partner of Hanafiah Raslan & Mohamad which merged with Arthur Andersen in 1990. He is also a Past President of the Malaysian Institute of Certified Public Accountants and previously served as a member of the Malaysian Communication & Multimedia Commission. He was previously a member of the Investment Panel of the Employees Provident Fund. He qualified as a Chartered Accountant from the Institute of Chartered Accountants in England and Wales and is a member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Dato' Zainal attended 13 of the 15 Board meetings held in 2007.

CEZAR PERALTA CONSING

Cezar Peralta Consing, a Philippine national, aged 48, was appointed an Independent Non-Executive Director on 7 November 2006 and is a member of the Board Risk Committee. He is one of the most experienced Asian international investment bankers. He was with JP Morgan for 19 years and headed its Investment Banking Division in Asia Pacific until May 2004. He is currently a partner of The Rohatyn Group, a New York-based investment management company specialising in the emerging markets, where he co-heads its Asian operations from Hong Kong. He is also a Director of TRG Management Hong Kong Ltd and the Hong Kong-based Asian Youth Orchestra, and Premiere Development Bank and First Gen Corporation in the Philippines. He was previously an independent non-executive Director of the Bank of the Philippine Islands.

He is a graduate in Economics (Magna Cum Laude) of De La Salle University, Manila, and holds a Master of Arts degree in Economics from the University of Michigan, USA.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Mr Consing attended 13 of the 15 Board meetings held in 2007.



Cezar Peralta Consing

Board of Directors' Profiles



Dato' Robert Cheim Dau Meng



Hiroyuki Kudo

DATO' ROBERT CHEIM DAU MENG HIROYUKI KUDO

Dato' Robert Cheim, a Malaysian, aged 57, was appointed a Non-Independent Non-Executive Director on 7 November 2006 and is a member of the Nomination and Remuneration Committee as well as the Board Risk Committee. He is presently an Adviser for Corporate and Investment Banking Division, a Director of CIMB Group, CIMB-GK Pte Ltd and Chairman of CIMB Futures Sdn Bhd. He is also currently the Chairman and Independent Non-Executive Director of Tanjong Plc.

Dato' Robert Cheim joined Commerce International (now known as CIMB Investment Bank) in 1984 and held the position of Head of Corporate Finance, General Manager and Executive Director, before assuming the position of Chief Executive Officer from 1993 to 1999. From 1999 to 2006, he was an Executive Director of CIMB Investment Bank. Prior to joining CIMB Investment Bank, he served in various management positions with the former United Asian Bank Berhad (now known as CIMB Bank Berhad) between 1977 to 1984.

He has also worked in various accounting firms in London. He is a Fellow of the Institute of Chartered Accountants in England and Wales and a Member of the Malaysian Institute of Accountants.

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company. He has not been convicted of any offence within the past ten years.

Dato' Robert Cheim attended all the 15 Board meetings held in 2007.

Hiroyuki Kudo, a Japanese, aged 53, was appointed a Non-Independent Non-Executive Director on 17 August 2007 and is a member of the Board Risk Committee. He is also a Director of CIMB Group and the Executive Adviser for Japanese Business at CIMB Investment Bank.

He graduated with a Bachelor of Economics degree from Yokohama National University in Japan and holds a Masters degree in Economics from Thammasat University in Thailand.

Prior to his appointment as Executive Adviser of CIMB Investment Bank, he was the President/Chief Executive Officer of Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad ("BTMU").

He does not have any family relationship with other directors and/or major shareholders of the Company nor does he have any conflict of interest with the Company except by virtue of being a representative of BTMU. He has not been convicted of any offence within the past ten years.

Mr Kudo attended all the 7 Board meetings held in 2007 since his appointment.

Joint Company Secretaries' Profiles

IDRUS ISMAIL

Joint Company Secretary

Idrus Ismail, aged 54, graduated in economics from Universiti Malaya in 1977, and in law from the National University of Singapore in 1987. He was called to the Malaysian Bar in 1988 and had served in the banking industry for 17 years as company secretary/in-house counsel to three financial institutions, including an Islamic bank. He joined BCHB in 2005.

His first job was at Petronas Berhad, the last posting being at its Economics and Investment Evaluation Department, Finance Division before he left to join Business Times as a reporter. He spent a short stint at a Government Economic Development Agency before embarking on his law studies.

Whilst at Ban Hin Lee Bank Berhad in Penang, he was appointed Chairman of the Penang Rent Tribunal by the Penang State Government to conduct hearings under the Rent Tribunal Act for redevelopment of the city zone. At Bank Muamalat Malaysia Berhad ("BMMB"), he set up the legal/secretarial and shariah department and acted as its first shariah secretary. He was appointed the secretary of the Bank Negara Malaysia Working Group for the Standardisation of Financing Agreement to develop a standard Islamic Financing housing agreement. He also helped develop the first Islamic AITAB agreement for auto financing which enabled BMMB to comply with the provisions of the Hire Purchase Act as well as shariah requirements.

Idrus is currently joint secretary of CIMB Bank, CIMB Islamic Bank and CIMB Aviva Takaful Bhd and director of PT Commerce Kapital. He is also secretary to the shariah committees of CIMB Islamic and CIMB Aviva Takaful.

DATIN ROSSAYA MOHD NASHIR

Joint Company Secretary

Datin Rossaya Mohd Nashir, aged 39, was appointed Joint Company Secretary of BCHB on 15 November 2007. She joined Commerce International (now known as CIMB Investment Bank) in April 2002 and was attached to the Corporate Legal Services Unit where she was involved in the initial restructuring and subsequent listing of CIMB Berhad in January 2003. She was appointed Head of Secretarial Services Unit in July 2004 and the Company Secretary of CIMB Group on 18 August 2005, prior to the restructuring of CIMB-BCB and CIMB-SBB. She is also a director of several subsidiaries in the CIMB Group.

Datin Rossaya has more than 13 years' experience in company secretarial practice. Prior to joining the Group, she was attached with the Permodalan Nasional Berhad Group where she was the Joint Company Secretary for several subsidiaries. She holds a Bachelor of Laws degree (majoring in Business Law) from Coventry University, United Kingdom and is an affiliate of the Malaysian Institute of Chartered Secretaries and Administrators.



Idrus Ismail



Datin Rossaya Mohd Nashir

Group Management Committee Profiles



Charon Wardini Mokhzani

CHARON WARDINI MOKHZANI

Corporate and Investment Banking

Charon Wardini Mokhzani, aged 44, is the Head of the Corporate and Investment Banking Division and the Co-Head of Corporate Client Solutions Division of the Group. He was appointed as Deputy Chief Executive of Commerce International (now known as CIMB Investment Bank) on 1 August 2004 and assumed the position of Executive Director of CIMB Investment Bank on 2 May 2006. He is the Chairman of CIMB-Principal Asset Management Berhad, CIMB (L) Limited and CIMB-Mapletree Management Sdn Bhd and a Director of CIMB-GK Pte Ltd and CIMB Bank (L) Limited.

He is a member of the Company Law Reform Committee, established by the Companies Commission of Malaysia, and chairs one of the 4 working groups. He is also a council member of the Malaysia Investment Banking Association and the Institute of Bankers Malaysia.

Prior to joining the CIMB Investment Bank, he was the Managing Partner of Zaid Ibrahim & Co., Malaysia's largest law firm as well as an Independent Director of CIMB Berhad when it was first listed until July 2003. Before that, he worked in corporate finance at Rashid Hussain Securities Sdn Bhd and as an advocate and solicitor with Shearn Delamore & Co. International legal publications have recognised him as having been one of the leading corporate and finance lawyers in Malaysia.

Charon was educated at the Malay College Kuala Kangsar and Bloxham School, England and read Philosophy, Politics and Economics at Balliol College, University of Oxford (BA Hons) and Law at the School of Oriental and African Studies, University of London (LLB Hons). He is a barrister of the Middle Temple and an advocate and solicitor of the High Court of Malaya.



Tunku Dato' Ahmad Burhanuddin

TUNKU DATO' AHMAD BURHANUDDIN

Group Customer Care and Management Support

Tunku Dato' Ahmad Burhanuddin, aged 46, was appointed Executive Director of CIMB Bank on 2 May 2006 and currently heads the Group Customer Care and Management Support Division.

Tunku Dato' Ahmad Burhanuddin has been with the Group since 1984 and has 23 years of extensive working experience in senior financial and managerial positions which include the post of Financial Controller of Commerce Asset-Holding Berhad ("CAHB") (now known as BCHB), Executive Director of Commerce Asset Fund Managers Sdn Bhd (now known as CIMB-Principal Asset Management Berhad) and Chief Internal Auditor of CAHB and Bumiputra-Commerce Bank Berhad ("BCB") Group.

He has also served in various divisions of CIMB Bank, which include, inter-alia, Finance, Strategic Planning, Retail and Corporate Banking. A qualified accountant, he is a fellow of the Association of Chartered Certified Accountants and a member of the Malaysian Institute of Accountants. Prior to his current appointment, he headed the Strategic Review Team that looked at the commercial banking arm of the Group and participated actively in the integration exercise between CIMB and BCB. He is also a member of the Group Management Committee and chairs various Management and Risk Committees.

Tunku Dato' Ahmad Burhanuddin is also a director of CIMB Bank (L) Limited, Commerce Agro Venture Sdn Bhd and CIMB Wealth Advisors Berhad, which are subsidiaries of the Group.

DR GAN WEE BENG

Group Risk Management

Dr Gan Wee Beng, aged 60, was appointed Executive Director of CIMB Bank on 2 May 2006 and currently heads the Group Risk Management Division.

He has been a consultant to various local and international agencies, which included Bank Negara Malaysia ("BNM"), the Economic Planning Unit of the Prime Minister's Department, Ministry of Finance, World Bank, International Labour Organisation, Asian Development Bank, and United Nations Conference on Trade and Development. He was a member of BNM's Working Group on Market Risk Capital Adequacy Framework. Currently he is a member of National Economic Advisory Committee Steering Committee on Price Control & Subsidies. He received the Tun Abdul Razak Foundation Award for Best Published Article in an academic journal.

Prior to joining CIMB Bank, Dr Gan was the Senior Adviser (Economics) for the Monetary Authority of Singapore besides having held positions as Executive Director of CIMB Investment Bank, General Manager, Executive Director of CIMB Securities Sdn Bhd, Senior Vice President and Head of Corporate Banking for CIMB Bank and as an Associate Professor at University of Malaya. He holds a Bachelor's and Masters' Degree in Economics from the University of Malaya and obtained his PhD from the University of Pennsylvania, USA.



Dr Gan Wee Beng

Group Management Committee Profiles



Lee Kok Kwan

LEE KOK KWAN

Group Treasury

Lee Kok Kwan, aged 42, joined Commerce International (now known as CIMB Investment Bank) in November 1996 as an Assistant General Manager where he set up the Risk Management Department and developed a rudimentary risk measurement infrastructure necessary to commence trading activities. In 1997, he was appointed Treasurer/Head of Debt Markets & Derivatives with the mandate to build and develop the bank's trading and market-making businesses in interest rates, credit, foreign exchange and derivatives as well as the debt capital markets origination franchise. In 2002 with the listing of CIMB Berhad, he was appointed to the Group CEO's Office responsible for strategy and structuring the firm's larger transactions.

In 2005, after the acquisition of GK Goh's stockbroking businesses and merger with BCB, Kwan moved to his current position as Group Treasurer where his responsibilities include Asset Liability Management of the commercial bank's loan and deposit balance sheet, banking product development, capital management and debt gearing structure of the BCHB Group and its banking subsidiaries, in addition to the bank's markets businesses in interest rates, credit, foreign exchange, derivatives and debt origination.

Prior to joining Commerce International (now known as CIMB Investment Bank), Kwan had more than 7 years of treasury experience in the Canadian banking industry, where in his last posting prior to moving back to Malaysia, he was the Treasury Portfolio Manager responsible for interest rate and optionality risk and return management for a leading Canadian bank. He holds a BBA Joint Honours (1st Class) degree in Business Administration and Economics and a Master of Business Administration degree from Simon Fraser University, Canada.

BADLISYAH ABDUL GHANI

Islamic Banking

Badlisyah Abdul Ghani, aged 34 joined CIMB Group in 2002, and was attached to the Corporate Finance Division, prior to his appointment as the Head of Islamic Banking. He is responsible for the overall Islamic banking and finance business of CIMB Group.

In 2006, he was appointed as the Executive Director and Chief Executive Officer of CIMB Islamic, the Group's anchor Islamic operating entity under its global "CIMB Islamic" franchise. He is also a Director of CIMB Islamic Investment House BSC(C), Bahrain and CIMB Islamic Funds LCC Limited, Brunei.

He chairs the Islamic Capital Market Committee of the Malaysian Investment Banking Association and sits in various other industry committees including:

- Member, the Listing Committee of the Labuan International Financial Exchange
- Member, the Exchange Committee of the Labuan International Financial Exchange
- Member, the Islamic Capital Market Consultative Committee, Bursa Malaysia
- Member, Working Group on Islamic Accounting Standard, Malaysian Accounting Standard Board

Prior to CIMB Group, he was attached to an offshore banking subsidiary of a premier Malaysia Islamic financial group in Structured Finance, Capital Market and Syndications.

Badlisyah is recognised as a leader in Islamic finance globally. Amongst his notable accomplishments includes the introductions of the world's first Sukuk al Ijarah, the world's first Istisna' Sukuk and the world's first Musyarakah ABS/RMBS. In 2004, Euromoney named him one of "Global Top 20 Pioneers in Islamic Finance" and in 2007 he was voted "Islamic Banker of the Year" at the prestigious Islamic Business and Finance Awards and the "Best Individual Islamic Banker in 2007" by Islamic Finance News Poll. Recently he was named the sole recipient of "The Asian Banker Promising Young Banker Award for Malaysia 2007" in The Asian Banker Achievement Awards 2007 programme.

He holds a Bachelor of Laws degree from the University of Leeds, United Kingdom.



Badlisyah Abdul Ghani

Group Management Committee Profiles



Peter England

PETER ENGLAND

Retail Banking

Peter England, aged 47, joined the CIMB Group in January 2006 and is responsible for CIMB Bank's Retail Banking business. He has over 25 years extensive working experience in senior managerial positions and has been based in Asia for most of the last 10 years. During this time he has been the Head of Retail Banking for two large Malaysian banking institutions as well as HSBC in Singapore, and headed HSBC's credit card business in Malaysia up until 1998. Prior to coming to Asia, Peter worked for the State Bank of NSW in Australia in various management positions for many years. He has extensive experience in all aspects of retail banking and wealth management. Peter holds a Masters of Business Administration (specialising in Personal Financial Planning) degree from the University of Southern Queensland, Australia.



Sulaiman Mohd Tahir

SULAIMAN MOHD TAHIR

Consumer Sales and Distribution

Sulaiman Mohd Tahir, aged 45, graduated from RMIT University, Australia with a degree in Accounting and was employed with Price Waterhouse before joining Bank of Commerce Berhad (now known as CIMB Bank) in 1987.

He held various positions in the bank including Group Head of the Japanese Business Unit, Branch Manager Shah Alam, Area Business Manager managing Business Credit relationships for Shah Alam and Petaling Jaya before being appointed as Regional Manager for 2,000 Business Credit relationships in Selangor and Wilayah Persekutuan.

In 2002, he was promoted to lead the Credit Card Centre before assuming the role of Head of Retail Sales and subsequently being appointed to lead the Retail Sales & Distribution Division in January 2005.

In July 2005, Sulaiman was appointed as the Head of Consumer Sales & Distribution (CSD) and given the task to lead the entire sales and distribution channels for CIMB Bank. His responsibilities expanded with the merger between CIMB Bank and Southern Bank Berhad in March 2006 as the latter injected another 121 branches into CIMB Bank, creating a 383-branch network and 8,300 staff force. With over 21 years of experience, Sulaiman brings extensive knowledge to CIMB Bank's consumer banking segment.

LIM TIANG SIEW

Group Finance

Lim Tiang Siew, aged 51, joined Commerce International (now known as CIMB Investment Bank) in January 1991 and is currently the Chief Financial Officer of the CIMB Group. Prior to his appointment as Chief Financial Officer, Tiang Siew was the Head of the Corporate Finance Department at CIMB Investment Bank.

He started his career in 1976 with a major accounting firm, where he spent some 10 years, including 18 months overseas. He moved into the corporate finance industry in 1987. During his tenure in corporate finance, he was involved in all areas of corporate finance work, both in respect of domestic transactions as well as cross border acquisitions and fund raising. He had advised some of the largest companies listed on Bursa Malaysia and on many major transactions by listed companies.

Tiang Siew had also been actively involved in the formulation and amendments to guidelines, regulations and law reforms in relation to capital market matters. He is a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants.



Lim Tiang Siew

TAN LENG HOCK

Business Banking

Tan Leng Hock, aged 49, graduated from the University of Birmingham, United Kingdom with a Bachelor's degree in Commerce. He has been in commercial banking since 1980 and has had 28 years of extensive experience in business banking management, starting at the Head Office of the former Ban Hin Lee Bank Berhad.

Following the amalgamation of the commercial banking portfolios of the former Ban Hin Lee Bank Berhad with Southern Bank Berhad ("SBB") in July 2001, he was appointed a Senior Vice President and Head of Commercial Banking Division of SBB. His role in Commercial Banking Division included managing a team at the headquarters, leading the salesforce at the Commercial Banking Centres and the team at the Trade Finance Centres.

In 2001, he was appointed a director of BHLB Trustee Berhad, a position he held until March 2007. BHLB Trustee Berhad is a trust company which provides complimentary financial services to help individuals and corporations alike, offering professional solutions to holding management on the protection of assets and investments. He was also the Chairman of Audit & Risk Management Committee from 2003 to 2005 until the audit functions were consolidated back to SBB's Internal Audit Group in 2006.



Tan Leng Hock

Group Management Committee Profiles

He currently serves as the Chairman of Kooperasi Serbaguna Bekas Kakitangan BHL Bank, a position that he has held for more than 10 years. He assumed the position of the Executive Vice President and Head of Business Banking Division in CIMB Bank following the merger of SBB with BCB.



Abdul Karim Md Lassim

ABDUL KARIM MD LASSIM

Auto Finance

Abdul Karim Md Lassim, aged 48, graduated with an honours degree in Economics Analysis and Public Policy in 1982 from Universiti Kebangsaan Malaysia, and later, in 2002, he obtained his Masters of Business Administration degree from Keele University, United Kingdom.

Abdul Karim was attached to various organisations such as Malaysian Airline System Berhad, Royal Malaysian Police Force and Inland Revenue Board before committing his career to the banking fraternity. In September 1987, he joined Mayban Finance Berhad, and worked his way up from a Sub-Accountant to the post of Assistant General Manager, Branch Operations and Credit Control while at the same time being seconded to KBB Finance as Acting Chief Executive Officer.

In 2000, Abdul Karim joined Credit Guarantee Corporation as Assistant General Manager, Organisation and Methods. Then in March 2001, he joined United Merchant Finance Berhad as General Manager, Business and Operations. With the name changed to Southern Finance Berhad he was appointed as Deputy Chief Executive Officer and eventually the post of Chief Executive Officer/Director in December 2003. With the SBB merger in January 2006, he was re-designated as the Executive Vice President/Head of Auto Finance/ Islamic Banking Group for SBB.

He was made the Head of Auto Finance, Retail Banking following the merger with CIMB Bank effective 1 November 2006.

JEAN YAP YOKE YUEN

Direct Banking and Cards

Jean Yap, aged 46, joined SBB in August 1997 and is currently responsible for the credit cards, direct banking and micro credit loan financing for the CIMB Group. Prior to joining SBB, Jean was the Head of Credit Card for United Overseas Bank for about 7 years. She also had a short stint at Citibank Card Centre for a year as Card Operations Head and as the Assistant Accountant at Diners Club for 3 years.

Jean and team have grown SBB credit cards business to become the second largest card and acquirer amongst the local banks in Malaysia.

Jean is a member of The Malaysian Institute of Accountants and The Chartered Institute of Management Accountants.



Jean Yap Yoke Yuen

RAJA NOORMA OTHMAN

Group Asset Management

Raja Noorma Othman, aged 49, is Head of the Group Asset Management Division, where she oversees the entire Asset Management businesses of CIMB Group. She is also the Chief Executive Officer of CIMB-Mapletree Management Sdn Bhd since March 2005, an adviser to a privately held real estate fund.

Prior to joining CIMB Group, she was Vice-President of Investment Banking at JP Morgan, a position she held for over 5 years. She was attached to JP Morgan's offices in Hong Kong, Singapore and Malaysia as both industry and client coverage banker. At JP Morgan, she originated and executed several transactions involving corporate advisory, equity and debt capital markets, private equity, cross border mergers and acquisitions as well as initial public offerings. Her other previous working experience include several years in Malaysian Industrial Development Finance Berhad, Malaysian International Merchant Bankers Berhad and 10 years in Telekom Malaysia Berhad where the last post held was as Head of Corporate Finance. She holds a Bachelor of Business Administration degree from Ohio University under a twinning programme with Institut Teknologi Mara.



Raja Noorma Othman

Group Management Committee Profiles



Kenny Kim

KENNY KIM

Group Strategy

Kenny Kim, aged 40, is currently Head of Group Strategy Division. He was formerly a unit head in the Group Investment Banking and Corporate Finance Departments. He joined the Corporate Finance Department of Commerce International (now known as CIMB Investment Bank) in 1993 and has been involved in all aspects of corporate finance activities including mergers and acquisitions, initial public offerings, fund raising and debt restructuring before moving to Investment Banking in 2002. Prior to joining Commerce International, he worked as an auditor with Moore Stephens Chartered Accountants, London. Kenny has extensive experience in the financial services sector and advised on a number of the country's major financial institution deals. He advised on 3 of the first round banking consolidation transactions in Malaysia, domestication and merger of the largest insurer in Malaysia, debt restructuring of a major financial institution group as well as entry of a major international GLC investor in a local financial institution. He was also involved in most of the BCHB Group's major corporate exercises, including BCHB's acquisition of BCB, SBB and Bank Niaga. He is responsible for overseeing the CIMB Group's overall strategy development and implementation including the integration of BCB, SBB and Bank Niaga and also CIMB Group's regionalisation strategy. Kenny is a fellow of the Association of Chartered Certified Accountants, United Kingdom, a member of the Malaysian Institute of Accountants, a member of ICAEW's Corporate Finance Faculty and holds a Masters of Science in Finance degree from the University of Lancaster, United Kingdom.



Iswaraan Suppiah

ISWARAAN SUPPIAH

Group Information and Operations

Iswaraan Suppiah, aged 44, is the Head of Group Information and Operations Division. He joined CIMB Securities Sdn Bhd (now known as CIMBS Sdn Bhd) in 1994 and last held the position of Executive Director of Operations and Head, Equity Risk Management Department before assuming the position of Head of Strategic Risk & Compliance with CIMB Berhad. He currently oversees CIMB Group's entire operations, information technology, legal and risk monitoring functions. He started his career with Messrs Arthur Andersen & Co, a firm of public accountants in 1984 and later joined BCB in 1990 and left as the Section Head in the Internal Audit Department.

He is a member of the Malaysian Institute of Certified Public Accountants, Malaysian Institute of Accountants and Financial Planning Association of Malaysia.

HAMIDAH NAZIADIN

Group Corporate Resources

Hamidah Naziadin, aged 44, is currently Head of the Group's Corporate Resources Division. This division encompasses Group Human Resources, Group Administration & Property Management, Sports & Recreation and Knowledge Management departments. A human resource practitioner for over 24 years in the financial industry covering the areas of commercial and investment banking, Hamidah joined CIMB Securities Sdn Bhd (now known as CIMBS Sdn Bhd), its stockbroking company in 1991. 10 years later, in line with the reorganisation of CIMB Group, Hamidah moved to the Investment Bank to head, manage and integrate the overall group human resources and administration functions. Her portfolio expanded to include Knowledge Management department in 2004 and Sports & Recreation department in 2006.

Hamidah's responsibilities and experiences in human resource and administrative management includes among others, manpower planning, compensation and benefits, talent development, industrial relations, performance management as well as property management and procurement. Other notable areas in her scope covers right sizing the organisation, via the Voluntary Separation Scheme and the Mutual Separation Scheme, the integration of the commercial banks and subsidiaries and the rebranding exercise of the CIMB Group. Her notable achievements also include leading the human resource team to win the National HR Excellence Award 2002. Prior to joining us, Hamidah was attached to another financial institution. She holds a Bachelor of Laws degree from the University of Wolverhampton, United Kingdom.



Hamidah Naziadin

PETER MILLER

Group Insurance

Peter Miller, aged 42, oversees the Insurance business of CIMB Group and is responsible for maximising the value of the Group's insurance subsidiaries as well as working with other divisions to maximise the fee income earned through insurance distribution. Additionally, with support from the Group Insurance Coverage Committee, he is tasked with ensuring optimal coverage for the Group's own insurance needs. Peter also sits on the Boards of CIMB Aviva Assurance (Life) and CIMB Aviva Takaful to represent the Group's interests in its joint-ventures with Aviva.

Peter joined the CIMB Group following the acquisition of SBB prior to which he worked for AIG for 5 years focusing exclusively on bank related business and including 2 years in China and 3 years in an Asia regional capacity.



Peter Miller

Group Management Committee Profiles

He first came to Malaysia in 1995 to work on a major bancassurance project and spent the next 5 years consulting across 5 continents in financial services distribution, in particular alternative distribution.

Peter was born in Manchester, England in 1965 and graduated with a Bachelor of Science (Hons) degree in Mathematics from Leicester University in 1986.



Graham John Tench

GRAHAM JOHN TENCH

Group Special Asset Management

Graham Tench, aged 57, joined the CIMB Group in January 2006 and is responsible for the management of CIMB Bank's non-performing loan ("NPL") accounts for its major Business Units. He has over 41 years of banking experience, holding senior management positions over the last 25 years and has been based in Asia since 1994.

Starting with the Commonwealth Bank of Australia, he has held various positions specialising in credit management and problem debt management in various locations in Australia and Papua New Guinea. From 1987, Graham worked with Standard Chartered Bank, firstly in Australia and from 1994 in Hong Kong heading the recovery function for North East Asia. From 1998, he was based in Kuala Lumpur to spearhead initiatives to address problem loans in Malaysia, Brunei and the Philippines at the height of the Asian financial crisis. In 2000, he moved to Singapore with responsibilities for problem loans in South East Asia and Australia. From 2002, he led the NPL Management team for a large Malaysian banking institution.

Graham is a Fellow of the Financial Services Institute of Australasia.

Group Shariah Committee Profiles

SHEIKH PROF DR MOHAMMAD HASHIM KAMALI

Chairman

Prof Dr Mohammad Hashim is the Chairman and Chief Executive Officer of the newly established Hadhari Institute For Advance Islamic Studies. He formerly served as a Professor at the International Institute of Islamic Thought and Civilisation and Ahmad Ibrahim Kulliyah of Laws, International Islamic University, Malaysia ("IIUM"). He has been teaching Islamic law and jurisprudence since 1985. He holds a Bachelor of Arts (1st Class Honours) degree in Law and Political Science from Kabul University, Afghanistan, LLM degree from the London School of Economics, England and a PhD in Islamic Law from the School of Oriental and African Studies, University of London, England.

In Prof Dr Mohammad Hashim's distinguished career, he formerly served as a Member of the National Ulama Council of Malaysia. He is also a renowned writer in the area of Islamic law and jurisprudence and has written many books and articles on the subject.

SHEIKH NEDHAM YAQOUBI

Nedham Yaqoobi is a Bahrain national and is a highly successful businessman. He also sits on several Shariah Supervisory Boards including the Dow Jones Islamic Market Indexes, the Accounting and Auditing Organisation for Islamic Financial Institutions and the International Islamic Financial Market. He is the author of several articles and publications on Islamic finance and other sciences, in English and Arabic.

He was educated in classical Shariah in his native Bahrain and in Makkah under the guidance of eminent scholars, including Sheikh Abdulla al-Farisi, Sheikh Yusuf al-Siddiqi, Sheikh Muhammed Saleh al-Abbasi, Sheikh Muhamed Yasin al Fadani (Makkah), Sheikh Habib-ur-Rahman A Zaini (India), Sheikh Abdulla bin Al-Siddiq Al-Ghumar (Morocco), and others. He has a Bachelor of Arts degree in Economics and Comparative Religion and Master of Science degree in Finance from McGill University, Montreal, Canada. Currently, he is a PhD candidate in Islamic Law from the University of Wales.



Sheikh Dr Mohammad Hashim Kamali



Sheikh Nedham Yaqoobi



Sheikh Dr Zainudin Jaffar

SHEIKH DR ZAINUDIN JAFFAR

Dr Zainudin is a Malaysian, currently serving as a Lecturer and Postgraduate Coordinator, at the Department of Business and Management, Faculty of Business Economics & Policy Studies, Universiti Brunei Darussalam. He received a Bachelor of Shariah (1st Class Honours) degree from University of Malaya, LLM degree with a double major in Administration of Criminal Justice and Islamic & Arab Law from King's College University of London and PhD in Muamalat Law from Edinburgh University, Scotland.

He has more than 10 years of experience since 1994 in teaching Islamic law and jurisprudence, Islamic business and management and Islamic financial planning. He is also a renowned writer and has written several articles and publications. He has served as a Shariah advisor and consultant for a few Islamic banks and unit trust funds in Malaysia.

In his distinguished career, Dr Zainudin was the first ever appointed Shariah Specialist, to support the rapid growth of Islamic Finance after the launching of the Financial Sector Master Plan by Malaysian Government in 2001.



Sheikh Dr Haji Mohd Nai'm Bin Haji Mokhtar

SHEIKH DR HAJI MOHD NAI'M BIN HAJI MOKHTAR

Dr Haji Mohd Nai'm is a Malaysian, currently serving as a Shariah Officer, Malaysian Shariah Judiciary Department, Prime Minister's Department. He received his Bachelor of Law degree from IIUM, LLM from University of London, United Kingdom and PhD in Syariah from Universiti Kebangsaan Malaysia. He also holds Diploma in Syariah Law & Practice and Diploma in Administration & Islamic Judiciary both from IIUM. Dr Haji Mohd Nai'm, has been appointed as Syariah Subordinated Court Judge in Federal Territory Syariah Courts.

He served as a lecturer at Ahmad Ibrahim Kulliyah of Laws, IIUM from 1990 to 1997. He then joined Messrs Zulkifli Yong, Azmi & Co as a Syariah lawyer before being appointed as a Syariah Judge in 1998. He was also assigned as a research officer at the Malaysian Shariah Judiciary Department, Prime Minister's Department from 2003 to 2004.

SHEIKH DR SHAFAAI BIN MUSA

Dr Shafaai is a Malaysian, currently serving as a lecturer at Ahmad Ibrahim Kulliyah Of Laws, IIUM, and Executive Director at IIUM Centre for Continuing Education Sdn Bhd. He received his Degree in Shariah from University of Al-Azhar, Egypt, Master in Comparative Laws from IIUM and PhD from Glasgow Caledonian University, United Kingdom.



Sheikh Dr Shafaai Bin Musa

He has more than 10 years of experience in teaching Islamic law and jurisprudence and wrote several research papers and articles. He served as a Shariah adviser for Department of Islamic Development Malaysia in 2005.

Functional Divisions

The functional divisions of the BCHB Group with the exception of Bank Niaga, our Indonesian banking operations, consist of the following:

- Consumer Banking
- Corporate and Investment Banking
- Corporate Client Solutions
- Group Treasury
- Islamic Banking
- Group Asset Management
- Group Insurance
- Group Special Asset Management

A majority of the Group's operations is under CIMB Universal Bank comprising 6 divisions, namely Consumer Banking, Corporate and Investment Banking, Corporate Client Solutions, Group Treasury, Group Asset Management and Group Insurance. Our Islamic Banking business, anchored by CIMB Islamic operates as a parallel bank to offer Shariah compliant solutions throughout the universal bank.

The business divisions are supported by the following group-wide divisions which perform middle and back office functions:

- Group CEO's Office
- Group Information and Operations
- Group Strategy
- Group Finance
- Group Risk Management
- Group Corporate Resources
- Group Customer Care and Management Support

BUSINESS DIVISIONS

CONSUMER BANKING

Consumer Banking is anchored by CIMB Bank and is managed according to function and business focus, namely:

- Retail Banking - individual customers
- Business Banking - small and medium enterprise ("SME") customers
- Direct Banking and Cards - direct banking, credit cards and CIMB Express
- Consumer Sales and Distribution - the distribution channels of the bank

Retail Banking

The Retail Banking division is accountable for the overall management and financial performance of the bank's business for individual customers. To this end Retail Banking develops and sources a range of products and services to be sold to these customers. Key product lines and services cover both conventional and Islamic include mortgage loans, security financing, personal loans, auto finance, deposits, remittance, wealth management products, bureau de change services, alternate channels and private banking services.

Key functions within Retail Banking include business strategy, product development, credit management, alternate channels development (internet, phone banking, self service terminals), auto finance and customer relationship management.

Business Banking

Business Banking is responsible for the development, management and bundling of products and services, both conventional and Islamic, for customers segments comprising micro-enterprises, SMEs and mid-sized corporations. Business Banking also provides financial advisory services, including trade financing. Business Banking operates from 28 business centres and 33 retail business centres and supported by 23 trade services centres throughout the country. It also works closely with various partners to provide better access to financing for SMEs, namely SME Bank and Credit Guarantee Corporation.

Direct Banking and Cards

Direct Banking and Cards division comprises three business units that serve different segment of customers:

- i) **“Direct Access”** is Malaysia's first 24-hour direct banking service provider. It caters to the mass-affluent market by providing customers with an alternative banking channel via phone, fax, ATM or internet. Direct Access is open 24 hours a day, 7 days a week and 365 days a year. It offers a complete and extensive range of personal banking facilities which includes personal loans, home mortgages and credit cards. Direct Access is also the first local direct banking service provider to be awarded the ISO 9001:2000 Quality Management System Certification, an internationally recognised Service Quality Standard.
- ii) **“CIMB Card Centre”** has two main business portfolios: credit card issuing and merchant acquiring. CIMB Bank is the only bank in Malaysia that issues three major credit card brands, i.e. MasterCard, Visa and JCB. CIMB Bank is currently the largest Mastercard issuer in Malaysia with the highest card receivables and card spending. In addition, CIMB Bank is the 2nd largest merchant acquirer in the industry. We will continue to strengthen our credit card market share by leveraging on our extensive network of 364 branches and the three Card Service Centres in Kuala Lumpur, Penang and Johor Bahru.
- iii) **“CIMB Express”** is the mass-consumer and micro-financing arm of CIMB Bank. It is primarily responsible for assisting small businesses and low income individuals in obtaining financial services. Its flagship product, the Xpress Cash personal loan, is recognised by Bank Negara Malaysia as a national micro-finance product. In addition to CIMB Bank's branches, CIMB Express also distributes its products through its strategic partners i.e. Pos Malaysia, 7-Eleven and Singer, making the product available at over 2,000 branches nationwide.

Functional Divisions

Consumer Sales and Distribution (“CSD”)

CSD has the primary responsibility of developing, implementing and managing sales and distribution mainly for Retail Banking and Business Banking products and services. CSD also assists other divisions within the Group to maximise sales via its distribution channels. CSD distributes a wide range of products and services to more than 4.7 million customers through its network of 364-branches, more than 2,100 self service terminals and Internet channels (CIMB Clicks and CIMB BizChannel). CSD is structured into 15 teams comprising of nine Regional Centres, Mobile Sales Force, CSD Sales, CSD Strategy, CSD Operations, CSD Islamic Product and Distribution, and Service Quality and Innovation (SQI). The nine Regional Centres are headed by Regional Directors who are responsible for formulating sales and distribution strategies for their respective regions.

CORPORATE AND INVESTMENT BANKING

Corporate and Investment Banking is anchored by CIMB Investment Bank in Malaysia and CIMB-GK overseas.

Corporate Finance

Corporate Finance, our corporate advisory arm, is a leading adviser on matters relating to mergers and acquisitions, initial public offerings, issuance of equity and equity-linked products, project financing, real investment trust funds, debt restructuring and equity-related transactions. The department plays an important role in structuring and deal management of corporate transactions undertaken by its clients. This includes co-ordinating other advisers such as legal advisers and reporting accountants for the preparation of various documentation for submission to the relevant authorities and third parties as well as handling all regulatory queries relating to the transaction.

Corporate Banking

Corporate Banking is the lending arm for our corporate clients, offering a broad range of Ringgit funding solutions, including working capital finance, trade finance and transactional financing to support their businesses. Corporate Banking's core strength is in its ability to provide the necessary lending support for our corporate clients' transaction activities, which provides an important base for developing long term relationships with our clients. Through our headquarters in Kuala Lumpur and regional offices in Johor, Penang and Kuching, Corporate Banking now serves about 1,700 public and private sector customers.

International Banking and Transactions Services (“IBTS”)

IBTS is responsible for providing non-Ringgit financing solutions to our clients as well as providing transaction services to complement the Group's banking business. IBTS currently comprises five business units. They are:

- **International Corporate Banking** provides a spectrum of non-Ringgit financial services for our clients which include bilateral loans, trade finance and transactional lending, leveraging on the Group's overseas branches in Singapore, Hong Kong, and London and our offshore banking subsidiary located at Labuan.
- **Loans Syndication and Distribution**, based in Singapore, is involved in loan syndication activities at the primary and secondary distribution level globally.

- **Global Financial Institutions** is the correspondent banking arm of the Group which maintains relationships with financial institutions worldwide. It manages the Group's trade finance and international payments arrangements including nostro and vostro accounts and the remittance arrangements to and fro for these accounts globally.
- **Cash Management** provides advisory services which are tailored for companies to accelerate collections, control disbursements, maximise the use of excess cash and minimise cost of funding.
- **Security Services** provides a comprehensive asset and securities servicing platform comprising credit agency and operations, fund administration and accounting, custody, corporate trustee and private trust structuring and advisory services. It is responsible for the trust and nominee companies in the CIMB Group.

Institutional Equities and Research

Institutional Equities and Research is the equity distribution arm for CIMB Group. It provides a comprehensive range of stockbroking services including value-added sales and efficient execution, supported by comprehensive equity and economic research. The role of the institutional sales team is to service and advise institutional investors on equity and research products to add value to their investment process with the support from the research team by producing fundamental analysis research reports on the companies and industries recommended to the institutional investors.

Equity Capital Markets ("ECM")

ECM serves as an intermediary between issuers and investors in the equity and equity-linked markets. It provides a valuable service to issuers by arranging and executing transactions that allow issuers to access the equity and equity-linked markets in Malaysia as well as internationally. ECM's role includes pitching, structuring, syndication, marketing, distribution, pricing and underwriting as well as after-market services.

Equity Derivatives Group ("EDG")

EDG is at the forefront of the equity derivatives market in Malaysia. EDG develops and issues listed and over-the-counter equity derivatives products to provide investors with alternative investment avenues. Our products include, but are not limited to structured warrants, exotic options, equity structured finance and equity-linked or hybrid securities. EDG has established a strong market making franchise in equity derivatives by actively providing liquidity to listed and over-the-counter equity derivatives products.

Equity Investments and Trading ("EIT")

EIT is the Group's proprietary equity trading unit. It seeks to derive gains from investing in undervalued securities as well as benefiting from market inefficiencies. The unit's investment objective is to achieve an absolute return on its investment, with the goal of enhancing shareholders' returns. EIT invests in the equity and derivatives markets in Malaysia, Singapore, Hong Kong, Indonesia, Thailand, Taiwan, South Korea and Japan.

Functional Divisions

CIMB-GK

CIMB-GK is the regional securities and investment banking franchise of CIMB Group. It is headquartered in Singapore, with offices in London, New York, Bangkok, Hong Kong and Jakarta. Its main business divisions are Institutional Broking, Retail Broking, Wealth Management, Investment Banking and Corporate Finance. The businesses are supported by a strong research team, covering equity markets in Singapore, Indonesia, Hong Kong and Thailand.

CIMB-GK's product range includes equities, equity and economic research, corporate finance and advisory, structured financial solutions, management and underwriting of initial public offerings, secondary listings, private placements, divestments, corporate and capital restructuring, independent financial advisory, general financial and corporate advice, and private banking. Its distribution network covers Asia, United States of America and Europe, through salespersons in its various offices as well as through its online business portal, CIMB Invest.

Retail Equities

Retail Equities offers clients shares and futures broking services. Share broking services are offered via a broad range of platforms/intermediaries including remisiers, company dealers, private client units, online broking and mobile broking. Futures broking services are offered via our Futures Brokers Representatives.

Singapore Business Banking

The Singapore Business Banking unit was formed on 1 November 2006 following the merger with SBB. Based in Singapore, the unit's core activities include trade finance and lending targeted at SMEs, share loans to priority individuals and club loan transactions. Operating under a full-licensed environment, the unit offers other banking services like deposit taking, cheque services and bankers guarantees.

CORPORATE CLIENT SOLUTIONS

Corporate Client Solutions ("CCS"), a division newly formed in early 2008, is CIMB Group's corporate sales and institutional client coverage division. All marketing efforts for CIMB Group's full suite of universal banking products will be channeled through CCS. The CCS team comprises a pool of professional bankers with extensive experience in capital market products and banking activities.

CCS comprises the following departments which are responsible for their respective client segments:

- Investment Banking which focuses on large and medium-sized corporations
- Government Relations which focuses on the Malaysian Government bodies and institutions
- MNC Relations which focuses on foreign-owned international companies
- Japanese Corporate Relations which oversees Japanese-owned companies

ISLAMIC BANKING

CIMB Islamic Bank, a fully licensed Islamic bank, is the anchor operating entity of “CIMB Islamic”, the core Islamic banking and finance brand entity and franchise of CIMB Group.

As the Group’s Islamic banking franchise, CIMB Islamic transcends all legal entities within the Group and operates as a parallel bank leveraging on the Group’s infrastructure and network locally and globally with the business being undertaken in various constituents to ensure effective and efficient business delivery. Apart from CIMB Islamic, the other core operating entities include CIMB Investment Bank, CIMB Bank (overseas branches and subsidiaries), CIMB-Principal, Commerce Takaful and CIMB-GK. CIMB Islamic is also present in the Middle East via its joint venture entity in Bahrain, CIMB Islamic Investment House BSC (C).

CIMB Islamic focuses on providing comprehensive and innovative Shariah compliant financial products and services in the areas of Investment Banking, Consumer Banking, Asset Management and Private Banking. It operates as a parallel bank, leveraging on the Group’s infrastructure and network locally and globally. To ensure strict adherence to Shariah principles, all its operations are monitored by the CIMB Islamic Shariah Committee, comprising scholars from around the globe.

GROUP TREASURY

Group Treasury Division is responsible in the following areas:

- (a) markets franchise in intermediating interest rate, credit and foreign exchange across various market segments including consumer, SME, corporate, institutional investor and inter-bank markets domestically and regionally
- (b) balance sheet management of the universal bank’s loan and deposit balance sheet from interest rate volatility and
- (c) capital management for the BCHB Group and its banking subsidiaries including investment of shareholders funds in high credit quality investments. These functions are conducted by the following units:

Debt Capital Markets and Syndicate

Debt Capital Markets and Syndicate specialises in providing funding, liability management and fixed income investment solutions to sovereign, corporate and institutional issuers and investors in the ASEAN region. Underlying its leading position in the regional capital markets is the Group’s capability in the regional domestic debt markets, commercial papers, medium term notes programme, Islamic capital markets, convertible bonds, asset-backed securities, credit derivatives and structured finance markets.

Cross Markets Trading

Cross Markets Trading is primarily engaged in the trading of over-the-counter and exchange-listed fixed income, foreign exchange, equity, commodities and derivative products in the domestic and foreign currency markets. Cross Markets Trading is also an active market-maker in Ringgit debt securities and Forex options.

Functional Divisions

Structured Products, Derivatives and Government Bond Market-Making

Structured Products, Derivatives and Government Bond Market-Making Unit is responsible for market-making in government bonds, interest rate derivatives as well as developing derivative-linked solutions for the Group. It offers customised solutions for the Group's various client segments including corporates, government agencies, institutional investors and individuals. This unit also originates structured investment products on a Group-wide basis which is distributed across its various distribution channels including Bank Niaga.

Global Sales and Group Funding

Global Sales and Group Funding comprises two major sub-groups, Global Sales and Group Funding. Global Sales represents the client facing unit for the firm's entire suite of treasury products. Client activities are segmented into 3 main areas, namely Foreign Exchange Sales, Institutional Sales and Derivatives Sales.

Group Funding undertakes the responsibility for efficiently funding the entire CIMB Group including our foreign branches in Singapore, London, Hong Kong and Labuan. In addition, the team offers a wide range of products to corporate and institutional investors and depositors to help generate return on their funds. These products include overnight placements to investments of up to 1 year at competitive rates. Fixed deposit rates are quoted for Ringgit as well as all major foreign currencies.

Investments

The Group's shareholders funds are invested separately where operating businesses are fully liability funded and where their earnings are not subsidised by shareholders funds. The investment objective of the investment portfolio is to invest in high credit quality fixed income securities to generate stable returns even during volatile markets.

Balance Sheet Management

Balance Sheet Management team was set up to manage the interest rate risk and return profile of the universal bank's loan and deposit balance sheet as well as to coordinate pricing of all loan and deposit products. The primary function is to immunise and optimise Net Interest Income and Margin from interest rate volatility for the Group.

CIMB Islamic Treasury

CIMB Islamic Treasury offers a wide range of Shariah compliant products and services covering Foreign Exchange, Money Market, Fixed Income, Derivatives and Structured Products to corporations, institutional investors and individuals domestically, in the region and the Middle East.

Capital Management

This unit is responsible for managing the capital and debt gearing structure of the Group and the dialogue and relationship with domestic and international rating agencies. The core responsibility of this unit includes the optimal composition of equity, hybrid tier 1 and subordinated debt capital in their various currencies and across different loan and debt market segments for the holding company and its banking subsidiaries.

GROUP ASSET MANAGEMENT

CIMB-Principal Asset Management Berhad (“CIMB-Principal”)

CIMB-Principal is one of the largest fund management companies in Malaysia with an asset under management (“AUM”) size of RM19.04 billion as at end December 2007. The company is jointly owned, 60% by CIMB Group and 40% by The Principal Financial Group, a US-based Fortune 500 company.

CIMB-Principal’s team of dedicated investment professionals offer expertise in both conventional and Shariah-compliant equity, fixed income, exchange traded funds and money market investments. The Company operates from its offices in Kuala Lumpur, Singapore and Jakarta. The Company offers a stable of 70 conventional and Shariah-compliant unit trust funds, which are also distributed by its bank partners and its subsidiary, CIMB-Wealth Advisors Berhad through its agency force of over 5,000 strong.

In 2007, CIMB-Principal launched, amongst others, the CIMB Islamic Structured Growth Fund and CIMB-Principal Greater China Equity Fund, each raising approximately RM500 million in AUM.

CIMB-Principal also tailors and manages portfolio mandates for a diversified base of institutional clients, including government pension funds, multinational corporations and global insurance companies. An award winning asset management company, CIMB-Principal has garnered regional recognition as Malaysia Fund House of The Year by Asian Investor in 2007 and has also won the Best Mixed Assets Group Award (3 Years) from The Edge-Lipper Malaysia Unit Trust Fund Awards for two consecutive years, 2007 and 2008.

CIMB-Mapletree Management Sdn Bhd (“CIMB-Mapletree”)

CIMB-Mapletree is a 60:40 joint venture between CIMB Group and Mapletree Investments Pte. Ltd. of Singapore. Incorporated in February 2005, it is involved in real estate fund management leveraging on both CIMB Group and Mapletree’s distinct expertise and knowledge of the Malaysian market, structuring capability and real estate. To date, CIMB-Mapletree is managing its first privately held closed-end real estate fund, CMREF 1, (an acronym for CIMB-Mapletree Real Estate Fund 1), which has a fund size of RM1.5 billion and a diversified local and foreign institutional investor base.

It has invested approximately 72% of its capital and made its first profit distribution in September 2007. The fund has made several major investments in properties in and around Kuala Lumpur. These include CP Tower, the Jaya Shopping Center re-development and a Grade-A office development in KL Sentral. The fund has also invested in several high end residential projects including 70 units of sea fronting bungalows in Penang.

CIMB Standard Strategic Asset Advisors Sdn Bhd (“CIMB-Standard”)

CIMB Standard is a 60:40 joint venture between CIMB Group and Standard Bank of South Africa, focusing on providing equity and quasi equity funding to commercially viable private sector ventures in the energy, infrastructure and natural resource sectors and their associated industries in the ASEAN region. CIMB Standard’s investments comprise publicly, or privately managed or controlled companies, including operating companies, start-ups, greenfield and brownfield developments, restructuring and project financed special purpose vehicles. In 2007, SEASAF completed a total of four investments valued at USD62.1 million. Investments completed during the year include a regional independent power producer, a Malaysian toll road, an Indonesian iron mine and a Philippines polymetallic mine.

Functional Divisions

CIMB Private Equity and Venture Capital (“CPE”)

CPE is the venture capital and private equity subsidiary of CIMB Group. CPE consist of the private equity arm of CIMB Investment Bank and that of Commerce Asset Ventures Sdn Bhd which were reorganised and integrated to form a single management team in September 2007. With combined AUM of over RM1 billion, it is one of the largest private equity and venture capital management company in Malaysia with more than 40 portfolio companies. The funds invest in a wide range of industries, both locally and regionally and at almost all stages of a business life cycle. Key sectors include growth capital and buyout funds focusing on manufacturing, services and retail, agriculture funds focusing on horticulture, farming, fisheries, and biotechnology as well as a technology fund focusing on information and communication technology, advanced manufacturing and life sciences.

GROUP INSURANCE

The Group's insurance businesses are held under Commerce International Group Berhad (“CIG”). CIG underwent dramatic changes in 2007 with the disposal of 100% of Commerce Assurance Berhad to Allianz Malaysia Berhad (formerly known as Allianz General Insurance Berhad) (“Allianz”) and the sale of a 49% stake in Commerce Life Assurance Berhad (“Commerce Life”) and Commerce Takaful Berhad (“Commerce Takaful”) to Aviva Pte Ltd. Following completion of the transactions in Q3 2007, Commerce Life was renamed CIMB Aviva Assurance Berhad and Commerce Takaful as CIMB Aviva Takaful Berhad. Both the Allianz and Aviva transactions are accompanied by long term strategic partnership agreements thereby adding two global insurance giants to the Group's list of illustrious strategic partners.

Life insurance and Takaful

CIMB Group's bancassurance agreement with Aviva in Malaysia focuses on offering CIMB Aviva Life insurance and Family Takaful solutions to the Group's Malaysian customers and partners including innovative protection, savings and investment solutions. Aviva is the world's 5th largest insurance group with a fast growing regional franchise including operations in China, India, Singapore, Taiwan and Korea.

Non-life insurance

CIMB Bank's bancassurance agreement with Allianz in Malaysia focuses on non-life insurance. The partnership has progressed very well to date and CIMB's retail and business customers in Malaysia can look forward to exemplary sales and service offerings in 2008. Allianz is a leading global insurer with a workforce of 170,000 conducting businesses in 70 countries. Allianz is Malaysia's second largest non-life company writing circa RM1 billion of premium in 2007.

GROUP SPECIAL ASSET MANAGEMENT

Group Special Asset Management (“G-SAM”) is an independent debt recovery division to concentrate on and enhance the debt recovery process, leaving the Business Units clear of any legacy Non Performing Loans (“NPLs”) recovery distractions. Under this division, all NPLs over 12 months in arrears from the business units of Corporate Banking, Business Banking and Retail Banking will be carved out and managed independently by G-SAM.

G-SAM essentially comprises 6 units i.e. Group Special Recovery, Corporate Recovery, Business Recovery, Retail Business Recovery, Retail Consumer Recovery and Auction & Property Management.

BANK NIAGA

Bank Niaga, the sixth largest bank in Indonesia in term of total assets, is the Group's Indonesian consumer banking arm and is listed on the Indonesia Stock Exchange. The Group's shareholding in Bank Niaga is 62.47%. Bank Niaga's extensive network and channels in Indonesia provide the bank's customers service with unlimited access, anytime, anywhere. The bank has 256 branches, 469 ATMs, 235 Self Service Terminal (SST), Phone Banking (Niaga Access 14041), Internet Banking (Niaga Global@ccess) and mobile banking (Niaga Ponsel Access).

Bank Niaga is ranked 2nd in the Indonesian mortgage market with around 9.6% market share. Bank Niaga's other services consist of international banking (correspondence bank activities, export-import and remittances), cash management, treasury, and custodian and trustee investment services.

Since its inception over five decades ago, Bank Niaga has built a strong foundation to ensure continuous growth through the creation of a corporate culture which values integrity, quality service, and prudent banking management. Its many accolades including "Indonesia's Best Managed Mid-Cap Company 2006" by Asia Money and "The Best Commercial Bank for Real Estate 2006" by Euromoney are testament to the Bank Niaga's strengths.

Bank Niaga Vision 2010 is To Be Indonesia's Premier Universal Bank, which will focus on being a market leader in Affluent and Mass Affluent Consumer, Sharia Banking (Top 3), as well as Credit Card, Corporate Banking and Treasury (Top 5), while continuing to strengthen its market position in Mortgage, Business Banking, Auto Loan and SME Program Lending.

The Group has launched the "Niaga Synergy Programme" to enable the capture of more synergies between Bank Niaga and the other operating entities in the Group.

SUPPORT DIVISIONS**GROUP CEO'S OFFICE**

Group CEO's Office comprises the following three departments:

Institutional Integrity Unit

Institutional Integrity Unit is responsible for instilling awareness in the Group's employees of the management's intolerance of fraud, unethical practices and irregularities, with the ultimate objective of cultivating an organisational culture which values integrity and high ethical standards borne out of a deep sense of accountability.

Group Corporate Communications

Group Corporate Communications ensures that the Group and what it stands for is accurately represented to an internal and external audience. It performs this responsibility via an integrated communications framework comprising the 4 key areas of Events and Sponsorship Management, Media Relations and Internal Communications, Brand Management and Marketing Communications, and Corporate Social Responsibility and Reporting.

Functional Divisions

Special Situation Investments

Special Situation Investments (formerly known as Structured Investments) was established in June 2006 as the proprietary investment arm of the CIMB Group which focuses on investing in buyouts, recapitalisations, expansion and restructuring situations. Special Situation Investments also oversees the performance of the CIMB Group's investments in private equity and other funds.

GROUP INFORMATION AND OPERATIONS (“GIOD”)

GIOD, the operations and technology hub of the Group, has seamlessly integrated its varied service offerings under one umbrella. GIOD provides the foundation for an effective legal and risk monitoring/compliance framework, efficient operations and value added and enabling Information Technology (“IT”) and business process platform for the entire Group, including regional offices of the Group. GIOD undertakes all the back office operations for the Group under its 3 operating pillars, namely Operations, IT & Business Process Development and Legal & Compliance.

GROUP FINANCE

Group Finance plays a vital role in supporting management and the Board of Directors in their strategic planning and decision making process with six (6) core units namely Financial Accounting, Management Reporting, Regulatory Reporting, Corporate Strategies & Implementation, Tax and Secretarial Services. The division is responsible for preparing various financial reports (both internal and external) as well as providing advice on all financial and tax matters as required by management and business units from time to time. In addition, the division is also overall responsible for all corporate secretarial matters pertaining to the Group.

GROUP STRATEGY

Group Strategy is responsible for identifying, developing, executing and managing the implementation of key strategic initiatives and processes for the Group. By overseeing strategy from inception to completion, new markets, new products or new processes can be identified and evaluated accurately and synergy benefits can be realised with focused execution. This will enable the Group to deliver value to all its stakeholders as quickly as possible and meet the expectations embedded in the Group's vision of being the “Most Valued Universal Bank” in South East Asia. Group Strategy consists of Group Corporate Finance, Strategy & Innovation, Strategy Management & Integration, Special Projects and Investor Relations.

GROUP CORPORATE RESOURCES

Group Corporate Resources supports the Group's commitment towards developing and optimising its resources to realise the Group's vision and regional growth. It comprises Group Human Resources, Knowledge Management, Group Administration and Property Management and the Sports and Recreation Department. Group Human Resources manages the human capital development and strategies of the entire Group, including attracting, developing and retaining talented resources across the region.

A key focus in 2007 for Group Human Resources was the post merger integration. It provided support to the Single Platform Day 1 initiative that unified CIMB Bank through one single IT platform. Previous BCB and SBB HR Policies and Procedures as well as their different Terms and Conditions of Services were harmonised. The Group then undertook a group-wide survey to ascertain employees' level of workplace engagement and to identify areas for improvement. To support the Group's rapid regional expansion, the division launched the Global Employee Exchange Programme to deploy employees with specialised skills to the Group's overseas entities. Group Human Resources also embarked on the "Way Forward with CIMB" initiative, a series of career talks by members of the senior management at selected secondary schools nationwide. Recognising the importance of human capital development, the Group continued to make significant investments in this area in 2007 by increasing staff training expenditure by 27% to RM 21.6 million compared to 2006.

GROUP RISK MANAGEMENT

Group Risk Management's responsibility is to identify, analyse, monitor, review and report the principal risks to which the Group is exposed. It ensures proper risk assessment and identification through independent credit evaluation, using rigorous and forward-looking risk methodologies and risk models in order to exercise control over all exposures. Group Risk Management comprises Risk Management and Analytics, Risk Middle Office, Credit Rating and Analytics, Credit Risk Management and Business Credit Management.

GROUP CUSTOMER CARE AND MANAGEMENT SUPPORT

Group Customer Care and Management Support facilitate initiatives and projects in support of the Executive Director of CIMB Bank as well as assisting all other Group Management's obligations and responsibilities. The division also oversees and undertakes the role of liaison between the Group and relevant external parties.

Areas of responsibility also include the following:

- International Offices which supervises and manages overseas operations of the Group, in coordination with other business units, regulators and authorities.
- Customer Care Unit which arbitrates and resolves customer concerns as addressed by various channels including regulatory bodies such as BNM and the Financial Mediation Bureau. The department recommends further actions and enhancements to other business units in improving deliveries for better efficiencies.

Other tasks currently include providing independent Real Estate valuations and collateral consultations and supports ongoing commercial crime investigations in the role of liaison between the Group and the relevant authorities.

Boards of Major Subsidiaries

As at 14 April 2008



CIMB GROUP SDN BHD

Chairman

Tan Sri Dato' Md Nor Md Yusof
Non-Independent Non-Executive Director

Members

Dato' Nazir Razak
*Group Chief Executive
Non-Independent Executive Director*

Tan Sri Dato' Seri Haidar Mohamed Nor
Independent Non-Executive Director

Dato' Hamzah Bakar
Independent Non-Executive Director

Datuk Dr Syed Muhamad Syed Abdul Kadir
Independent Non-Executive Director

Dato' Zainal Abidin Putih
Independent Non-Executive Director

Cezar Peralta Consing
Independent Non-Executive Director

Dato' Mohd Shukri Hussin
Non-Independent Non-Executive Director

Dato' Robert Cheim Dau Meng
Non-Independent Non-Executive Director

Hiroyuki Kudo
Non-Independent Non-Executive Director

Secretary

Datin Rossaya Mohd Nashir



CIMB BANK BERHAD

Chairman

Tan Sri Dato' Seri Haidar Mohamed Nor
Independent Non-Executive Director

Members

Dato' Nazir Razak
*Deputy Chairman
Non-Independent Non-Executive Director*

Tunku Dato' Ahmad Burhanuddin
Executive Director

Dr Gan Wee Beng
Executive Director, Risk Management

Tan Sri G K Rama Iyer
Independent Non-Executive Director

Dato' Zainal Abidin Putih
Independent Non-Executive Director

Datuk Dr Syed Muhamad Syed Abdul Kadir
Independent Non-Executive Director

Dato' Dr Mohamad Zawawi Ismail
Independent Non-Executive Director

Dato' Seri Yeap Leong Huat
Independent Non-Executive Director

Dato' Mohd Shukri Hussin
Non-Independent Non-Executive Director

Joint Secretaries

Datin Rossaya Mohd Nashir

Idrus Ismail



CIMB INVESTMENT BANK BERHAD

Chairman

Dato' Hamzah Bakar
Independent Non-Executive Director

Members

Dato' Nazir Razak
Deputy Chairman
Non-Independent Non-Executive Director

Charon Wardini Mokhzani
Executive Director

Dato' Zainal Abidin Putih
Independent Non-Executive Director

Zahardin Omardin
Independent Non-Executive Director

Nicholas R H Bloy
Non-Independent Non-Executive Director

Secretary

Datin Rossaya Mohd Nashir



CIMB ISLAMIC BANK BERHAD

Chairman

Datuk Dr Syed Muhamad Syed Abdul Kadir
Independent Non-Executive Director

Members

Dato' Nazir Razak
Deputy Chairman
Non-Independent Non-Executive Director

Badlisyah Abdul Ghani
Executive Director/
Chief Executive Officer

Dato' Anwar Aji
Independent Non-Executive Director

Raja Shaharul Niza Raja Abdul Aziz
Independent Non-Executive Director

Dr Nungsari Ahmad Radhi
Non-Independent Non-Executive Director

Dato' Mohd Shukri Hussin
Non-Independent Non-Executive Director

Joint Secretaries

Datin Rossaya Mohd Nashir

Idrus Ismail



PT BANK NIAGA TBK

President Commissioner

Dato' Mohd Shukri Hussin

Commissioners

Sigid Moerkardjono
Dato' Halim Muhamat
Dato' Mohammed Adnan Shuaib
Sri Hartina Urip Simeon

Secretary

Ikky Dermabudiman

Our Values

Our corporate values unite the Group with three guiding principles:

Value creation

We are in the business of creating value for our customers. Creating value rests on understanding our customers' needs and creating solutions to answer these needs – the more value we can create, the more our customers will turn to us.

People enablement

We believe the best way to create the most value is by enabling our people. Enabling our people involves effectively placing, motivating, and supporting them and ultimately unleashing their true potential.

Integrity

In order to protect our reputation and our business, we speak and act with integrity – speaking and acting honestly and sincerely, and placing our customers' needs and interests as our primary focus. Our unwavering belief in integrity is what allows our customers to entrust their business to us.



Unrivalled Foresight

Unwavering Integrity

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

The Group recognises the importance of Corporate Governance in enhancing stakeholders' value, increasing investors' confidence, establishing customers' trust and building a competitive organisation to support the Group's vision of being South East Asia's Most Valued Universal Bank. To achieve this vision, the Group is guided by our core philosophies: Creating Value for Customers, Enabling our People and Acting with Integrity. The Boards of Directors ("Board") of the entities in the Group are fully supportive of this vision and have given full commitment to ensure the achievement of this vision via high standards of governance throughout the Group.

The Group's governance framework adopts the principles and best practices recommended by the Malaysian Code on Corporate Governance (Revised 2007) ("the Code"), Bank Negara Malaysia ("BNM") Guidelines on Corporate Governance for Licensed Institutions ("Revised BNM/GP1"), Bursa Malaysia Securities Berhad Listing Requirements ("Bursa Securities LR"), the Green Book on Enhancing Board Effectiveness for Government-Linked Companies ("GLC Green Book") as well as international best practices.

This Corporate Governance Statement highlights the Group's governance structure and the application of the principles and best practices adopted by the Group.

The implementation of good governance practices in the Group can be seen in the following areas:

- A high performance Board
- An effective Internal Audit function
- An integrated enterprise-wide Risk Management framework
- Active and dedicated Committees and Task Forces with specific roles and responsibilities

In 2007, the Group had successfully adopted a leveraged model for the Board Committees. Under the leveraged model, the Group's Nomination and Remuneration Committee ("NRC") and Compensation Review Committee now reside at BCHB, the ultimate holding company. The Audit Committee ("AC") provides independent oversight of the Group's financial reporting and internal control systems and ensures that checks and balances are in place within the Group. The Board Risk Committee ("BRC") was established with the primary responsibility of ensuring the effective functioning of the integrated risk management function within the Group.

Apart from the above committees, an Institutional Integrity Unit was also set up to conduct special investigations and a Regional Compliance Framework was successfully established to ensure that the various entities and operation where the Group has presence, engage in a structured reporting for compliance matters to the Board of BCHB.

The Group's overseas operations have adopted a unified reporting structure to the Head Office in Kuala Lumpur as part of the leveraged model to ensure complete oversight of all governance matters.

1. DIRECTORS

(a) Composition

The Board of BCHB, being the ultimate decision-making body, leads and controls the Company. The structure and composition of the Board of BCHB comply with the requirements of the Code, Revised BNM/GP1, Bursa Securities LR and the GLC Green Book. There is diversity among the Board members, as the Board comprises members from various fields of knowledge ranging from finance and banking, to legal and other professions. This well-balanced pool of expertise contributes towards making the Board effective, able and competent in discharging its duties and responsibilities.

(b) Board Size and Balance

As at the date of this statement, the Board of BCHB comprises ten (10) members, with two (2) Executive Directors and the remaining eight (8) Non-Executive Directors. There are five (5) Independent Non-Executive Directors. Of the remaining three (3) Non-Independent Non-Executive Directors, one is the Chairman of the Board and two (2) hold executive positions in the CIMB banking group. All the Directors have met the criteria for appointment of Directors as set out by the Revised BNM/GP1. The Independent Directors act independently from Management and do not participate in any business dealing that may impair their judgement and decision-making to ensure the best interests of the Company and its shareholders are protected. The size of the Board is in line with the recommendation of the GLC Green Book, which states that the Board is preferably no larger than ten (10) directors.

Brief backgrounds of each Director are presented on pages 60 to 68 of the Annual Report.

(c) Directors' Ethics

The Directors in the Group adhere to the Code of Ethics set out in the BNM/Guidelines on the Code of Conduct for Directors, Officers and Employees, the Companies Act 1965 and the Code of Ethics for Company Directors issued by the Companies Commission of Malaysia.

The Code of Ethics for Company Directors highlights, among others, the following criteria that a director should observe in the performance of his duties:

- He should at all times act with utmost good faith towards the company in any transaction and to act honestly and responsibly in the exercise of his powers in discharging his duties;
- He should be conscious of the interests of shareholders, employees, creditors and customers of the company;
- He should ensure that the activities and the operations of the company do not harm the interest and well-being of society at large.

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

(d) Duties and Responsibilities of the Board

The duties and responsibilities of the Chairman and the Group Managing Director/Chief Executive Officer (“Group MD/CEO”) of BCHB are separate. This is to ensure that the Board can exercise its duties effectively. In disseminating its function, the Board is assisted by the Audit Committee, NRC, BRC and other committees in the Group.

The terms of reference of the Board of Directors specify that the Board has an overall responsibility for the internal control systems which include the financial, operational, compliance and risk management controls. The internal control systems which are reviewed annually, are designed to manage the risk of failure to achieve business objectives and provide reasonable assurance against material misstatement for loss. The implementation and maintenance of the internal control systems are the responsibility of the Group MD/CEO and other senior management of the Group.

The Board’s primary responsibilities are as follows:

1. Board Membership and Committees

- To approve CEO and Directors’ appointments and their emoluments and benefits.
- To appoint and delegate any of its powers to Committees, as they shall from time to time think fit.
- To approve the appointment and removal of the members of the Board Committees.

2. Operations

- Review and approve strategic/business plans of the Group and monitor Management’s success in implementing the strategies and plans.
- Review and approve the Group’s annual budget.
- Approve new investments, divestments, mergers and acquisitions, including the establishment of subsidiaries, joint ventures or strategic alliances both locally and abroad.
- Provide clear objectives and policies within which senior executives of the Group are to operate.
- Consider and approve the financial statements and interim dividend and recommend the final dividend to shareholders prior to public announcements and publications as well as all circulars and press releases.

3. Management

- To approve the quantum and basis of bonus payments to the Management and staff.
- To approve policies pertaining to staff benefits, remuneration and termination.
- To monitor and assess the resources required to implement the Group’s strategic plans.
- To monitor and assess development which may affect the Group’s strategic plans.
- To set up an effective audit department, staffed with qualified internal audit personnel to perform internal audit function of financial audit as well as the function of management audit.
- To ensure compliance with all applicable laws, regulations and policies.

4. Managing Risk

- To understand the principal risks of all aspects of the business in which the Group is engaged in and ensure that systems are in place to effectively monitor and manage these risks with a view to the long-term viability and success of the Group.
- To monitor market and liquidity risks, the quality of the Group's exposure and changes in the Group's resources.

5. Internal Controls

- Ensure that there are adequate controls and systems in place to measure the implementation of the Group's policies.
- Review the adequacy and the integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directive and guidelines.

6. Administrative

- To appoint or remove the Company Secretary/Joint Company Secretary.
- To make recommendations on the appointment or removal of external auditors to the shareholders for approval and to fix their remuneration.

7. General

- To avoid conflicts of interest and ensure disclosure of possible conflicts of interest.
- To uphold and observe banking and relevant laws, rulings and regulations.
- To adhere to director duties and act in good faith in the best interests of the Group.

(e) Appointments to the Boards

The Group has put in place procedures for the appointments of Directors in the Group. The NRC is responsible for assessing and recommending to the Boards the appointment and re-appointment of Directors through full evaluation of the skills, knowledge and experience of the nominated Directors. The NRC also ensures plans are in place for the orderly succession for appointments to the Boards and Committees within the Group. The respective Boards make the final decision on the appointment and re-appointment of Directors prior to submission to BNM for approval.

(f) Meetings and Procedures

The Board meets at least once every two months to discuss and determine the strategic direction for BCHB and its subsidiary companies, review reports on operating, financial, compliance and risk performance as well as reports of the Board Committees. At the end of every quarter, the Board reviews and approves the BCHB and the Group's quarterly performance together with the release of the announcement to Bursa Securities, review directors' training needs and note the disclosures of directorships and shareholdings of Directors. Apart from regular scheduled meetings, additional meetings are convened to deliberate and approve ad-hoc, urgent or important business issues that are in the best interest of the Group and stakeholders as and when required. All deliberations at Board meetings, including dissenting views, are duly minuted as true records of the proceedings. Minutes from previous proceedings are signed by the Chairman of the meeting in accordance with the provision of Section 156 of the Companies Act, 1965.

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

In 2007, there were fifteen (15) Board meetings held. The members of the Board and their attendance are as follows:

Directors	No. of Meetings Attended in 2007
Tan Sri Dato' Md Nor Md Yusof <i>(Chairman/Non-Independent Non-Executive Director)</i>	15/15
Tan Sri Dato' Seri Haidar Mohamed Nor <i>(Senior Independent Non-Executive Director)</i>	15/15
Dato' Nazir Razak <i>(Group Managing Director/Chief Executive Officer)</i>	15/15
Dato' Mohd Shukri Hussin <i>(Non-Independent Executive Director)</i>	14/15
Dato' Hamzah Bakar <i>(Independent Non-Executive Director)</i>	13/15
Datuk Dr Syed Muhamad Syed Abdul Kadir <i>(Independent Non-Executive Director)</i>	15/15
Dato' Zainal Abidin Putih <i>(Independent Non-Executive Director)</i>	13/15
Cezar Peralta Consing <i>(Independent Non-Executive Director)</i>	13/15
Dato' Robert Cheim Dau Meng <i>(Non-Independent Non-Executive Director)</i>	15/15
Hiroyuki Kudo <i>(appointed on 17 August 2007)</i> <i>(Non-Independent Non-Executive Director)</i>	7/7
Dr Roslan A Ghaffar <i>(resigned on 1 October 2007)</i> <i>(Non-Independent Non-Executive Director)</i>	9/11

(g) Supply of Information to the Board

The Board is kept abreast with the various information on the businesses of the Group through regular Board meetings as well as the dissemination of pertinent reports.

In line with the GLC Green Book, it is targeted that Board meeting papers are disseminated to Directors at least seven (7) days prior to Board meetings to facilitate the Directors in discharging their duties effectively.

The presentation of Board papers is led by the Group MD/CEO who provides comprehensive explanation of significant issues and briefs the Board on the activities of the Group while the Chief Financial Officer presents updates on the Group's financial performance.

During the meeting, the Chairman of the Audit Committee provides a summary of the Audit reports tabled and discussed at Audit Committee meetings for the Board's notation and approval, if required. Significant audit findings by the Group Internal Audit Department are also brought to the Board's attention for notification and further deliberation.

All proposals and recommendations made by Management are tabled and deliberated comprehensively by the Board before any decision is made. Directors who have interest in any business proposal abstain from the deliberation and decision of the proposal and this process is duly recorded in the minutes of the proceedings.

All Directors have access to the Group's information through the management team and the services of the Company Secretaries, who serve, guide and advise the Board regularly on any updates to the statutory and regulatory requirements and any other matters related to the affairs of the Group.

(h) Directors' Training

Every new Director is given an induction of the Group's business in order to provide the Director with first-hand knowledge of the Group's operations. All Directors have attended the Mandatory Accreditation Programme as required by Bursa Securities LR. Training is an ongoing process in an effort to enhance Directors' knowledge on the latest developments in the industry. Specific trainings are also provided to the Directors, relevant to the issues affecting the Group. Some of the trainings attended by the Directors in 2007 conducted by the authorities and relevant bodies as well as in-house training were as follows:

- Presentation on Basel II Framework and Status Updates
- Briefing on Risk Based Supervisory Framework
- Briefing on Credit CaR Framework
- Briefing on Capital Markets and Services Act 2007
- Briefing on the Anti-Money Laundering Act 2001
- Global Islamic Finance Forum
- Managing Credit Risk and the Impact of Basel II on Banks and SMEs
- Presentation on Blue Ocean Strategy
- Trends in Global Investment Banking
- Update on new Corporate Governance Requirements in Malaysia

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

(i) Re-election of Directors

In accordance with the Company's Articles of Association, an election of Directors takes place each year. One-third of the Directors retire from office at each Annual General Meeting and are eligible to offer themselves for re-election. Directors appointed by the Board in each financial year are subject to re-election by the shareholders at the next Annual General Meeting following their appointments.

(j) Number of Directorships

In accordance with the Revised BNM/GP1 and Bursa Securities LR, the Directors of BCHB do not hold more than ten (10) directorships in listed companies and not more than fifteen (15) in non-listed companies. In addition, the Directors of BCHB also comply with the GLC Green Book which caps directorships in listed companies to five (5) and non-listed companies to ten (10). The Group MD/CEO also complies with the Revised BNM/GP1 requirements which limit his directorships to not more than five (5) in the Group. The list of directorships of Directors is submitted and confirmed by each Director and is presented to the Board on a quarterly basis.

(k) Board Committees

The Board delegates specific responsibilities to Committees that operate within clearly defined terms of reference. The Chairmen of the various Committees report the outcome of their Committee meetings to the Board and if required, further deliberation is made at Board level. These reports and deliberations are properly recorded into the Minutes of the meetings of the Board. The Board Committees of the Company are as follows:

- Audit Committee
- Nomination and Remuneration Committee
- Board Risk Committee
- Compensation Review Committee

A. Audit Committee

The Audit Committee ("AC") provides independent oversight of the Group's financial reporting and internal control system and ensures that checks and balances are in place within the Group. Its principal function is to assist the Board in maintaining a sound system of internal control. Its other functions include the following:

- reviews the activities, internal audit plans and findings of internal audit as well as recommend actions to be taken by Management.
- reviews annual financial statements, quarterly and year end results of the financial statements prior to the approval of the Board.
- reviews the effectiveness of the Group Internal Audit as well as the external auditors.
- responsible for the internal audit staff of the Group, the review and appointment of the external auditors as well as the external auditors' appointment for non-audit services.

In line with the Code and the recent amendment to the Bursa Securities LR in relation to Corporate Governance, all AC members are Independent Non-Executive Directors. The AC is chaired by Dato' Zainal Abidin Putih who has extensive experience in audit, management consulting and taxation, having been involved as a practicing accountant throughout his career. There is an annual review of the performance of the AC and each of its members determines whether the AC and its members have carried out their duties in accordance with its terms of reference.

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

The AC met eleven (11) times in 2007. The members of the AC and their attendance are as follows:

Directors	No. of Meetings Attended in 2007
Dato' Zainal Abidin Putih – Chairman <i>(Independent Non-Executive Director)</i>	11/11
Dato' Hamzah Bakar <i>(Independent Non-Executive Director)</i>	11/11
Datuk Dr Syed Muhamad Syed Abdul Kadir <i>(Independent Non-Executive Director)</i>	10/11
Tan Sri G K Rama Iyer <i>(Independent Non-Executive Director of CIMB Bank)</i>	10/10

The Audit Committee Report and the activities for the financial year ended 31 December 2007 are set out under the Audit Committee Report from pages 117 to 121 of the Annual Report.

B. Nomination and Remuneration Committee (“NRC”)

The NRC is responsible for all Boards' remuneration and nomination-related matters. The NRC assists the Boards of BCHB, CIMB Group, CIMB Bank, CIMB Investment Bank and CIMB Islamic in formulating and developing remuneration packages of Directors and Chief Executive Officers of the Group as well as Board and Committee appointments through the periodical review of the relevant mix of skills and experiences inherent in the respective Boards. Reports of the NRC which are relevant to these entities are cascaded to relevant Boards accordingly. All members of the NRC are Non-Executive Directors and the NRC is chaired by Tan Sri Dato' Seri Haidar Mohamed Nor, who is an Independent Director of BCHB.

The members of the NRC and their attendance at NRC meetings are as follows:

Directors	No. of Meetings Attended in 2007
Tan Sri Dato' Seri Haidar Mohamed Nor – Chairman <i>(Senior Independent Non-Executive Director)</i>	6/6
Dato' Hamzah Bakar <i>(Independent Non-Executive Director)</i>	6/6
Dato' Zainal Abidin Putih <i>(Independent Non-Executive Director)</i>	6/6
Datuk Dr Syed Muhamad Syed Abdul Kadir <i>(Independent Non-Executive Director)</i>	6/6
Dato' Robert Cheim Dau Meng <i>(Non-Independent Non-Executive Director)</i>	6/6

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

In line with the Revised BNM/GP1 and the Code, the NRC has adopted a set of criteria for Board appointments. The NRC recommends candidates for directorships to the Board after due consideration of the respective candidates' skills, knowledge, expertise and experience, professionalism, integrity and the ability to discharge responsibilities/ functions as expected based on their position. Specific to the Group's requirement, the other requisites for a Board candidate include their competency in specialised areas of practice, consistent availability, and sound judgement.

The terms of reference of the NRC with regard to the nomination role are as follows:

- Establishing minimum requirements for the Board, namely required mix of skills, experience, qualification and other core competencies required of each director. The NRC is also responsible for establishing the minimum requirements for the CEO. The requirements and criteria should be approved by the full Board.
- Recommending and assessing the nominees for directorship, Board committee members as well as nominees for the CEO and ensuring compliance with section 56 of the Banking and Financial Institutions Act 1989 and section 23 of the Islamic Banking Act 1983 (for the banking subsidiaries) and the corresponding sections of the Insurance Act 1996 and the Takaful Act 1984 (for insurance and Takaful subsidiaries). This includes assessing directors for reappointment, before an application for approval is submitted to Bank Negara Malaysia. The actual decision as to who shall be nominated should be the responsibility of the Board.
- Overseeing the overall composition of the Boards and the Board committees in terms of the appropriate size and skills, and the balance between executive directors, non-executive directors and independent directors through annual reviews.
- Recommending to the Board for the removal of a director/CEO officer from the Board/Management if the director/CEO is ineffective, errant and negligent in discharging his responsibilities.
- Establishing a mechanism for the formal assessment of the effectiveness of the Board as a whole and the contribution of each director to the effectiveness of the Board, the contribution of the Board's various committees and the performance of the CEO and other key senior management officers. Annual assessment should be conducted based on an objective performance criterion. Such performance criteria should be approved by the full Board.
- Ensuring that all directors receive an appropriate continuous training program in order to keep abreast with the latest development in the industry.
- Recommending to the Board the removal of key senior management officers if they are ineffective, errant and negligent in discharging their responsibilities.
- Overseeing the appointment, management succession planning and performance evaluation of key senior management officers.
- Whenever key expatriates at financial institutions are employed, to ensure there is in place a process for the transfer of expertise and skills from the expatriates to the staff of the financial institutions.
- Assessing on an annual basis that the directors and key senior management officers are not disqualified under section 56 of the Banking and Financial Institutions Act 1989 and/or section 23 of the Islamic Banking Act 1983 and the corresponding sections of the Insurance Act 1996 and the Takaful Act 1984.
- The nomination role of the NRC should not be delegated with decision-making powers but should report to the full Board for decision.

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

The terms of reference of the NRC with regard to the remuneration role are as follows:

- Recommending a framework of remuneration for directors, CEO and key senior management officers for the full Board's approval. The remuneration framework should support the BCHB Group culture, objectives and strategy and should reflect the responsibility and commitment, which goes with board membership and responsibilities of the CEO and senior management officers. The framework should cover all aspects of remuneration including director's fees, salaries, allowances, bonuses, options and benefits-in-kind.
- Recommending specific remuneration packages for the key senior management officers. The remuneration package should be structured such that it is competitive and consistent with the BCHB Group's culture, objectives and strategy. Salary scales drawn up should be within the scope of the general business policy and not be dependent on short-term performance to avoid incentives for excessive risk taking. As for non-executive directors and independent directors, the level of remuneration should be linked to their level of responsibilities undertaken and contribution to the effective functioning of the Board. In addition, the remuneration of each Board member may differ based on their level of expertise, knowledge and experience.
- To recommend to the Board, performance-related assessment programs to assess the effectiveness of the Boards, the Committees of the Board and individual directors on an annual basis.
- To recommend to the Board the appointment, and remuneration, of Shariah Committee members of the Islamic subsidiaries, and external advisors as advised and deemed necessary to fulfil its obligation and responsibilities. Annual/periodic reviews of the remuneration shall be conducted by the committee if deemed necessary.

BCHB also undertook an Annual Board Effectiveness Assessment ("BEA") of the Board and Board Committees with the NRC leading the evaluation process. Each Director is given a BEA Form and they each reverted with their feedback and other suggestions for improvement. These responses were collated and summarised for the NRC, which later met to discuss and recommend the outcome of the BEA to the Board. The Board agreed for the NRC to convene an offsite discussion for all Independent Non-Executive Directors to further deliberate on the BEA. The outcome of the deliberations was subsequently tabled to the Board for approval prior to submission to the GLC Transformation Management Office of Khazanah Nasional Berhad. The deliberations are documented in the minutes of meetings of the NRC and the Board.

Pursuant to the BEA in 2007, the Board has enhanced its interaction with Management by continuously engaging with Heads of Divisions. Meetings were initiated for these Heads of Divisions to meet the Audit Committee as well as other Independent Non-Executive Directors to provide them with a clearer understanding of the roles and operations of these Divisions.

Apart from the BEA, the NRC conducted a separate assessment on the Executive Directors of the Group, including the Group MD/CEO, based on their respective Key Performance Indicators.

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

C. Board Risk Committee (“BRC”)

The BRC was established on 30 July 2003 with the primary responsibility of ensuring the effective functioning of the integrated risk management function within the organisation. In 2007, there were nine (9) meetings held by BRC. The members of the BRC and their attendance are as follows:

BRC Members	No. of Meetings Attended in 2007
Dato’ Hamzah Bakar - Chairman <i>(Independent Non-Executive Director)</i>	8/9
Tan Sri Dato’ Md Nor Md Yusof <i>(Non-Independent Non-Executive Director)</i>	9/9
Tan Sri Dato’ Seri Haidar Mohamed Nor <i>(Senior Independent Non-Executive Director)</i>	9/9
Dato’ Zainal Abidin Putih <i>(Independent Non-Executive Director)</i>	8/9
Datuk Dr Syed Muhamad Syed Abdul Kadir <i>(Independent Non-Executive Director)</i>	9/9
Cezar Peralta Consing <i>(Independent Non-Executive Director)</i>	8/9
Dato’ Robert Cheim Dau Meng <i>(Non-Independent Non-Executive Director)</i>	9/9
Hiroyuki Kudo <i>(appointed on 17 August 2007)</i> <i>(Non-Independent Non-Executive Director)</i>	5/5
Dr Roslan A Ghaffar <i>(resigned on 1 October 2007)</i> <i>(Non-Independent Non-Executive Director)</i>	6/7

The terms of reference of the BRC are as follows:

- Formulating and reviewing the risk strategy of the organisation
- Approving and periodically reviewing the organisation’s risk management policies in line with risk strategy
- Defining the risk management objectives across risk categories and business lines
- Setting the risk appetite (namely the confidence level to be used for quantifiable risks, maximum size and frequency of losses for risks) of the organisation along specific business lines
- Reviewing the risk-based economic capital of the organisation
- Reviewing the overall risk profile of the organisation and specific market risk and credit risk portfolio profile on a periodic basis
- Approving the methodology to be followed for risk based economic capital computation
- Approving the contingency plan for dealing with various extreme internal/external events and disasters
- Ensuring a risk-awareness culture in the organisation
- Any other related issues

Details of the Group’s risk management framework are elaborated in pages 130 to 135 of this Annual Report.

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

Apart from the above Committees, the Board also established the Employees Share Option Scheme Committee, Compensation Review Committee and two (2) Shariah Committees to assist it in the running of the Group's operations.

D. Employees Share Option Scheme ("ESOS") Committee

The BCHB Group ESOS Committee was established to administer BCHB's Employees Share Option Scheme. The Committee's principal function was to ensure that the scheme was administered in accordance with the by-laws approved by the shareholders of the Company. The ESOS 2002/2007 was implemented on 20 November 2002 and expired on 19 November 2007.

E. Compensation Review Committee

Following the restructuring of the operating companies in the Group, BCHB adopted a compensation framework to ensure that there is a common oversight of the total remuneration and compensation for staff in the Group. This includes staff bonus provision and allocation as well as salary adjustments as well as alignment and motivation of staff to adopt and assimilate the Group's high performance culture.

On 18 February 2008, the Compensation Review Committee was established with the following members:

- Dato' Hamzah Bakar - Chairman
- Dato' Zainal Abidin Putih
- Nicholas R H Bloy
- Dato' Robert Cheim Dau Meng
- Dato' Nazir Razak

The terms of reference of the Committee are as follows:

- To oversee the remuneration packages for all employees in the BCHB Group (except Group CEO and Executive Directors).
- To ensure that the remuneration packages are consistent with the Group's objectives and strategies.
- To ensure that the compensation framework is continually reviewed and benchmarked to best industry practice.
- To recommend related staff remuneration packages to the respective Boards in the BCHB Group for approval.

F. Shariah Committees

There are two (2) Shariah Committees in the Group catering for Islamic banking and Takaful.

Pursuant to BNM's Guidelines on the Governance of Shariah Committee for Islamic Financial Institutions (BNM/GPSi), the Shariah Committees advise the Group on the operations of its Islamic banking and Takaful businesses to ensure that the Group is not involved in any element/activity which is not Shariah compliant. In advising on such matters, the Shariah Committees also consider the views of the Shariah Council/Committees of relevant authorities such as BNM and the Securities Commission on issues relating to the activities and operations of Islamic banking and Takaful matters.

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

(a) Shariah Committee of CIMB Islamic

The members of the Shariah Committee of CIMB Islamic and their attendance are as follows:

Member	Nationality	No. of Meetings Attended in 2007
Sheikh Professor Dr Mohammad Hashim Kamali - Chairman	Canadian (Malaysian Permanent Resident)	2/3
Sheikh Nedham Yaqoobi	Bahraini	2/3
Sheikh Dr Haji Mohd Nai'm Haji Mokhtar	Malaysian	2/3
Sheikh Associate Professor Dr Shafaai Bin Musa	Malaysian	3/3
Sheikh Dr Haji Zainudin Jaffar (appointed on 31 May 2007)	Malaysian	2/2
Sheikh Associate Professor Hafiz El Sheikh Mohamed El Zaki (resigned on 1 January 2008)	Sudanese	1/3
Sheikh Assistant Professor Dr Ismail Mohd @ Abu Hassan (resigned on 1 April 2007)	Malaysian	1/1

(b) Shariah Committee of CIMB Aviva Takaful Berhad

The members of the Shariah Committee of CIMB Aviva Takaful Berhad and their attendance are as follows:

Member	Nationality	No. of Meetings Attended in 2007
Sheikh Associate Professor Dr Shafaai Bin Musa - Chairman (appointed on 11 April 2007)	Malaysian	3/3
Sheikh Professor Dr Mohammad Hashim Kamali (appointed on 11 April 2007)	Canadian (Malaysian Permanent Resident)	1/2
Sheikh Dr Haji Mohd Nai'm Haji Mokhtar (appointed on 11 April 2007)	Malaysian	1/2
Sheikh Dr Haji Zainudin Jaffar (appointed on 21 June 2007)	Malaysian	2/2
Hj Md Saleh Hj Md@Hj Ahmad (resigned on 31 March 2007)	Malaysian	1/1
Professor Madya Dr Mahamad Arifin (resigned on 31 March 2007)	Malaysian	0/1

G. International Advisory Panel

CIMB Group formed an International Advisory Panel (“IAP”) in July 2006 to act as an advisory body to the Group’s senior management in the formulation and implementation of its international expansion policies. This is in furtherance of achieving its corporate goal of becoming South East Asia’s most valued universal bank.

Members of IAP comprise various nationalities whose combined experience spans a broad spectrum including the financial markets, industry, policy formulation and academia, both domestically and internationally. The members are:

1. Tun Musa Hitam - Chairman
2. Abdul Aziz Q Kanoo
3. Datuk Seri Panglima Andrew Sheng
4. Beau Kuok
5. Bapak Glenn Yusuf
6. Goh Geok Khim
7. Jaime Augusto Zobel de Ayala II
8. Khun Tira Wannamethee
9. Tong Kooi Ong

The IAP meets annually to review the Group’s international expansion plans.

H. Management Committees

In addition to the above, the following committees have been established at the CIMB Group level to assist the Management with the day-to-day operations of the Group:

- Group Management Committee
- Group Executive Committee
- Consumer Banking Committee
- Balance Sheet Management Committee
- Group HR Committee
- Marketing and Communications Committee
- Group IT Strategy Committee
- Recovery Committee
- Crisis Management Committee
- Insurance Coverage Committee
- Disciplinary Committee
- Cost Management Committee
- Fee Dispute Resolution Committee
- Commitments Committee
- Occupational Health and Safety Committee

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

2. DIRECTORS' REMUNERATION

The level of remuneration of the Directors is sufficient to attract and retain Directors needed to run the Group successfully. The NRC reviews the remuneration framework of Directors and key senior management officers of the Group. This includes fees and meeting allowances as well as performance-linked rewards or compensation. External advisers or consultants may be engaged by the NRC to advise on specific areas where necessary.

The aggregate remuneration paid to the Directors by BCHB and its subsidiaries in 2007 was as follows:

	Fees RM'000	Salary and/or other remuneration RM'000	Benefits- in-kind RM'000	Total RM'000
Executive Directors				
Dato' Nazir Razak ¹	-	9,285	65	9,350
Dato' Mohd Shukri Hussin	-	1,036	43	1,079
	-	10,321	108	10,429
Non-Executive Directors				
Tan Sri Dato' Md Nor Md Yusof	124	278	-	402
Tan Sri Dato' Seri Haidar Mohamed Nor	208	365	33	606
Dato' Zainal Abidin Putih	208	275	-	483
Dato' Hamzah Bakar	184	322	-	506
Datuk Dr Syed Muhamad Syed Abdul Kadir	205	322	5	532
Dato' Robert Cheim Dau Meng ²	-	1,672	37	1,709
Cezar Peralta Consing	181	31	-	212
Hiroyuki Kudo ²	-	200	60	260
Dr Roslan A Ghaffar (<i>resigned on 1 October 2007</i>)	49	22	-	71
	1,159	3,487	135	4,781
Total	1,159	13,808	243	15,210

Notes:

¹ The functions and responsibilities of the Chief Executive Officer ("CEO") are carried out on a Group basis. The salary and other remuneration and benefits-in-kind totalling RM9,350,000 for the CEO were paid by a subsidiary, CIMB Investment Bank.

² Dato' Robert Cheim Dau Meng and Hiroyuki Kudo hold executive positions in the CIMB banking group and their salaries and benefits-in-kind were paid by a subsidiary, CIMB Investment Bank.

3. SHAREHOLDERS

In maintaining the high standards of transparency and accountability, major developments within the Group are consistently communicated to shareholders and investors in a timely and accurate manner.

The Annual Report of BCHB is an important channel of communication to shareholders and investors. There is a determined effort to enhance the contents of the Annual Report in line with best corporate governance practices.

The Group recognises the importance of communication with its shareholders. The Annual General Meeting (“AGM”) of the Company which is attended by the Chairman of the Company, along with other Directors, provides a forum for the Board and Senior Management of the Company to communicate with shareholders. The Group MD/CEO conducts a brief presentation on the Group’s financial performance and prospects. In the AGM, shareholders are given the opportunity to seek clarification on the Group’s performance and the Directors’ stewardship of their respective companies. Notices and agenda for the AGM are sent in accordance to the Bursa Securities LR. Shareholders receive the Annual Reports at least 21 days before the AGM. There has always been a reasonable turnout at the Company’s AGM.

During the year, shareholders receive up-to-date information which includes financial results and corporate proposals through the Group website, www.cimb.com as well as through announcements made to the Bursa Securities and press/media releases. Announcements posted on the Group’s website reinforce the Group’s commitment to provide a true and fair view of the Group’s operations.

In maintaining the high standards of transparency and accountability, major developments within the Group are consistently communicated to shareholders and investors in a timely and accurate manner by the Investor Relations Unit.

The Group Investor Relations Report is detailed in page 157 of the Annual Report.

4. ACCOUNTABILITY AND AUDIT

Financial Reporting

The Directors are required by the Companies Act, 1965 and the Banking and Financial Institutions Act, 1989 to prepare Financial Statements for each financial year, which have been made out in accordance with the MASB Approved Accounting Standards and the BNM Guidelines, and give a true and fair view of the state of affairs of the Group as at 31 December 2007 and of the results and cash flows of the Group for the financial year ended on that date.

The Directors are responsible for ensuring that Financial Statements are drawn up in accordance with the provision of the Companies Act, 1965 and applicable approved accounting standards in Malaysia. In presenting the Financial Statements, BCHB has used appropriate accounting policies, consistently applied and supported by reasonable prudent judgement and estimates and prepared on going concern basis. The Directors also strive to ensure that financial reporting presents a balanced and comprehensible assessment of the Group’s financial position and prospects in all its reports to the shareholders, investment community and regulatory authorities. BCHB releases its quarterly results with accompanying press releases and the statement of responsibility for preparing the financial statements which can be found in the Financial Statements section of this Annual Report.

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of Bursa Malaysia Securities Berhad)

The AC assists the Board in overseeing the financial reporting process. The Group's quarterly, half-yearly and annual Financial Statements are reviewed by the AC prior to submission to BNM within the stipulated time frame, and approved by the Board prior to their release to Bursa Malaysia.

Internal Control

The Board has overall responsibility for maintaining sound internal control systems that cover financial controls, effective and efficient operations, compliance with law and regulations as well as risk management. The size and complexity of the BCHB Group necessitate the managing of a wide and diverse spectrum of risks. The nature of these risks means that events may occur which would give rise to unanticipated or unavoidable losses. The inherent system of internal controls is designed to provide a reasonable though not absolute assurance against the risk of material errors, fraud or losses occurring. The Statement on Internal Control which provides an overview of the state of internal control is set out on pages 122 to 129 of the Annual Report. The internal audit function of the Group which rests with the Group Internal Audit Division is described in the Audit Committee Report on pages 117 to 121 of this Annual Report.

Relationship with Auditors

The Group Internal Audit Division regularly audits the internal control practices and reports significant findings to the AC with recommended corrective actions. Management is responsible to ensure that corrective actions on reported weaknesses are undertaken within an appropriate time frame. The minutes of the AC meetings are subsequently tabled to the Board. A report on the AC and its terms of reference is included on pages 117 to 121 of this Annual Report.

The Board and the AC Chairman maintain a formal and appropriate relationship with the external auditors. In line with the Code, the AC convened two meetings with the external auditors in 2007 without executive Board members or Management being present. Apart from that, the external auditors were also invited to attend the Company's meetings such as AC meetings and Annual General Meetings. The Statement on Internal Control which has been duly reviewed by the external auditor is included on pages 122 to 129 of this Annual Report.

Audit Committee Report

MEMBERSHIP AND MEETINGS

The Audit Committee members comprised wholly of Independent Non-Executive Directors. The details of members and meetings held during the financial year ended 31 December 2007 are as follows:

	No. of Meetings	
	Held	Attended
Dato' Zainal Abidin Putih <i>(Independent Non-Executive Director of BCHB, CIMB Bank and CIMB Investment Bank)</i>	11	11
Dato' Hamzah Bakar <i>(Independent Non-Executive Director of BCHB and CIMB Investment Bank)</i>	11	11
Datuk Dr Syed Muhamad Syed Abdul Kadir <i>(Independent Non-Executive Director of BCHB, CIMB Bank and CIMB Islamic)</i>	11	10
Tan Sri G K Rama Iyer <i>(Independent Non-Executive Director of CIMB Bank)</i>	10	10*

Note: * Reflects the number of meetings held during the time the Director held office as an Audit Committee member.

The current Audit Committee comprises four (4) Independent Non-Executive Directors who represent the boards of all the banks within the Group. The Chairman of the Committee, Dato' Zainal Abidin Putih is a member of the Malaysian Institute of Accountants who also meets the requirements of Section 15.10 (1) of the Listing Rules which requires at least one qualified accountant as a member of the Audit Committee.

The Audit Committee met on a scheduled basis at least once every quarter. Minutes of each meeting are distributed to each member of the Board and the Chairman of the Audit Committee reports the main findings and deliberations of the Audit Committee to the Board.

In 2007, there were eleven (11) Audit Committee meetings held.

AUTHORITY

The Audit Committee in discharging its duties shall have explicit authority to investigate any matter within its terms of reference, full access to and co-operation from Management and full discretion to invite any director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly. The Audit Committee shall have full and unrestricted access to information and be able to obtain independent professional advice, such expenses to be borne by the Company.

TERMS OF REFERENCE OF AUDIT COMMITTEE

- To review the effectiveness of internal controls, risk management processes and governance within BCHB and its subsidiaries, taking into account the requirements in revised Malaysian Code of Corporate Governance, Listing Requirements of Bursa Malaysia Securities Berhad, BNM/GP1 (Guidelines on Corporate Governance for Licensed Institution), BNM/GP1-i (Guidelines on Directorship in the Islamic Bank), BNM/GPIS1 (Guidelines on Management of IT Environment), BNM/GPi13 (Guidelines on Audit Committee and Internal Audit Department for Insurance Company) and other relevant guidelines issued by regulators.
- To perform the following in relation to the Internal Audit function:
 - a) To ensure the internal audit function is well placed to undertake review or investigation on behalf of the Audit Committee, and be placed under the direct authority and supervision of the Audit Committee.
 - b) To review the internal audit scope, internal audit programme and internal audit findings, and recommended actions to be taken by the Management. The reports of internal auditors and the AC are not subject to clearance of the Group Chief Executive.
 - c) To oversee the functions of the Internal Audit department and ensuring compliance with the BNM/GP10 (Guidelines on Minimum Audit Standards for Internal Auditors of Financial Institutions) and BNM/GPi13 (Guidelines on Audit Committee and Internal Audit Department for Insurance Company).
 - d) To review the competency and resources of the internal audit function and that it has the necessary authority to carry out its work.
 - e) To evaluate the performance and decide on the remuneration package of the internal auditors.
 - f) To approve the appointment, transfer and dismissal of the Chief Internal Auditor or senior staff members of the internal audit function and to be informed of resignation of internal audit staff members and provide the resigning staff member an opportunity to submit his/her reasons for resigning.
- To review the effectiveness of External Auditors:
 - a) To consider the appointment of external auditors, the audit fee and question of resignation or dismissal.
 - b) To review with the external auditors, the scope of their audit plan, the findings on system of internal accounting controls (including management action) and the relevant audit reports.
 - c) To assess objectivity, performance and independence of external auditors (e.g. by reviewing and assessing the various relationships between the external auditors and the BCHB or any other entity).
 - d) To approve the provision of non-audit services by the external auditors.

- e) To ensure that there are proper checks and balances in place so that the provision of non-audit services does not interfere with the exercise of independent judgement of the auditors.
 - f) To ensure that the accounts are prepared in a timely and accurate manner with frequent reviews of the adequacy of provisions against contingencies and bad and doubtful debts.
 - g) The Audit Committee shall meet with the external auditors at least twice a year without the presence of the Management of BCHB and its subsidiaries or executive board members to discuss key concerns and to obtain feedback.
- To review the audit findings, internal control and compliance issues identified/reported by the internal auditors, external auditors, regional supervision/compliance unit and regulatory auditors as the case may be and to ensure that appropriate and prompt remedial actions are taken, where appropriate, by Management.
 - To engage on a continuous basis with senior management, such as the chairman, the chief executive officer, the finance director, the head of internal audit and the external auditors in order to be kept informed of matters affecting the company.
 - To convene meetings with external auditors, internal auditors or both, excluding the attendance of other directors and employees of the company and its subsidiaries, whenever deemed necessary.
 - To review the Annual Financial Statements for submission to the Board of Directors of the respective companies in the BCHB Group and ensure prompt publication of annual accounts.
 - To review the quarterly results of the financial statements, prior to the approval by the Board of Directors, focusing particularly on the following:
 - Deliberation on any changes in the accounting policy;
 - Adoption of or implementation of any new accounting standards;
 - Changes to legal or regulatory requirements; and
 - Compliance with accounting standards and other legal or regulatory requirements.
 - To review all related party transactions, as submitted by Management that may arise within the BCHB Group and keep the Board informed of such transactions.
 - To obtain external professional advice and to invite outsiders with relevant experience to be present where necessary.

INTERNAL AUDIT FUNCTION

- The Audit Committee is supported by the Group Internal Audit Division (“GIAD”), which conducts audit for the BCHB Group, except for Bank Niaga and South East Asian Bank Limited (“SEA Bank”) which are supported by their own internal audit divisions. In ensuring proper group audit oversight, Bank Niaga’s and SEA Bank’s internal audit teams submit quarterly reports to GIAD, highlighting key audit issues and concerns.
- GIAD provides independent assurance on the efficiency and effectiveness of the internal control systems implemented by Management. An annual audit plan is developed based on assessment of risk priorities, exposures and strategies/ goals of the Group.
- GIAD assists the Board, Audit Committee and Management in the effective discharge of their responsibilities in establishing cost-effective controls, risk management and recommending measures to mitigate identified risks and to ensure proper governance.
- GIAD provides quarterly reports to the Audit Committee, reporting on the outcome of the audits conducted which highlight the effectiveness of the system of internal control and significant risks. The Audit Committee reviews and evaluates the key concerns or issues raised by GIAD and ensure that appropriate and prompt remedial action is taken by Management.

SUMMARY OF ACTIVITIES

During the year under review, the Audit Committee carried out its duties as set out in the terms of reference. Key activities include:

- Reviewed and approved the annual audit plan, scope of work and resource requirement of the GIAD.
- Reviewed the effectiveness of the external auditors, their audit plan, scope of work and results of the annual audit for the Group.
- Reviewed the internal control issues identified by the group internal auditors, external auditors and regulatory examiners, as well as the Management’s response to the recommendations and the implementation of agreed action plans.
- Reviewed the financial statements of the Group on a quarterly basis and the draft announcement to Bursa Securities before recommending them for the approval of the Board’s approval.
- Reviewed the annual audited financial statements of the Company and the Group with external auditors prior to submission to the Board of Directors and BNM for their approval.
- Conducted familiarisation visits to Bank Niaga and Commerce International Group (“CIG”) and held dialogue sessions with the respective management and other divisional/department heads. Matters pertaining to business plans, key risk areas, business challenges and management action plans were presented and discussed.

- In addition, there were also two meetings held with external auditors without management's presence to discuss key concerns and obtain feedback on the state of internal control.
- Reviewed and recommended to the Board several non-audit services provided by the external auditors.
- Considered and recommended to the Board the re-appointment of the external auditors and their audit fees.

TRAININGS ATTENDED

- During the year, the members attended several training programmes to keep abreast of latest developments. Some of the courses attended include the following:

No	Members	Date of Training	Training Courses
1.	Dato' Zainal Abidin Putih	April 2007 July 2007 September 2007 November 2007	<ul style="list-style-type: none"> • Presentation of Credit Risk (CaR) framework • Risk based supervisory framework briefing • Presentation on Basel II by Bank Negara Malaysia • Briefing on Companies (Amendment) Act 2007
2.	Dato' Hamzah Bakar	July 2007 September 2007 November 2007	<ul style="list-style-type: none"> • Risk based supervisory framework briefing • Presentation on Basel II by Bank Negara Malaysia • Briefing on Companies (Amendment) Act 2007
3.	Datuk Dr Syed Muhammad Syed Abdul Kadir	April 2007 July 2007 August 2007 November 2007 December 2007	<ul style="list-style-type: none"> • Presentation of Credit Risk (CaR) framework • Risk based supervisory framework briefing • Program for building high performance directors by Malaysia Directors Academy (Minda) on IMD (Module I) • Program for building high performance directors by Malaysia Directors Academy (Minda) on IMD (Module II) • Program for building high performance directors by Malaysia Directors Academy (Minda) on IMD (Module III)
4.	Tan Sri G K Rama Iyer	April 2007 July 2007 July 2007 September 2007 November 2007	<ul style="list-style-type: none"> • Presentation of Credit Risk (CaR) framework • Asia Pacific Audit & Governance Summit 2007 • Risk based supervisory framework briefing • Presentation on Basel II by Bank Negara Malaysia • Briefing on Companies (Amendment) Act 2007

Statement on Internal Control

For the financial year ended 31 December 2007

BOARD RESPONSIBILITY

The Board acknowledges its responsibility for the Group's system of internal control which includes the establishment of an appropriate control environment and framework as well as reviewing its adequacy and integrity. This responsibility covers the Malaysian operations as well as the operations of the overseas subsidiaries and branches. The system of internal control addresses the need for effective and efficient business operations, sound financial reporting and control procedures, and compliance with relevant laws and regulations. However, the Board recognises that reviewing the Group's system of internal control is a concerted and continuing process, designed to manage rather than mitigate the risk of failure to achieve business objectives. Accordingly, the Group's system of internal control can only provide reasonable but not absolute assurance against material misstatement, mismanagement, fraud and losses.

The Board is committed to maintaining a sound system of internal control in the Group and is pleased to provide the following statement on internal control of the Group during the period. On-going reviews are carried out to ensure the effectiveness, adequacy and integrity of the system of internal controls in safeguarding the Group's assets and stakeholders' interests.

RISK MANAGEMENT AND CONTROL FRAMEWORK

The Board recognises that risk management is an integral part of the Group's day-to-day operations and that the identification and management of risks will affect the achievement of the Group's business objectives and protect shareholders' value. In pursuing these objectives, the Group has adopted the Enterprise-wide Risk Management ("EWRM") Framework to manage its risks and opportunities. The Board has also established the Board Risk Committee with the primary responsibility of ensuring the effective functioning of the EWRM framework.

The EWRM Framework involves an on-going process of identifying, evaluating, monitoring and managing the significant risks affecting the achievement of its business objectives. It provides the Board and the Management with a tool to anticipate and manage both the existing and potential risks, taking into consideration the changing risk profiles as dictated by changes in business and regulatory environment, strategies and functional activities throughout the year.

INFORMATION TECHNOLOGY SECURITY

Arising from the CIMB Bank and SBB merger, the IT platforms of both banks have been successfully integrated in March 2007 after a comprehensive integration program was implemented. The entire exercise was driven by the Merger Integration Committee ("MIC") which facilitated management decisions and provided for the necessary resources to ensure the successful implementation of the project. The IT integration exercise was executed after careful planning and testing. Rigorous Mock Runs, Operational Readiness Tests and Stress Tests were undertaken to enable smooth cut-over to the target systems.

The Group continues its efforts in strengthening its Information Security posture through concerted management driven efforts. In line with security best practices both in this financial year and before, these efforts encompass people, processes and technology. Due care has been taken to address both threats external to the Group - such as any attempted intrusions and potential reputational losses, and internal threats - including potential fraud and data leakage.

The Group maintains a strong knowledge of and continues to refine its mitigation strategies against Information Technology threats by participating in forums on Information Security and industry dialogue. These methods contribute towards a systematic methodology to assure the confidentiality, integrity, availability and non-repudiation of information and information systems against current or any potential threats which are prevailing in the evolving and changing internet world. This enables the Group to retain its customer trust and maintain high rates of adoption for the Group's products and services.

Continued enhancements to the security framework are made regularly, with specific focus on data management and IT Risk Governance. Complementary to these sustained efforts at improvement, new technical controls have also been employed including initiatives such as controlled access to Internet resources to prevent leakage of sensitive information, improvements to the anti-malware infrastructure in place to safeguard against any compromise of system availability; and enhancements to the network security infrastructure to ensure reliable secured connectivity to critical internal resources are in place under all foreseeable circumstances.

KEY INTERNAL CONTROL PROCESSES

The key processes that the Board has established in reviewing the adequacy and integrity of the system of internal control, including compliance with applicable laws, regulations, rules, directives and guidelines, are as follows:

- **Risk Committees**

Committees have been established within the Group with distinct lines of responsibility and function, which are clearly defined in the terms of reference. These committees have the authority to examine matters within the scope and reports pertinent issues and recommendations to the Board.

The Board Risk Committee reports directly to the Board of the Group. It oversees the EWRM Framework and provides strategic guidance and reviews decisions made by the various Risk Committees.

The Group Risk Committee, comprising the Senior Management of CIMB Group performs the oversight function for capital allocation and overall risks limits guided by the risk appetite defined by the Board.

The Group Risk Committee is supported by specialised sub-committees; namely, Credit Risk Committee, Liquidity Risk Committee, Market Risk Committee and Operational Risk Committee. Delegated by the Board, these committees meet weekly/monthly to review and deliberate on the risk exposure profile reports.

Statement on Internal Control

For the financial year ended 31 December 2007

- **Group Management Committee**

The Group Chief Executive is assisted by the Group Management Committee (“GMC”) which ensures that effective day-to-day operations of the Group are in place and conducted in accordance with corporate objectives, strategies, approved annual budget as well as policies and procedures. Policy guidelines and authority limits are imposed on the delegated members with regard to daily banking and financing operations, extension of credit, investments as well as acquisitions and disposals of assets.

Effectively, GMC is principally responsible for the performance of respective business divisions as well as overseeing the Group’s strategy, cross-divisional synergies, regulatory issues and other key matters within the Group.

- **Internal Policies and Procedures**

Clearly documented internal policies and procedures of all business units have been approved by the Board for application across the Group. Policies and procedures serve as day-to-day operational guidance to ensure compliance with internal controls and the applicable laws and regulations. Regular reviews and updates are performed to reflect changing risks or process and internal control improvements while ensuring that documentation remains current.

- **Performance Review**

The Board receives and reviews regular reports from the management on the key financial and operating statistics as well as legal and regulatory matters. Each business unit is subject to performance reviews in monthly GMC meetings. The performance of each business unit is assessed against the approved budgets and business objectives whilst explanation is provided for significant variances. The review also details fresh business proposals, achievements for the month and listing of defaulted accounts.

- **Internal Audit**

The internal audits conducted are in accordance with the annual audit plans approved by the Audit Committee.

The internal audit function adopts a risk-based approach to provide the Audit Committee with independent and objective reports on the state of the Group’s internal control and the extent of compliance with the established policies and procedures as well as relevant regulatory requirements. In addition, implementation of management action plans which seek to mitigate weaknesses identified is monitored on an ongoing basis to further strengthen the internal controls within the Group.

The Audit Committee deliberates on findings and recommendations proposed by the internal and external auditors as well the Compliance Units of the Group. The Audit Committee also evaluates the adequacy and effectiveness of the Group’s risk management and system of internal control. Apart from reviewing the annual audit plan, the Audit Committee assesses the scope and quality of audits performed. The minutes of the Audit Committee meetings are tabled to the Boards of CIMB Investment Bank, CIMB Bank and CIMB Islamic on an ongoing basis.

The Audit Committee had also conducted “on the ground” visits to all regions in Malaysia. This is to enable the Audit Committee to communicate directly to all regional/branch managers on the expectations of the Group with regards to compliance and control and also to enable issues to be directly addressed.

- **Institutional Integrity Unit**

An Institutional Integrity Unit (“IIU”) was established to undertake investigations of complaints of irregularities and alleged fraud perpetrated by staff as well as allegations of misconduct and unethical practices. The IIU will also play a consultative role in providing feedback on preventative measures and remedial action in enhancing organisational value. The formation of this Unit is aimed at instilling in all staff an awareness of management’s non-tolerance of fraud, unethical practices and irregularities.

- **Regional Compliance Framework**

With the regional expansion of the CIMB Group, the Group has implemented the Group Compliance Policy and Procedures across the entities in the jurisdictions where the Group has presence. Additionally, appropriate governance has been put in place and compliance reports are submitted to the Board of CIMB Group so as to ensure that there is proper oversight.

- **Group-Wide Chinese Wall Policy**

At the Group, we place high importance in ensuring that our Chinese Wall Policy is kept updated. The Group-wide Chinese Wall Policy covers both the relevant Group committees and organisational structures which are most likely to be in possession of price-sensitive non-public information. The Policy also sets out clear procedures to control the flow of such information within the Group to minimise the risk of any breach of the insider trading provisions under the Capital Markets and Services Act 2007 (“the CMSA”). These established arrangements provide our Group with a defence to the insider trading prohibition under the CMSA by managing in an integrated manner, the information flows arising from the convergence of various business practices.

- **New Product Approval Policy and Procedures**

New Product Approval Policy and Procedures is enforced for all new investment bank and consumer bank products. For the introduction of any new investment bank products, approval-in-principle would be obtained from Group Risk Committee (“GRC”). Similarly, for new consumer bank products, approval-in-principle would be sought from the Consumer Banking Committee (“CBC”).

Upon completion of internal processes, the acceptance and sign-off of the relevant departments is to be obtained (i.e. Risk Management, Risk Monitoring, Operations, Information Technology (“IT”), Compliance, Legal, Finance, Audit and Consumer Sales Distribution (where relevant)).

Statement on Internal Control

For the financial year ended 31 December 2007

Where necessary, this should also be deliberated at the Operational Risk Committee (“ORC”) for matters that would impact the Group’s operations. On pricing issues for consumer bank products, approval from Balance Sheet Management Committee (“BSMC”) should also be sought. Approval from GRC would be sought again prior to Board or regulatory approval.

The central bank has liberalised the guidelines on approval of new products. Nevertheless, the Group will continue to adopt adequate risk assessment measures to ensure that the interest of all stakeholders are protected when new products are introduced.

- **Exceptions Management Procedure**

The Board has put in place an “Exceptions Management Procedure” formalising the escalation of reporting when internal or external breaches are detected. This procedure advocates timely remedial measures and strengthens transparency and management oversight.

When an Exception occurs, the Monitoring Officer is to alert Risk Management & Analytics Department (“RMA”) with relevant details such as date, description and type of the exception as well as identify the parties involved. A copy of the e-mail will also be sent to relevant Head of Department (“HOD”) involved and the originator of the exception. The originator(s) of the exception must provide a written explanation in the form of an Incident Report endorsed by the HOD, before sending to the Monitoring Officer and RMA within 24 hours of being informed of the exception.

- **Code of Ethics**

All new staff are required to acknowledge their acceptance and understanding of BNM’s code of ethics on hardcopy upon joining the company. Subsequently, all existing staff are reminded of the observance to the code of ethics bi-annually and are required to sign off their acknowledgement electronically via the Group’s intranet.

- **Human Resources Policies and Procedures**

The HR policies and procedures are in place encompassing the full spectrum of human resources management such as the recruitment of new hires as well as separation of employees which includes resignation and termination of staff. The policies and procedures are constantly reviewed and any changes are communicated to the staff via e-mail or through memorandums. The policies are also readily available through the Group’s intranet where staff can easily access any of the policies at their convenience.

One of the primary issues facing the Group is dealing with fraud cases involving employees of the Group. To this extent, staff are periodically reminded of the relevant policies via e-mail or memorandums. Several training initiatives like AMLA training are also carried out regularly to further strengthen the Group’s views on its non-tolerance to fraud. In instances where fraud cases are brought to light, swift and stern action were taken against the culprits after due investigation which includes dismissal of service. This in itself is a clear message to staff that the company views this seriously and should serve as a deterrent to other staff from committing the same offence.

The Board affirms that a sound internal control framework is the foundation for the efficient business operations of the Group. During the period, the Group has instituted numerous initiatives to strengthen its systems of internal control. These include:

- **Basel II**

The Group is currently working towards meeting the Basel II requirements across various risk categories. A Basel II Steering Committee chaired by the Group CEO has been set up to oversee the implementation initiatives across the Group with assistance of various sub-committees.

Progress has been significant in various work streams including rating models calibration and risk datamart. Application to BNM for direct migration to Internal Rating-Based approach has been obtained. Regular meetings are held with BNM to ensure implementation initiatives are in line with their expectations.

- **Business Continuity Management**

Business Continuity Management (“BCM”) Department identifies all activities and operations that are critical to sustaining the CIMB Group’s business operations with the intent of ensuring that all associated operational risks are eliminated or minimised. The department manages the BCM activities for the local operations, foreign subsidiaries and overseas branches.

Business Continuity Plans (“BCP”) were established for business as usual (“BAU”) mission critical functions. The foreign subsidiaries and the overseas branches have developed business continuity plans based on their respective jurisdictions.

Disaster Recovery Plans (“DRP”) have been established between GIOD-IT and the IT service provider. The banking entities within the Group have subscribed to a Disaster Recovery (“DR”) site with an independent service provider, which serves as the IT-DR Back-up site. This is an on-going project, which requires regular tests and rehearsals to be conducted. As at 26 September 2007, the CIMB Bank has implemented ‘Mirroring Technology’ under the Synchronous Remote Data Facility Project. As for Treasury Operations, a dedicated Treasury Recovery Centre has been set up at Bangi.

- **Decision Support System**

The Decision Support System (“DSS”) project covering Banking Data Warehouse, RM (ePoint) has gone through a review by the management to improve its performance as well as to take into consideration the additional data resulting from the merger BCHB and SBB.

The DSS servers were upgraded and the applications fine-tuned to meet both the objectives above. The additional data from SPD1 was successfully brought into the BDW and more timely data was made available.

Statement on Internal Control

For the financial year ended 31 December 2007

The Group now has control over the running DSS in terms of batch runs, version control, data quality and SLA to downstream users.

- **Control and Risk Self Assessment (“CRSA”)**

The CRSA utilises a robust risk and control based methodology, to assist business divisions and support functions to identify, assess and profile its operational risk in a systematic and controlled manner. Deployment of CRSA is facilitated by the Operational Risk Unit and action plans are formulated by business lines, and operational support on specific control and risk concerns identified, to mitigate and manage identified risk.

To further enhance the consumer bank’s corporate governance, the Group has implemented a Self-Assessment Review Programme (“ShARP”) to include the consumer bank business, in particular, at the branch network, in its effort to expand the coverage of these CRSA initiatives. The plan is to eventually extend the ShARP to cover other strategic business units of the consumer bank. The program involves the concept of empowering the bank’s branches, product and process owners to continuously evaluate and providing assurance that it has appropriate controls in place to manage a broad range of risks arising from day to day business activities.

ShARP also strongly compliments approaches taken by the bank to adopt the “risk based supervisory approach” by BNM in assessing the stability and soundness of financial institutions. ShARP also creates an operational risk profile database that can be tapped into by internal audit, risk management and compliance functions within CIMB Bank to minimise duplication of efforts and resources whilst enhancing internal controls and compliance. The benefits of ShARP, amongst others, are to promote a risk and compliance conscious culture within the organisation, nurture common understanding and risk language throughout the Bank, clearer definition of accountability for internal control and compliance and enhance the assurance process.

- **Loss Event Database and Key Risk Indicator**

On-going efforts are in place to enhance the Loss Event Database, which captures and tracks the actual and potential operational risk-related losses in the Group, as well as the Key Risk Indicators reporting, which provides the Group with analysis of changes in risk trends and general risk profiles. Losses reported for the Loss Event Database and Key Risk Indicators are summarised and reported to the Operational Risk Committee on a regular basis.

- **Compliance and Fraud Detection**

The Group is constantly assessing new trends and development on fraud. Controls and detection tools are implemented to ensure that fraud is contained and minimised.

CIMB Bank also has in place a Whistle Blowing Policy which is documented under the HR Policy Manual as a section titled Protection Information Disclosure Policy. The policy defines the rights of informants and also the protections accorded to them. In addition, the channels of escalation are also documented to guide all staff in directing their information to the appropriate designated officers.

- **Anti-Money Laundering/Counter Financing of Terrorism (“AML/CFT”)**

Initiatives on AML/CFT gathered further momentum in 2007 with more businesses invoked as reporting institutions under the Anti-Money Laundering and Anti-Terrorism Act 2001 (“AMLA”). CIMB Group was selected as one of the participants assessed by the Asia Pacific Group (“APG”) assessors in the Mutual Evaluation Exercise conducted on Malaysia in February 2007. Malaysia achieved a commendable performance of 67.35% or 33 Compliant and Largely Compliant of the 40+9 Recommendations.

The appointed Money Laundering Reporting Officer at each of the CIMB Group reporting institutions is responsible for its own staff training and awareness program on AML/CFT practices and measures. New staff are trained at least once during the induction programme, front liners including staff accepting new customers and staff responsible for monitoring transactions are trained at least once a year while supervisors and managers are trained at least once every two years. There are plans to expand training methodologies to include e-learning.

The Group has implemented an AML/CFT system to CIMB Bank’s domestic branches to track possible money laundering/ financing of terrorism activities. It is an early warning system that is able to profile customers, analyse and report suspicious transactions. This system will be extended to cover other CIMB Group operations in Malaysia and abroad in phases. We are also actively developing a Fraud Detection system leveraging on the AML/CFT system.

CONCLUSION

The Board is of the view that the present system of internal control is adequate for the Group to manage its risks and to achieve its business objectives. However, given the dynamic landscape that we operate in, coupled with the Group’s ambitious aspirations, the Board is committed to ensuring that the Group continuously reviews its internal control systems so that it is effective in enhancing shareholders’ investments and safeguarding the Group’s assets.

Risk Management

1. BCHB

Risk management is an inherent part of our business activities. An effective risk management system is critical for the Group to achieve continued profitability and sustainable growth in shareholders' value, more so when we are operating in today's challenging and volatile economic environment.

Enterprise-wide Risk Management Framework

BCHB adopts the Enterprise-wide Risk Management Framework ("EWRM") as a guiding principle in managing its risks. The approach taken in this Framework reflects the Group's risk aspiration, profile, philosophy and strategy.

The prime objectives of the EWRM are to put in place an integrated risk management capabilities that enable the holding company to achieve a single view of risks across BCHB and its various subsidiaries and business operations; and to gain strategic competitive advantage from its risk management capabilities.

Board Risk Committee ("BRC")

The BRC is primarily responsible for the effective functioning of the EWRM framework within the Group which includes formulating and reviewing the risk strategy, defining the risk management objectives across risk categories and business lines, reviewing appropriate risk appetite, reviewing the risk based economic capital, reviewing the overall risk profile, approving the contingency plan for dealing with various extreme internal/external events and disasters and ensuring a risk aware culture within the Group.

2. MAJOR SUBSIDIARIES IN THE GROUP

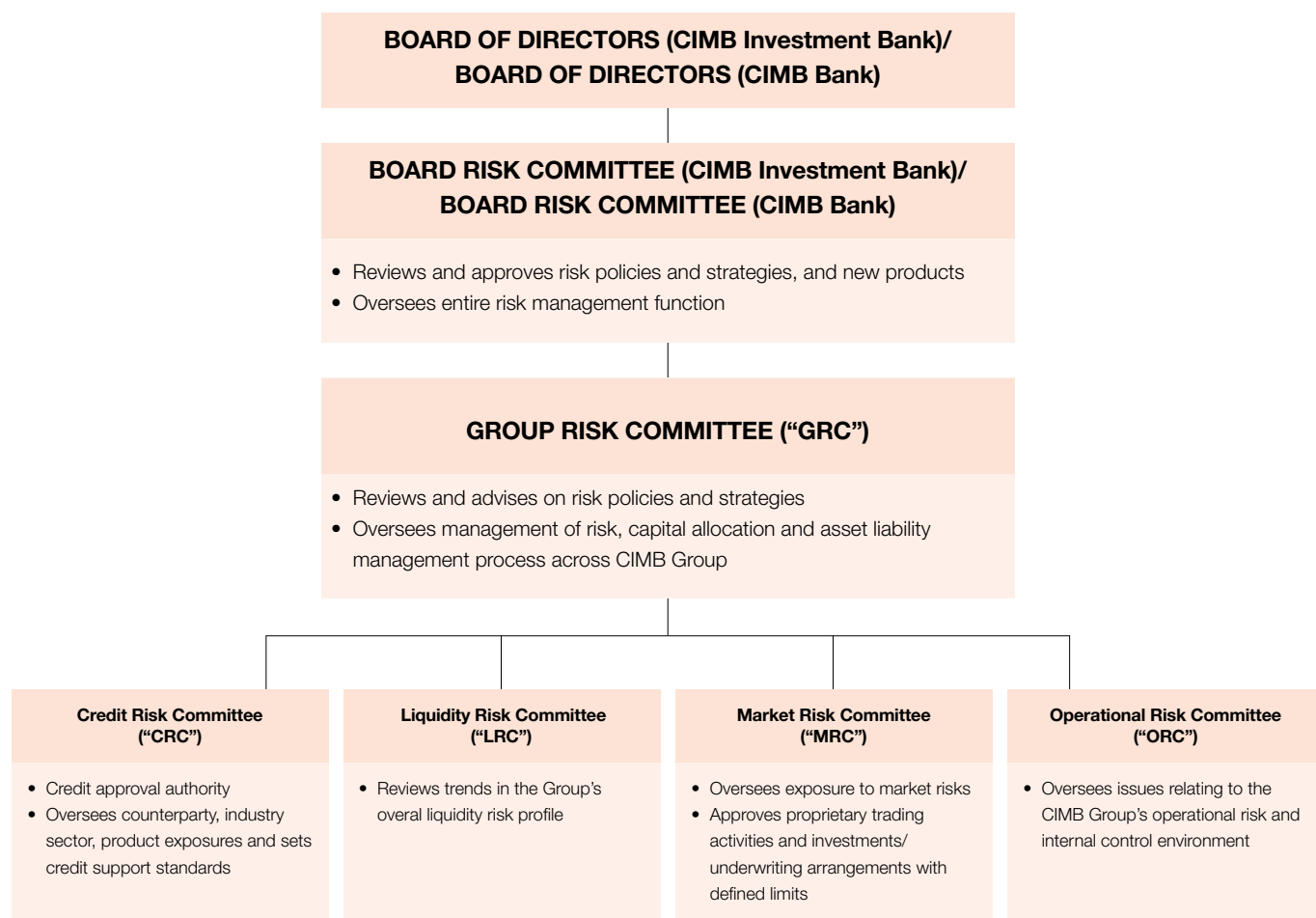
(A) CIMB Group

CIMB Group employs the EWRM to manage its risks effectively. The EWRM framework, which is implemented through a number of committees, involves identifying, assessing, managing and reporting principal risks that can affect the achievement of its business objectives. The EWRM framework provides the Board of CIMB Group and its management with an effective and robust methodology to assess and manage both existing and potential risks in CIMB Group, taking into consideration changes in the risk profile within the Group.

CIMB Group employs the Capital-at-Risk ("CaR") framework as a common measure of risk within CIMB Group. The CaR framework also provides basis for allocating economic capital within the CIMB Group, to cushion against unexpected losses. CaR can be aggregated, thus allowing measurement of CIMB Group's total risk. It also provides a yardstick for evaluating risk-return relationship in different lines of business. The CaR framework also enable measurement of return on risk-adjusted-capital, to compare profitability across differing businesses and for performance measurement in CIMB Group.

The risk management organisational architecture in CIMB Group begins with the Board Risk Committee. In line with best practices, the Board Risk Committee determines the risk policy objectives for CIMB Group, and assumes ultimate responsibility for risk management. The Board Risk Committee also decides on yearly allocation of risk capital to support all risks undertaken by the Group. The day-to-day responsibility for risk management and control is delegated to the Group Risk Committee, which reports directly to the Board Risk Committee. Sub-committees, namely Credit Risk Committee, Liquidity Risk Committee, Market Risk Committee and Operational Risk Committee, delegated from the Group Risk Committee are set up to manage and control specific risk areas. These committees have their specific scope of coverage and report to the Board with their recommendations.

The roles and responsibilities of the committees and sub-committees are as follows:



The primary oversight body is the Group Risk Management (“GRM”), which comprises Risk Management and Analytics, Risk Middle Office, Credit Rating and Analytics, Credit Risk Management and Business Credit Management. Group Risk Management assists senior management and the various risk committees in monitoring, reporting and controlling the Group’s risk exposures and is the secretariat of the various committees. GRM is independent of the business units.

CIMB Group has successfully implemented several risk management initiatives, to enhance its EWRM framework.

• **Basel II**

BNM has announced that the Basel II implementation date for Internal Rating Based (“IRB”) will be 1 January 2010. The parallel run will be a year prior to implementation.

CIMB Group is currently working towards meeting the Basel II requirements across key risk categories. The approach for credit risk will be Advance IRB for retail exposure and Foundation IRB for corporate exposure. Operational risk will be based on Basic Indicator Approach and working towards Standardised Approach in 2010. A Basel II Steering Committee, which is chaired by the Group CEO, has been set up to oversee the implementation across the Group, and to ensure timely and successful implementation of Basel II in CIMB Group. Basel II Implementation Team takes the lead roles in ensuring the project is on track to meet the timeline in 2010.

Progress has been significant in various work streams with rating models calibration and risk datamart seeing the greatest progress. BNM has given approval for direct migration to IRB.

Economic Capital allocation framework the Group has in place would enables the Group to meet standards set out in Pillar II - Internal Capital Adequacy Assessment Process requirement. All major risk categories have been measured and capital allocated to all business units.

The Group’s operational risk loss event reporting and data collection for the enlarged Group have been streamlined and consolidated. Implementation of a formal operational risk management framework is complemented by the Key Risk Indicator reporting and deployment of Control and Risk Self-Assessment. These methodologies are part of the foundation for an effective operational risk management framework that supports Basel II compliance for operational risk.

• **Business Continuity Management**

The Business Continuity Management (“BCM”) Department was established in July 2005. The primary role of the BCM Department is to identify all activities and operations that are critical to sustaining the CIMB Group’s business operations with the intent of ensuring that all associated operational risks are eliminated or minimised. The department manages the BCM activities for the local operations, foreign subsidiaries and overseas branches.

Business Continuity Plan (“BCP”) that ensures ‘business as usual’ has been developed for the ‘mission critical’ functions; namely, Treasury Operations, Cheque Clearing Operations, Administration (including Auto-mailing Operations), Capital Market Operations, Futures and Equity Operations, Asset Management, I-Commerce, Auto

Loans Operations, CIMB Nominees, CIMB FactorLease Operations, Direct Banking/Cards Division (Credit Card), CIMB Islamic, CSA Operations, Cheque Referral Centre Operations and Outsourced Services. The foreign subsidiaries and the overseas branches have developed business continuity plans based on their respective jurisdictions. These efforts have been consolidated under the BCM Department.

Disaster Recovery Plans (“DRP”) has been established between GIOD-IT and the IT service provider. The banking entities within the Group have subscribed to a Disaster Recovery (“DR”) site with an independent service provider, which serves as the IT-DR Back-up site. This is an on-going project, which requires regular tests and rehearsals to be conducted. As at 26 September 2007, the CIMB Bank has implemented ‘Mirroring Technology’ under the Synchronous Remote Data Facility Project. As for Treasury Operations, a dedicated Treasury Recovery Centre has been set up at Bangi.

During the year, the BCM Department coordinated the testing and rehearsal exercise of the BCP and DRP amongst the process owners, outsourced service provider, GIOD-IT and IT service provider.

Further details on risk management initiatives/activities carried out by CIMB Group are included in the notes to the financial statements.

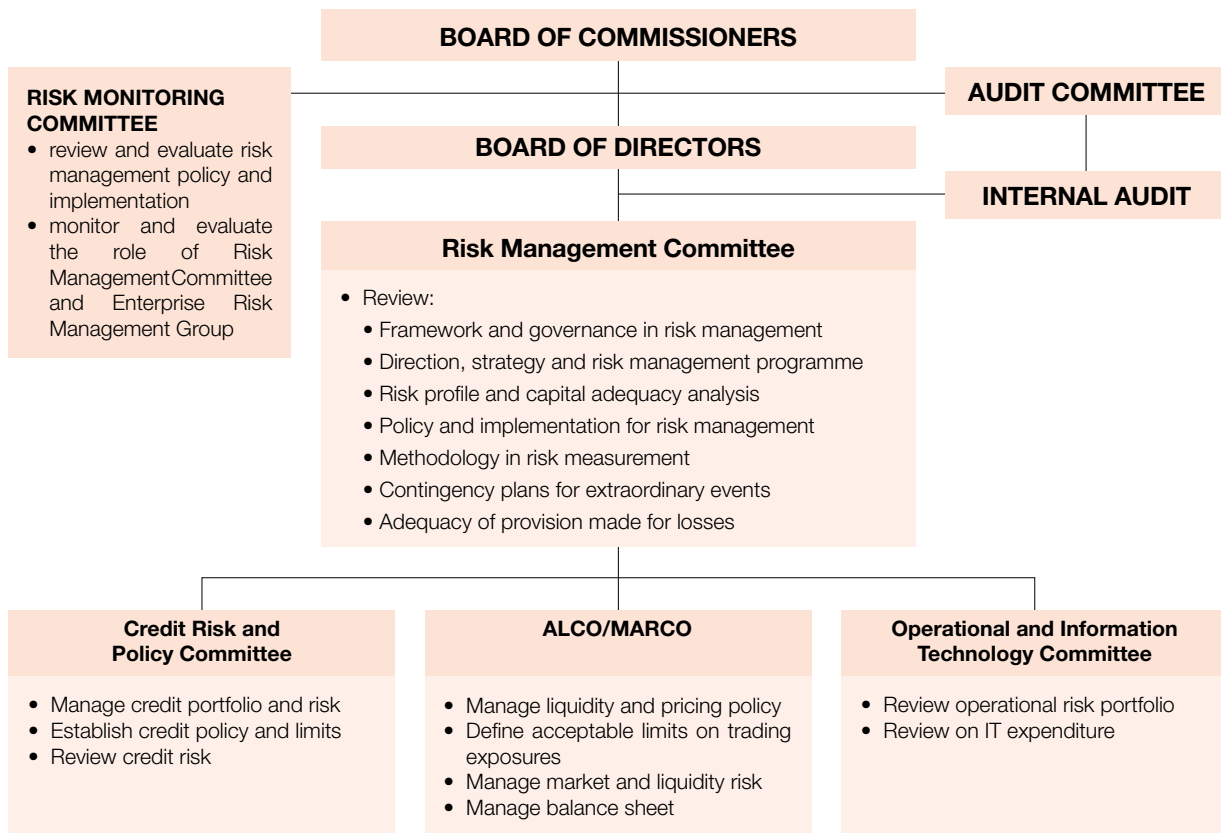
(B) Bank Niaga Group

Bank Niaga adopts a comprehensive and integrated risk management policy. The assessment and monitoring of risk is conducted through several executive committees which comprise the Audit Committee and Risk Monitoring Committee at the level of Board of Commissioners and the following executive committees at the level of Board of Directors:

- Risk Management Committee
- Credit Risk and Policy Committee
- Market Risk Committee (“MARCO”)
- Operational and Information Technology Risk Committee
- Asset/Liability Committee (“ALCO”)

Members of these committees are primarily from the Board of Directors and Senior Executives of Bank Niaga. The Risk Management Committee is chaired by the President Director and meets at least once every three months to review the risk profile and risk adjusted performance of Bank Niaga. Decisions of the Risk Management Committee are incorporated into operational policy and working guidelines at all organisational levels of Bank Niaga.

The roles and responsibilities of the executive committees are as follows:



In addition to the executive committees' role, independent supervision and control over the operations of Bank Niaga Group is conducted by the Group Internal Auditor, a working unit led by the Chief Audit Executive.

Continuous review and enhancement of the implemented risk management initiatives are carried out by Bank Niaga to be in line with the current development in the market and to ensure compliance with the local regulatory authorities and requirements of Basel II.

Details on other risk management initiatives/activities carried out by Bank Niaga are included in the notes to the financial statements.

(C) CIMB Aviva

CIMB Aviva has in place a comprehensive risk management framework and methodology, which will be integrated throughout the company and embedded into business lines. The framework which is adapted from Aviva Group Risk Management framework is designed to support the identification, assessment, monitoring and control of significant risks and translate the impact on both earnings and capital. A risk dashboard is integrated within the framework to provide an overview of CIMB Aviva's overall risk exposure. The framework provides better understanding of the drivers of risk capital (i.e. unexpected losses) thereby resulting in more efficient capital allocation.

The framework is also designed to be in line with Risk Based Capital framework for insurers which is scheduled for full implementation from 1 January 2009.

To deliver greater consistency and completeness in the analysis and management of the risk universe, and ensure exposures are reported in a coherent manner to form an aggregate risk profile, a set of Group Risk Management Policies has been adopted from Aviva Group Risk Management framework. These policies collectively outline the inherent risk universe, risk appetite and associated tolerances for these risks and if material, the minimum standards of control that businesses are expected to maintain to manage them.

A Risk Management Committee ("RMC") comprising a majority of independent directors is responsible for overseeing the entire risk exposure, risk management activities, risk policy and strategy implementation and reports directly to the Board of CIMB Aviva. The day-to-day responsibility for risk management and control is embedded into business lines and the management of each business line is responsible to ensure that the risk management process is functioning effectively. Risk management functions as an independent party responsible for assessing and reporting the potential impact and probability of the significant risks identified across the organisation and the adequacy of related mitigation programmes. This includes assessing and reporting risks arising from financial, insurance, operational as well as regulatory activities. The residual risk profiles and the adequacy of the mitigating action programmes are reviewed by the Executive Committee under the chairmanship of the Chief Executive Officer and reported to the RMC on a quarterly basis.

Our Customers

We serve over 7 million customers in Malaysia and throughout the region. Our universal banking model is anchored on the belief that our customers want service that is comprehensive and seamless, meeting the entire spectrum of their financial needs, from cradle to retirement. We offer a full range of products and services, both conventional and Islamic, enabling us to serve everyone - from our smallest retail clients to the largest corporates and institutions.

Ensuring Success



Meeting Challenges



Notable Deals 2007

CIMB'S KEY M&A DEALS – DOMESTIC

BINARIANG GSM SDN BHD



BINARIANG GSM SDN BHD

Binariang GSM Sdn Bhd's RM40 billion privatisation of Maxis Communications Berhad.

SIME DARBY BERHAD *(Formerly known as Synergy Drive Bhd)*

Sime Darby Berhad's RM35 billion merger of Kumpulan Sime Darby Berhad, Kumpulan Guthrie Berhad, Golden Hope Plantations Berhad and their subsidiaries.

EMPLOYEES PROVIDENT FUND BOARD

Employees Provident Fund Board's RM12.4 billion acquisition and takeover offer for all securities in Rashid Hussain Berhad and RHB Capital Berhad.

MMC CORPORATION BERHAD

MMC Corporation Berhad's RM9.3 billion privatisation of Malakoff Berhad.

PPB GROUP BERHAD

PPB Group Berhad's RM4.6 billion disposal of its 55.6% equity interest in PPB Oil Palms Berhad, 65.8% interest in PGEO Group Sdn Bhd and 28.0% interest in Kuok Oils & Grains Pte Ltd to Wilmar International Limited.

MULTI-PURPOSE HOLDINGS BERHAD

Multi-Purpose Holdings Berhad's ("MPHB") RM2 billion takeover offer for the remaining shares in Magnum Corporation Berhad not already held by MPHB.

LINDE AG

Linde AG's EUR61.8 million (approximately RM286 million) acquisition of the entire equity and debt in ALBOC (Jersey) Limited, a substantial shareholder in Malaysian Oxygen Berhad ("MOX"), and the RM1.3 billion resulting mandatory general offer for the remaining shares in MOX.

CIMB'S KEY M&A DEALS – DOMESTIC



BUMIPUTRA-COMMERCE HOLDINGS BERHAD

Bumiputra-Commerce Holdings Berhad's RM1.3 billion placement of new ordinary shares to The Bank of Tokyo-Mitsubishi UFJ, Ltd.



PLUS EXPRESSWAYS BERHAD

PLUS Expressways Berhad's RM866 million acquisitions of Expressway Lingkaran Tengah Sdn Bhd and Linkedua (Malaysia) Berhad from UEM Group Berhad.



QSR BRANDS BHD

QSR Brands Bhd's RM49.4 million acquisition of shares in KFC Holdings (Malaysia) Bhd ("KFCH") and the RM608 million resulting mandatory general offer for the remaining shares in KFCH.



UDA HOLDINGS BERHAD

UDA Holdings Berhad's RM529 million selective capital repayment exercise pursuant to Section 64 of the Companies Act, 1965.



COMMERCE INTERNATIONAL GROUP BERHAD

Commerce International Group Berhad's disposal of 49% equity interest in both Commerce Life Assurance Berhad and Commerce Takaful Assurance Berhad to AVIVA International Holdings Limited for RM500 million.



COMMERCE INTERNATIONAL GROUP BERHAD

Commerce International Group Berhad's disposal of the entire equity interest in Commerce Assurance Berhad to Allianz Malaysia Berhad for a total cash consideration of RM490 million.



ADITYA BIRLA GROUP

Aditya Birla Group's RM423 million disposal to IOI Corporation Berhad of Pan-Century Edible Oils Sdn Bhd and Pan-Century Oleochemicals Sdn Bhd.

Notable Deals 2007

CIMB'S KEY M&A DEALS – DOMESTIC



PERBADANAN KEMAJUAN NEGERI SELANGOR

Perbadanan Kemajuan Negeri Selangor's RM331 million privatisation of Worldwide Holdings Berhad via Section 176 Scheme of Arrangement.



FEDERAL LAND DEVELOPMENT AUTHORITY

Felda Land Development Authority's RM241 million (approximately USD70 million) acquisition of the entire equity interest in US-based Twin Rivers Technologies, Inc.



Boustead Holdings Berhad 3871-H
(A member of LTAT Group)

BOUSTEAD HOLDINGS BERHAD

Boustead Holdings Berhad's ("Boustead") RM222 million takeover offer for the remaining shares in UAC Berhad not already held by Boustead.



SAPURA TECHNOLOGY BERHAD

Sapura Technology Berhad's RM177 million selective capital repayment exercise resulting in its privatisation.



BERJAYA CORPORATION BERHAD

Berjaya Corporation Berhad's RM158 million privatisation of Berjaya Capital Berhad.

CIMB'S KEY EQUITY & EQUITY-LINKED DEALS - DOMESTIC



KHAZANAH NASIONAL BERHAD

Khazanah Nasional Berhad's USD850 million exchangeable Sukuk.

MALAKOFF CORPORATION BERHAD

MALAKOFF CORPORATION BERHAD

Malakoff Corporation Berhad's RM2.0 billion private equity placement.



DiGi.COM BERHAD

DiGi.com Berhad's RM1.6 billion secondary placement.



MALAYSIAN AIRLINE SYSTEM BERHAD

Malaysian Airline System Berhad's RM1.5 billion rights issue of ordinary and preference shares.



TELEKOM MALAYSIA BERHAD

Telekom Malaysia Berhad's RM1.2 billion secondary placement.



YTL CORPORATION BERHAD

YTL Corporation Berhad's USD300 million zero coupon guaranteed exchangeable bonds.



HAP SENG PLANTATIONS HOLDINGS BERHAD

Hap Seng Plantations Holdings Berhad's RM845 million IPO.

Notable Deals 2007

CIMB'S KEY EQUITY & EQUITY-LINKED DEALS - DOMESTIC



SHANGRI-LA HOTELS (MALAYSIA) BERHAD

Shangri-La Hotels (Malaysia) Berhad's RM287 million secondary placement.



NATURAL BIO RESOURCES BERHAD

Natural Bio Resources Berhad's RM237million IPO.



SARAWAK PLANTATION BERHAD

Sarawak Plantation Berhad's RM209 million IPO.



ZHULIAN CORPORATION BERHAD

Zhulian Corporation Berhad's RM150 million IPO.



AEON CREDIT SERVICE (M) BERHAD

AEON Credit Service (M) Berhad's RM105 million IPO.



MUDAJAYA GROUP BERHAD

Mudajaya Group Berhad's RM57 million follow-on placement.



TOWER REAL ESTATE INVESTMENT TRUST

Tower Real Estate Investment Trust's RM39 million follow-on placement.

CIMB'S KEY DEBT TRANSACTIONS - DOMESTIC

BINARIANG GSM SDN BHD



BINARIANG GSM SDN BHD

Binariang GSM Sdn Bhd's RM2.0 billion nominal value Islamic Commercial Papers ("CP") Programme, RM19.0 billion nominal value Islamic Medium Term Notes ("MTN") Programme and RM3.0 billion nominal value Junior Sukuk.

CLASS AUTO RECEIVABLES BERHAD

CAGAMAS BERHAD

Cagamas Berhad's RM20 billion Islamic and Conventional CP Programme and RM40 billion Islamic and Conventional MTN Programme.

CLASS AUTO RECEIVABLES BERHAD

Class Auto Receivables Berhad's RM10 billion nominal value asset-backed MTN programme.

NUCLEUS AVENUE (M) BERHAD

NUCLEUS AVENUE (M) BERHAD

Nucleus Avenue (M) Berhad's RM600 million Islamic CP Programme, RM5.6 billion Islamic MTN Programme and RM1.7 billion Islamic Junior Sukuk.



CAGAMAS MBS BERHAD

Cagamas MBS Berhad's RM2.1 billion nominal value Sukuk Musyarakah and RM2.4 billion nominal value bonds, both arising from residential mortgage-backed securitisation transactions.



TESCO STORES (MALAYSIA) SDN BHD

Tesco Stores (Malaysia) Sdn Bhd's RM3.5 billion nominal value Islamic CP/MTN Programmes and Conventional CP/MTN Programmes.

CIMB'S KEY DEBT TRANSACTIONS - DOMESTIC



PROJEK LEBUHRAYA UTARA-SELATAN BERHAD

Projek Lebuhraya Utara-Selatan Berhad's RM3.6 billion nominal value Senior Sukuk Musyarakah.



MISC BERHAD

MISC Berhad's RM2.5 billion Islamic MTN Programme.



SILTERRA MALAYSIA SDN BHD (VIA SILTERRA CAPITAL BERHAD)

Silterra Malaysia Sdn Bhd's RM1.8 billion Government Guaranteed Trust Certificates.



KUALA LUMPUR KEPONG BERHAD

Kuala Lumpur Kepong Berhad's RM500 million nominal value Islamic CP/MTN Programme.



AEON CREDIT SERVICE (M) SDN BHD

Aeon Credit Service (M) Sdn Bhd's RM400 million nominal value Bank Guaranteed ("BG") Conventional CP/MTN Programme and RM400 million nominal value BG Islamic CP/MTN Programme (both programmes having a combined master limit of up to RM400 million in nominal value).



ORIX LEASING MALAYSIA BERHAD

ORIX Leasing Malaysia Berhad's RM200 million Guaranteed Fixed Rate Bonds.

CIMB'S KEY DEALS - OVERSEAS



WILMAR INTERNATIONAL LIMITED

Wilmar International Limited's USD4.3 billion merger with the oils and grains business held by Kuok Group and Wilmar Holdings Pte Ltd.



GENTING INTERNATIONAL PLC

Genting International PLC's SGD2.2 billion rights issue.



WILMAR INTERNATIONAL LIMITED

Wilmar International Limited's USD600 million convertible bonds issue.



GOLDEN AGRI-RESOURCES LTD

Golden Agri-Resources Ltd's SGD800 million share placement.



GENTING INTERNATIONAL PLC

Genting International PLC's SGD450 million and SGD425 million convertible bonds issues.



INDOFOOD AGRI RESOURCES LTD

Indofood Agri Resources Ltd's Reverse Take Over of CityAxis Holdings Limited and SGD423 million share placement.



INNOTEK LIMITED (formerly known as Magnecomp International Limited)

Innotek Limited's USD133 million disposal of its stake in Magnecomp Precision Technology Public Company Limited.

Notable Deals 2007

CIMB'S KEY DEALS - OVERSEAS



PT EXCELCOMINDO PRATAMA TBK

PT Excelcomindo Pratama Tbk's IDR1.5 trillion senior bonds issue.



PT BENTOEL INTERNASIONAL INVESTAMA TBK

PT Bentoel Internasional Investama Tbk's IDR1.35 trillion senior bonds issue.



PT TRUBA JAYA ENGINEERING TBK

PT Truba Jaya Engineering Tbk's IDR200 billion senior bonds issue.



PT JASA MARGA TBK

Financial advisor for PT Jasa Marga Tbk's IDR3.5 trillion IPO.



PT WIJAYA KARYA (PERSERO) TBK

PT Wijaya Karya (Persero) Tbk's IDR775 billion IPO.

CIMB'S KEY DEALS - OVERSEAS



CHINA COSCO HOLDINGS COMPANY LIMITED

Acquisition of the largest dry bulk shipping company in the world in terms of shipping capacity from holding company for a consideration of USD4.3 billion.



CHINA ORIENTAL GROUP COMPANY LIMITED

Adviser to China Oriental Group Company Limited ("COG") for the HKD8.4 billion unsolicited takeover by Smart Triumph Corporation for the shares and share options in COG not already held by the then second largest shareholder of COG.



GEELY AUTOMOBILE HOLDINGS LIMITED

Geely Automobile Holdings Limited's acquisition of 23% interest in Manganese Bronze Holdings PLC, a company listed on the London Stock Exchange, and the entire automobile manufacturing business from its parent company for a total consideration of HKD2 billion.



STAR CRUISES LIMITED

Star Cruises Limited's HKD1.6 billion rights issue.



TCL MULTIMEDIA TECHNOLOGY HOLDINGS LIMITED

TCL Multimedia Technology Holdings Limited's HKD780 million rights issue.



CAT TELECOM PUBLIC COMPANY LIMITED

Financial adviser to CAT Telecom Public Company Limited ("CAT") for share valuation and negotiation with Hutchison Telecommunications International Limited ("HTIL") in relation to Hutchison CAT Wireless Multimedia Limited, a THB3 billion joint venture between CAT and HTIL.

2007 Corporate Achievements



Award	Awarded by	Description
Best Investor Relations in Malaysia (1st placing)	Finance Asia	In recognition of CIMB Group's best practices for investor relations.
House of the Year	Asia Risk	In recognition of CIMB Group's outstanding achievements in risk management of structured products in Malaysia.
Best Overall Country Research (Malaysia)	Asiamoney	In recognition of CIMB Group's excellence in research capabilities.
Most Improved Brokerage Over the Last 12 months	Asiamoney	In recognition of CIMB Group's strong commitment and effort to be a leading brokerage house in the region, where we were awarded 1st placing in Malaysia and Indonesia, 2nd placing in Singapore, and 3rd placing in Indonesia.
6th in Malaysia's Most Valuable Brands	Association of Accredited Advertising Agency in Malaysia	In recognition of CIMB Group as among the most outstanding brand names in the market.
Honourable Mention under the Community and Social Welfare Category	Prime Minister's CSR Awards	In recognition of CIMB Group's outstanding initiatives in implementing CSR programmes under the Community and Social Welfare category.
Return on Investment of the Year	The Banker	In recognition of CIMB Group's successful implementation of Proview View Star Monitoring Project, an integrated managed solution for automated teller machines, and cash and cheque deposit machines across Malaysia.
Malaysia Fund House of the Year	Asian Investor	In recognition of CIMB-Principal Asset Management Berhad's ability to integrate employees' talents, resulting in the introduction of innovative products and improved fund performance.
Bank of the Year Malaysia	The Banker	In recognition of CIMB Bank's achievement as Bank of The Year for Malaysia.
Most Improved Retail Bank	Asian Banking and Finance	In recognition of CIMB Bank's unparalleled improvement demonstrated by the consumer banking arm of CIMB Group through its holistic transformation initiatives.

2007 Corporate Achievements

Award	Awarded by	Description
Shared Services Award	Wachovia Bank	In recognition of CIMB Bank's strategic foresight, focused planning and tactical implementation in its web based export tracking system. CIMB Bank is the first bank in Malaysia to receive the Shared Services award.
Best Consumer E-Banking Solution	E-Banking Expo	In recognition of CIMB Bank's development and achievement in providing a wide range of Internet Banking services via CIMB Clicks.
Best Private Bank in Malaysia	Euromoney	In recognition of CIMB's ability in asset management for super affluent clients.
Islamic Investment Bank of the Year	The Banker	In recognition of CIMB Islamic's excellence in Islamic banking.
Best Islamic Bank in Asia	Euromoney	In recognition of CIMB Islamic as the leading Islamic financial institution in Asia.
Best Islamic Finance House	Finance Asia	In recognition of CIMB Islamic's achievements in the Islamic sukuk sector.
Best Islamic Financing	Finance Asia	In recognition of CIMB's role as lead manager of the RM7.9 billion Islamic financing for Nucleus Avenue (M) Berhad.
Best Islamic Retail Bank of the Year	Islamic Business and Finance	In recognition of CIMB Islamic as a leading Islamic retail bank.
Best Islamic Bank in Malaysia	Islamic Finance News	In recognition of CIMB Islamic as the leading Islamic bank in Malaysia.
Lead Manager Award (1st placing)	RAM League Awards 2007	In recognition of CIMB Islamic's leadership in the number of Islamic deals and the issue value of deals.
Most Innovative Shariah-Compliant Structured Product	The Asset	In recognition of CIMB Investment Bank's innovativeness in structured products.
Best Investment Bank	Euromoney	In recognition of CIMB Investment Bank's achievements in investment banking in Malaysia.
Best Investment Bank	Finance Asia	In recognition of CIMB Investment Bank's strength by arranging key transactions that showcase its capability in structuring and distribution.

Award	Awarded by	Description
Best Cash Management Bank in Malaysia	Finance Asia	In recognition of CIMB Investment Bank's capability in cash management products.
Malaysia Bond House	IFR Asia	In recognition of CIMB Investment Bank's strong commitment in the domestic bond markets.
Best Equity House	The Asset	In recognition of CIMB Investment Bank's strong commitment in the domestic equity markets.
Best Leveraged Finance	Asiamoney	In recognition of CIMB Investment Bank's role in Binariang GSM Sdn Bhd's USD7.1 billion acquisition financing for the privatisation of Maxis Communications Berhad.
Best Cross Border Deal of the Year	Islamic Finance News	In recognition of CIMB Investment Bank's role in Khazanah Nasional Berhad's USD850 million Cherating Capital exchangeable Trust Certificates issue.
Best Deal, Most Innovative Deal, Best M&A Deal in South East Asia	Alpha South East Asia	In recognition of CIMB Investment Bank's role in the merger between Sime Darby Berhad, Kumpulan Guthrie Berhad, Golden Hope Plantations Berhad and their subsidiaries.
Bank with "Excellent" Performance	InfoBank	In recognition of Bank Niaga's excellent financial performance.
Best Bank 2007	Investor Magazine	In recognition of Bank Niaga's excellent performance in terms of managing assets above IDR10 trillion to IDR50 trillion.
Best Sharia 2007	Investor Magazine	In recognition of Bank Niaga's capabilities in managing sharia assets above IDR500 billion.
Rated "Very reliable"	The Indonesian Institute for Corporate Governance	In recognition of Bank Niaga's excellent corporate governance practices.
Best Bank in Service Quality	Institute of Service Management Studies	In recognition of Bank Niaga's excellent service in the banking industry.

Our Partnerships

We believe in working with the best. And to better arm ourselves against the competition, we realise synergies through strategic alliances by complementing and leveraging on each other's strengths and capabilities. To enlarge our customer touch points, offer better products and services and to create more value.



Today's Vision

Tomorrow's Achievement

Our Alliances

THE GROUP'S PRODUCTS AND SERVICES AND GEOGRAPHICAL REACH ARE COMPLEMENTED BY SMART PARTNERSHIPS. WE JOINED FORCES WITH NEW PARTNERS IN 2007:



7-ELEVEN (MALAYSIA) SDN BHD

7-Eleven (Malaysia) Sdn Bhd is the largest convenience chain stores in Malaysia with 902 outlets and growing. Our strategic collaboration enables CIMB Bank to offer selected financial products at these convenience stores which are open 24 hours a day.



ALLIANZ MALAYSIA BERHAD

Allianz Malaysia Berhad ("Allianz"), a leading global insurer, is one the top 3 general insurance players in Malaysia. Following the sale of Commerce Assurance Berhad to Allianz, CIMB Bank entered into a strategic alliance with Allianz to distribute general insurance products through CIMB Bank's extensive branch network.



AVIVA PLC

Aviva Plc ("Aviva") is the world's 5th largest insurance group, and the leading provider of life insurance and pensions in Europe. CIMB Aviva is a 51:49 Malaysian joint venture between CIMB Group and Aviva offering both life insurance and takaful solutions.



POS MALAYSIA BERHAD

Pos Malaysia Berhad ("Pos Malaysia") is Malaysia's national postal company with an extensive network of 681 post offices nationwide. Our strategic collaboration enables CIMB Bank to offer credit card and personal banking products through the Pos Malaysia network.



SINGER (MALAYSIA) SDN BHD

Singer (Malaysia) Sdn Bhd ("Singer"), the household name for sewing machines worldwide distributes sewing machines and consumer durables in Malaysia. CIMB Bank's partnership with Singer is for the distribution of the Xpress Cash product through more than 123 Singer outlets, 300 Singer sales agents' shops and 4,000 agents of the Singer mobile sales team throughout Malaysia.



TUNE MONEY SDN BHD

Tune Money Sdn Bhd ("Tune Money") is an online no-frills personal financial services provider. CIMB Group has a 25% equity stake in Tune Money.

OTHER ALLIANCES



International Advisory Panel



CIMB Group's International Advisory Panel met for its 2nd annual meeting in Singapore on 24 November 2007. Also present were senior management staff of the Group.

The meeting kicked off with a review by the Group CEO of the Group's business and its international operations. The Panel noted the performance of the Group's regional investment banking franchise which had gained traction particularly in Singapore and Hong Kong as well as the expansion of CIMB-GK with its new offices in Bangkok and New York. The Panel also showed a keen interest in the results of the Niaga Synergy Programme between CIMB Group and Bank Niaga.



The presentations by senior management on prospects in Islamic finance as well as the regional bond markets were also very well received and debated at length.

The Group had also invited guest speakers from the Institute of Strategic and International Studies ("ISIS") Malaysia to address the Panel. The Chairman and CEO of ISIS, Dato' Seri Mohamed Jawhar Hassan, and Director-General of ISIS, Professor Dr Mahani Zainal Abidin, spoke on the impact and opportunities on ASEAN given prominent rise of China.

Investor Relations



As the Group continued to enhance and extract synergies from the strategic transformation exercise it had undertaken over the past two years, it maintained the high standards of transparency and accountability to its shareholders and investors by continuously articulating its corporate developments in a timely and accurate manner through its Investor Relations unit.

As good investor relations practice, the Group holds conference calls and analyst/ press briefings in conjunction with the release of its financial results. It also works actively to sustain and create lasting relationships with its institutional shareholders by participating in roadshows and investor conferences both locally and internationally. In 2007, BCHB attended Nomura Securities' Malaysia Corporate Day in Tokyo, Deutsche's non-deal roadshow in Singapore and CIMB-GK's Corporate Days both in London and New York. Domestically, the investor relations team has had over 100 meetings with analysts and fund managers with the Group Chief Executive present at most meetings.



In communicating with its retail shareholders, the Group held its Annual General Meeting in April 2007 where shareholders were briefed on the Group's overall performance for the year. In addition, the Group had recently initiated an automated investor relations email alert which updates its subscribers of the latest corporate developments. A dedicated investor relations section is also maintained on the Group's website which allows users to seek clarification on matters pertaining to the Group as well as to request for corporate documents online.

To further harmonise communications within the Group, a Group Communication Policy has been instituted and shall act as a framework that governs the dissemination of information by the Group to its stakeholders with the aim of further enhancing corporate credibility and governance as well as investor confidence.



For 2007, BCHB was awarded "Best Investor Relations Company in Malaysia" by Finance Asia and the head of the Group's Investor Relations Unit was voted "Best Investor Relations Officer in Malaysia" by Asiamoney.

Snapshot of Corporate Events



CIMB Group presents Il Divo



CIMB Islamic launches Islamic All Stars Global

January 2007

January 2007



CIMB Investment Bank signs agreement with AEON Credit Service (M) Sdn Bhd on the issuance of Conventional and Islamic CP and MTN



Signing ceremony for Synergy Drive (now known as Sime Darby Berhad) on the merger of Kumpulan Sime Darby Berhad, Kumpulan Guthrie, and Golden Hope Plantations Berhad

January 2007

January 2007



Launch of CIMB Warrants Portal

February 2007



Opening of CIMB Bank branch at Queensbay Mall, Penang

March 2007



CIMB Bank and POS Malaysia signing ceremony to offer selected banking products at POS Malaysia branches

March 2007



CIMB Islamic sponsors the World Halal Forum 2007

March 2007

Snapshot of Corporate Events



Launch of CIMB Islamic Funds DCC Limited's - Imtiyaz Liquidity Fund USD in Brunei

March 2007



iCIMB (MSC) Sdn Bhd receives certification of MSC-Malaysia status

April 2007



Launch of CIMB - TuneMoney.com partnership

April 2007



Opening of CIMB Bank branch in Singapore

April 2007



Signing ceremony of merger agreement between Sin Chew Media Corporation Berhad, Ming Pao Enterprise Corporation Ltd and Nanyang Press Holdings Berhad

April 2007



Press conference to announce Binariang GSM Sdn Bhd's general offer for Maxis Communications Berhad

May 2007



Signing ceremony of Islamic CP and MTN programmes for Kuala Lumpur Kepong Berhad

April 2007



Signing of a strategic partnership between CIMB Express and Singer (Malaysia) Sdn Bhd

May 2007

Snapshot of Corporate Events



Launch of CIMB Community Link at Kota Damansara Community Forest Park

May 2007



Launch of Structured Warrants Base Prospectus by CIMB Investment Bank

May 2007



Official opening of CIMB-GK Securities (Thailand) Ltd in Bangkok

May 2007



Launch of CIMB-Principal's CIMB Islamic Structured Growth Fund

May 2007



Signing of a joint venture between CIMB Group and Aviva PLC

June 2007



Launch of CIMB Club at CIMB Bank, Suria KLCC

June 2007



Launch of Takaful Global Giants, the first joint venture product of CIMB Aviva

June 2007



CIMB Group sponsors "An Evening with the Prime Minister", organised by Kuala Lumpur Business Club

June 2007

Snapshot of Corporate Events



Prof Chan Kim's Blue Ocean Strategy Workshop with CIMB Group

July 2007



Signing of CIMB Aviva and Tune Money partnership

July 2007



Launch of CIMB Islamic Kausar Lifecycle Funds and CIMB-Principal Lifecycle Funds

July 2007



Launch of CIMB Wealth Advisor's Head Office at Damansara Utama

July 2007



Signing ceremony between CIMB-Mapletree Real Estate Fund 1 and Malaysian Resources Corporation Berhad on the sale and purchase of Lot A Kuala Lumpur Sentral

July 2007



Signing ceremony to announce the sponsorship of CIMB Malaysian Open Squash Championships 2007

July 2007



CIMB Singapore Women's Squash Masters 2007

July 2007



CIMB Malaysian Open Squash Championships at The Curve

July 2007

Snapshot of Corporate Events



Launch of Dynamic Growth and Income Capital Guaranteed FRIND by CIMB Bank

August 2007



BCBH's launch of its Conventional and Islamic CP and MTN programmes

August 2007



Launch of CIMB Bank's Click My Ride campaign

August 2007



Strategic partnership between CIMB Express and Convenience Shopping Sdn Bhd to distribute Xpress Cash through 7-Eleven outlets

September 2007



Launch of CIMB Islamic Advance Profit at Auditorium, Islamic Arts Museum

September 2007



CIMB Bank presents "Chicago The Musical"

October 2007



Launch of Dream Deposit Drive Campaign by CIMB Bank

October 2007



Launch of CIMB-Principal's Unit Trust Investment Corner at CIMB Bank, The Curve

October 2007

Snapshot of Corporate Events



CIMB Group's Hari Raya Open House

October 2007



Launch of Star Choice by Bank Niaga, Indonesia's first Rupiah-denominated structured product

November 2007



CIMB Investment Bank acts as joint principal advisers of Tesco Malaysia Sdn Bhd's CP/MTN programme

October 2007



Signing ceremony for a Syndicated Term Loan facility for PT Mandala Multifinance Tbk

November 2007



Strategic alliance between TIME dotCom Berhad and DiGi.Com Berhad advised by CIMB Investment Bank

November 2007



Launch of CIMB Foundation at Carcosa Seri Negara

November 2007



Launch of Niaga Platinum Card at The Apartment, The Curve

November 2007



Topping up ceremony of Menara Bumiputra-Commerce

November 2007

Snapshot of Corporate Events



CIMB Group’s luncheon dialogue with H.E Dr Surin Pitsuwan

December 2007



Official opening of CIMB Bank at the Main Terminal building of KLIA

December 2007



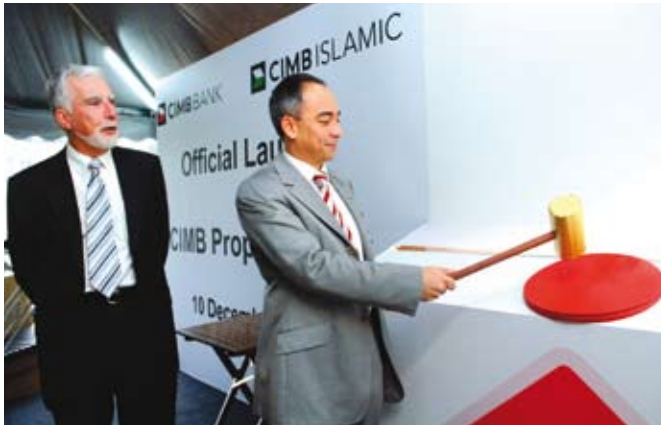
BCHB’s signing ceremony of the Sale and Leaseback of Menara Bumiputra-Commerce

December 2007



CIMB-Utusan Teka Silang Kata Grand Prize Presentation

December 2007



Launch of CIMB Property Mart

December 2007



CIMB Clicks Prize Giving

December 2007



Prize-giving ceremony of World Universities Peace Invitational Debate at KL Convention Centre

December 2007



Signing ceremony of a strategic partnership between CIMB Bank and Allianz Malaysia Berhad

December 2007

Corporate Social Responsibility

CREATING VALUE THROUGH CORPORATE SOCIAL RESPONSIBILITY

As BCHB Group works towards becoming “Southeast Asia’s most valued universal bank”, “Forward Banking” comes into play to ensure continued and viable growth for our businesses, employees, customers, shareholders, partners as well as the many communities and environment that we operate in. Forward thinking will ensure that we are continuously anticipating and fulfilling all our stakeholders’ needs. It will drive us to see beyond present circumstances and requirements and actively anticipate the future, always with the aim of creating value for stakeholders.

In 2007, our focus on value creation for our many stakeholders, including the communities and the environment we operate in, came out strongly through the Corporate Social Responsibility (“CSR”) initiatives we undertook. This section aims to provide an overview of the many CSR practices that the Group has in place in the areas of the Marketplace, Workplace, Community as well as the Environment. It also serves to show how deeply entrenched CSR policies and practices are within the Group and underscores our commitment as responsible corporate citizens.

RESPONSIBLE MARKETPLACE PRACTICES

Sustainable Business Practices

Corporate responsibility is about how well we conduct our everyday business activities. It is about self-regulating our behaviour and accepting full accountability for the social and environmental impact of our business practices and policies. By adopting sustainable and responsible business practices, we not only deliver better outcomes for our customers but also meet our obligations to our employees and the broader community thereby enhancing our reputation, and our longer-term competitive and financial position. Adopting sustainable business practices will also help us mitigate risks that we may potentially face, be it financial, regulatory or consumer based.

Transparency and Disclosure

The Group is transparent in its business practices subject to specific privacy clauses and other obligations to our customers as required by law and in the course of normal commercial confidentiality. We provide our stakeholders with comprehensive information about our business activities and fulfil our obligations to the broader marketplace with continuous disclosure. Market sensitive data is disseminated to the stock exchange in a timely manner and simultaneously released to the market via print and electronic media and through our website. Copies of our annual reports, quarterly reports, investor briefings, presentations, announcements and comprehensive information on our products and services, as well as our involvement in the community are regularly updated and posted on our website.

Accountability, Checks and Balances

The BHC Board is accountable to all shareholders and is responsible for ensuring that our activities properly align with the highest standards of integrity and professionalism. Our corporate governance statement which highlights our Group's corporate governance structure and the application of principles and best practices adopted by our Group is disclosed on pages 100 to 116 of this Annual Report. It covers, among others, the role and conduct of our Board and its committees, remuneration practices, compliance and risk management.

We are also required to obtain external audits by professionally accredited bodies in relation to our financial statements. These external audit reports and recommendations are reviewed by both the Board and relevant committees, and where necessary, appropriate actions are undertaken to address any shortcomings. As part of our overall governance process, our Group internal audit conducts audit reviews on all aspects of operational risks across all our business units and support functions. It also provides risks and compliance evaluations and advice to assist the management in exercising its responsibility to develop, maintain, monitor and continuously enhance control frameworks and systems.

Internal and External Controls

The Group's business activity is managed in compliance with applicable regulatory frameworks and with the highest standards of professionalism and integrity. Reporting and information sharing is done with the greatest transparency. Our Corporate Governance statement is available in our annual report and on our Group website, while our comprehensive Risk Management Framework caters to the different business divisions within the Group. A Group Risk Management Committee is responsible for ensuring that the integrated risk management functions within the Group are functioning effectively. Further details on the Group's Risk Management framework is described in pages 130 to 135 of this Annual Report.

Stakeholder Engagement

We believe that we have to be responsive to all our stakeholders as a measure of our commitment towards delivering the best to them. This involves putting in place an effective stakeholder dialogue programme. The Group has put in place good investor relations practice, such as holding regular analyst/ press briefings and working actively to sustain and create lasting relationship with its institutional shareholders locally and internationally. A dedicated investor relations (“IR”) section is also maintained on the Group’s website which allows users to access the latest corporate information of the Group, communicate with our IR personnel as well as to request for corporate documents online. For our employees, we have started conducting annual staff surveys to gauge the level of satisfaction of our employees on workplace practices and identify areas for improvement.

Customer feedback on their service experience is also a vital part of the overall stakeholder engagement programme. Delivering quality customer experience is a fundamental business practice and to address this, we have in place a comprehensive service delivery charter in all our branches. In addition, through our Community Link initiative at all our CIMB Bank and CIMB Islamic branches, we aim to have regular dialogues with community groups to gather their views as well as understand their general concerns and social needs. Through regular and effective stakeholder engagement, we ensure that their views are not lost and that we are able to deliver better customer solutions and community responsiveness.

We also undertake regular and ongoing stakeholder engagement with the Government, regulatory groups, investors, trade unions, suppliers and the media through regular public interface, reports and correspondence.



WORKPLACE BEST PRACTICES

Preferred Employer of Choice

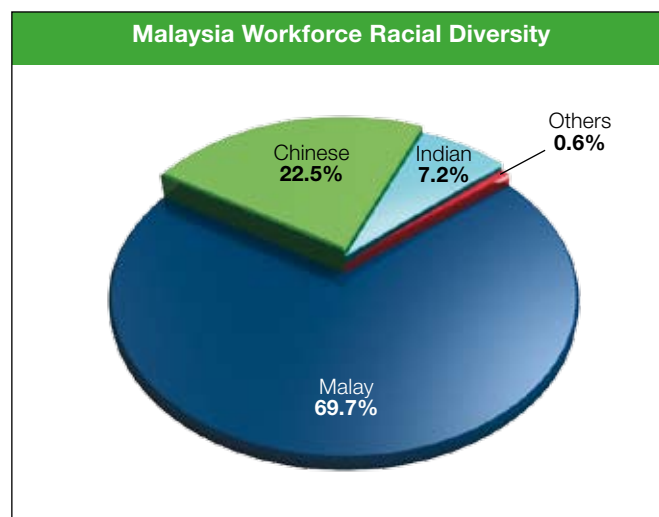
The BCHB Group recognises that our people are the very heart of our organisation and we continue to bring into play the necessary ingredients to keep us competitively positioned as a “Preferred Employer of Choice”. On top of this, we ensure that we have in place policies and practices to ensure that we develop a successful and sustainable business.

As part of our commitment to our employees, we have put the following measures in place:

- Adequate training and development opportunities for all employees;
- Fair and just remuneration and compensation packages;
- A safe and hazard free workplace;
- Fair grievance procedures to promptly deal with issues and keep all parties duly informed of the process and outcome;
- Procedures to retain and redeploy employees affected by job restructuring with the affected employees having access to employment transition, counselling and outplacement services.

Workforce Profile

We have a total workforce of 25,614 employees as at 31 December 2007. More than 70% of our workforce is within Malaysia, being the predominant location of our business operations. Approximately 94% of our workforce is in full-time permanent employment while the remaining 6% is employed on a contractual basis. As at the end of 2007, 33.4% of our employees in Malaysia are members of various unions in the industry. In terms of workplace diversity, approximately 55% of our Malaysian workforce comprises female employees with about 35% of these employees in management-level positions.



People Development

As a forward thinking employer, we are committed to ensuring that our employees have access to ongoing training, learning and development opportunities that will empower them to do their jobs. In 2007, we allocated approximately 3% of our total payroll costs to meeting training needs. About 500,000 hours of training were invested in various areas such as leadership and management, communications, information technology skills, industry-specific and professional job-related courses, health and safety, customer service and business ethics.

We also have in place a graduate placement programme to groom and develop talent from within the Group. In Malaysia, we offer 50 graduate placement positions annually under the CIMB Complete Banker Programme that runs for a 12 months period after which the graduates will be placed permanently in one of the Group's business divisions. We also offer an internship programme for second year undergraduates for placement in any of the divisions within the Group for a period ranging from two to six months, with 70 internship positions offered annually.

The Group's employee performance appraisal process is comprehensive and is conducted annually for all employees. The appraisal system has been developed around a set of key performance indicators communicated to each individual employee by their supervisors at the beginning of each appraisal cycle, against which their performance will be evaluated.

Work-Life Balance

The Group strives to create a work environment to encourage high productivity and creativity, one which will provide our people a sense of work-life balance and fulfilment. All our employees enjoy coverage on medical care (including their families), health / disability insurance, maternity and paternity benefits. Some 17.48% of our employees in CIMB Bank are entitled to pension plans.

We started conducting our first annual employees satisfaction survey in 2007 to enable us to obtain employees' feedback on their level of satisfaction on workplace practices and

identify areas for improvement. The Group also provides an avenue for employees to air their views via our intranet forum. Volunteerism is encouraged and employees may take time off during working hours for a voluntary cause. We also have a Sports and Recreation Department which is active in organising sports, recreational and social activities for the Group's employees.

Employee Welfare

Our Group Human Resources Department oversees employee welfare and grievances. Handbooks and manuals which spell out the conditions of employment and the way disciplinary matters and employee complaints are to be handled are made available to all employees and are also communicated to new employees during induction courses. All human resources policies and guidelines e.g. overtime pay and allowances etc. is accessible through the intranet and employee handbooks. Weekly briefings are also held for management level employees to communicate the latest developments within the Group.

Occupational Safety & Health

The Group places a strong emphasis on occupational safety and health ("OSH") and has put a written OSH policy in place. It is guided by the MS 1722 OSH management system which provides practical techniques for planning, implementing and monitoring an effective OSH system. The Group has identified the top five health and safety risks as fire, ergonomic, stress, physical and health hazards. To address these risks, employees receive regular safety and health talks as well as updates and articles via the intranet. We also provide health and safety training, including first aid training, to our fire marshals and the Emergency Response Team.

There were no accidents or fatalities over 2007. Adequate precautions and safety measures were put in place to mitigate accidents while checks were conducted regularly to ensure all work and safety equipment are in place and in working order. Throughout 2007, every effort was undertaken to ensure compliance with the legal OSH requirements and internal OSH policies.

EMPOWERING COMMUNITIES

We recognise that we have an obligation to conduct business in a way that contributes towards building social capital. Building social capital starts with business basics and dealing with substantive issues, addressing broad-based community concerns and being deeply involved in the community. With active participation in the community, we hope to build the trust of the community.



In recognition of the Group's commitment and its outstanding initiatives towards the community, the Group was awarded an Honourable Mention for the Prime Minister's CSR Awards under the Community and Social Welfare Category in November 2007.



Standing from left to right:
Rosnah Kamarul Zaman, Dato' Mohd Shukri Hussin, Tan Sri Dato' Seri Siti Norma Yaakob, Datuk Dr Richard Leete, Tan Sri Dato' Md Nor Md Yusof

“Corporate social responsibility is no longer about donating money to a random cause, wiping one’s hands clean of it and walking away. At the outset, we wanted our CSR efforts to be focused, sustainable and have a real, positive, long-term impact on the public. The CIMB Foundation is our way of ensuring these efforts are both incisive and scalable.”

Dato' Nazir Razak
Chief Executive Officer

The CIMB Foundation

The Group has set its sights on undertaking CSR efforts which are focused, sustainable and have tangible, enduring impact. In line with this, the CIMB Foundation (“the Foundation”) was established on 15 November 2007 to spearhead the Group’s CSR and philanthropic initiatives. The esteemed members of the Foundation’s Board of Trustees are Tan Sri Dato’ Seri Siti Norma Yaakob (Chairperson), Tan Sri Dato’ Md Nor Md Yusof, Dato’ Mohd Shukri Hussin (Chief Executive Officer), Datuk Dr Richard Leete and Rosnah Kamarul Zaman.

The Foundation is chartered with the development and empowerment of communities. It is committed to improving the quality of life of communities and promoting sustainable development, and aims to improve the lives of communities and individuals by responding to needs and opportunities in the areas of Community Development, Sports and Education. The Foundation’s values are guided by the principles of accountability and transparency, innovation, integrity and respect and, sustainability and impact.

In support of this commitment, CIMB Group has pledged RM100 million to the Foundation over the next three years. The Foundation in return will monitor and report on all disbursements, activities and achievements to ensure that the initiatives have the desired impact on the community.

Community Development

The Group's Community Link initiative was launched in May 2007. This first of its kind CSR programme in Malaysia is unique in that it aims to forge closer ties with the local communities we serve by empowering our customers to propose initiatives or social causes that will enhance their community. Our CIMB Bank and CIMB Islamic branches via Community Link, strive to create value for our customers through understanding their needs. We then engage and collaborate with local communities and leaders to roll out tangible solutions.

Branch managers work in consultation with appropriate organisations and community leaders to recommend worthy causes for funding, the required fund size, project requirements and costs while conducting in-depth surveys. Once a cause has been identified and adopted by a branch, an exclusive fund is then allocated. With the fund size set, the branch will drive fund raising. Customers need not come up with any cash. Every time customers conduct transactions at the branch, the branch contributes a pre-determined sum of monies to the fund. The more transactions and business activities there are at the branches, the more we will contribute and the quicker the target will be met.

With the Group's nationwide presence, Community Link is a highly scalable platform from which CSR initiatives can be rolled-out to serve the needs of the communities. From its inception in May 2007 until December 2007, 55 Community Link projects with a value of RM2.25 million and involving participation by 60 branches have been identified. More than 70% of these projects have been implemented while the remaining projects are currently in various stages of implementation. Over 170 employees have participated as volunteers in these Community Link projects.

Case Study: Moyog River Cleanup



The Moyog River, one of the most scenic tourist attractions in Sabah, is situated in the Penampang district about 10 km from Kota Kinabalu. The Group under its Community Link initiative collaborated with the Penampang Junior Chamber ("PJC") to undertake a record-breaking 40.2 km cleanup of the Moyog River from August to September 2007. A well-developed outreach and hands-on education programme on water pollution was rolled out to complement the river cleanup effort. This project involved 3,150 villagers from 38 villages along the Moyog River as well as a voluntary group of students and CIMB Group employees. Programmes included a comprehensive plan to educate schoolchildren to safeguard the environment and freshwater ecosystem; replanting of indigenous plants along the riverbank under an environmental protection initiative; a recycling project to educate riverside villagers on measures to prevent agricultural and household waste from being discarded into the river; as well as waste composting methods.

Sustainability is a key consideration in the causes that the Group supports. The programmes implemented above will help sustain the cleanliness of the Moyog River over time. Through our partnership with PJC, measures are being undertaken to monitor and measure the impact of the initiatives.

Sustainable Community Projects: The Group's Flood Relief Efforts In Tumpat, Kelantan And Batu Pahat, Johor

The Group has had a hand in undertaking flood relief efforts ever since the Johor floods in early 2007. In December 2007, floods devastated Tumpat in Kelantan, one of the poorest districts in Peninsular Malaysia and its neighbouring island, Pulau Teluk Ranjuna. Over 700 families comprising more than 3,000 people whose homes were still underwater or destroyed, were forced to live in makeshift huts surviving on one meal a day. Coming to their aid, we pledged RM500,000 in the form of food, essential items and cash donations as well as to repair and rebuild damaged houses. Plans are also underway to improve infrastructure facilities in Tumpat as it is one of the most neglected and poorest flood-prone areas in the country.

Prior to this, we had also initiated flood relief efforts for flood victims in Batu Pahat, Johor. In that flood, more than 300,000 people were affected with tens of thousands having to flee their homes. Through the Group's efforts, 20 villages were adopted while RM500,000 was donated to provide entertainment for children, buy food and essential items, clean and fog villages, rebuild and repair badly damaged houses, as well as purchase building materials. More than 400 of our employees came forward in true humanitarian spirit to help rebuild these communities.

We believe in focusing on post-flood relief aid as it achieves a more direct, significant and meaningful impact on the community. In most disaster relief initiatives, there is a tendency for aid to pour in at the beginning and then wane. For the victims, however, the ordeal has just begun. Our efforts to help victims get their lives in order through post-disaster relief efforts has seen us delivering aid right to the door-step of victims personally to ensure that they receive it. We also work with local authorities to achieve optimal synergies in carrying out relief work; give back to our customers by purchasing goods and services required in the relief programme from them; and assess and evaluate the overall programme to ensure maximum impact is made and reporting elements are given due attention.



The Group has also extended exceptional banking facilities and waivers to customers affected by the flood to help them tide over the difficult period. These have included free replacement of damaged and lost Automated Teller Machine and credit cards; waivers of late payment penalties; special relief loan facilities and deferment of retail and business loans' monthly instalments for up to six months. Affected businesses have also been given additional loan facilities to restart their business, purchase supplies and machinery, and conduct repairs to their existing machineries and premises. The Batu Pahat floods saw a total of RM19.6 million of loans being approved benefiting 216 businesses in Johor. For individual customers, approximately RM10 million in special relief facilities, including housing loans and deferment of hire purchase payments, were extended to 228 account holders. Long after the projects come to an end, we find that we still maintain strong bonds with the local communities we have adopted.



Supporting Sporting Excellence

“The Foundation is committed to training and funding sporting activities with the intention of nurturing young talent and identifying world champions early. The camaraderie that envelopes sportsmen (and sportswomen) lasts a lifetime. Camaraderie is vital to building community spirit.”

Tan Sri Dato' Seri Siti Norma Yaakob
Chairperson of the Board of Trustees, CIMB Foundation

Nurturing Young Champions

The Group through the Foundation supports sports-related initiatives with the aim of developing sporting excellence, discovering young talent and nurturing athletes in high performance sports. Since 2005, we have collaborated with the Squash Rackets Association of Malaysia and the National Sports Council of Malaysia in the CIMB Rakan Sukan Squash Programme. With an annual grant of RM2 million, this programme aims to develop and promote squash in the country as well as discover young talent who will be able to uphold Malaysia's leading status in world squash. CIMB Group's sponsorship of world champion Nicol David, an icon for Malaysian youth, ties in with our objective of heightening awareness of squash among young Malaysians.

The Group has also been sponsoring the BCHB-COBRA Rugby Development programme for Malaysian schools from 2005 to 2007. This programme supported by the Ministry of Education has proven to be effective, generating wide interest from schools nationwide. By the end of 2007, 296 teachers were trained as rugby coaches who in turn, trained over 6,000 students.

Facilitating Access To Learning

Education is an integral part of the Group’s community development efforts and our investment in driving the transformation to a knowledge-based economy while building and nurturing tomorrow’s leaders. Under the Promoting Intelligence, Nurturing Talent and Advocating Responsibility (“PINTAR”) School Adoption Programme, we adopted four primary schools located in Pulau Pinang and Kelantan in 2007. PINTAR aims to improve the quality of education and provide an environment that is conducive to learning and academic excellence, especially in the rural areas. In 2008, we have set aside RM0.5 million towards PINTAR and intend to widen our reach to more states across Malaysia, including Sabah and Sarawak.

The Foundation has also committed RM1 million towards the inaugural CIMB-Bank Niaga scholarship fund to enable Indonesian students of disadvantaged backgrounds to advance their education in institutes of higher learning in Malaysia. The first batch of scholarship recipients will be identified in 2008.

CSR Initiatives Beyond Our Borders

Our subsidiary in Indonesia, Bank Niaga also actively carries out CSR initiatives. Some of the notable projects in Indonesia include the efforts undertaken by Bank Niaga to provide disaster relief to Aceh and Yogyakarta, areas that have borne the brunt of earthquakes. In April 2007, Bank Niaga, in collaboration with Yayasan Kesejahteraan Anak Indonesia, implemented a Mobile Library Programme at an estimated total cost of IDR175,373,000. These mobile libraries with their mobile child service facility travelled to schools in Aceh and Yogyakarta, providing fiction and non-fiction books, educational tools and toys, as well as post-traumatic counselling sessions to school children affected by the earthquakes.



Corporate Social Responsibility



Bank Niaga, BCHB and CIMB Group also handed over the renovated Glagah 1 State Elementary School damaged by the earthquake to the mayor of Yogyakarta in April 2007. The newly restored two-storey school building with a well-stocked library and a computer centre now caters to 330 students. A total of IDR1,909,435,323 was spent on the renovation of the school in Umbulharja, Yogyakarta. Bank Niaga also went to Aceh in July 2007 in response to UNICEF's invitation to support its "Back to School" programme in relation to the rehabilitation of Aceh. Bank Niaga has donated a total of IDR1 billion through UNICEF for the reconstruction of the Muhammadiyah 1 and Muhammadiyah 2 schools in Banda Aceh.

CARING FOR OUR ENVIRONMENT

Although the Group has yet to formally adopt an environmental management system, this will be an area of priority in the Group's medium to long-term plans. We are currently building up our experience on the environmental front through several initiatives and are always exploring opportunities to bring positive impact to the environment that we operate in.

The Group encourages employees to adopt energy-conserving practices internally such as switching off the lights, air-conditioners and equipment when leaving the office as well as encouraging employees to conserve and recycle re-usable products such as paper.

We have also through our Community Link initiative, undertaken some environmental conservation projects in 2007, the notable ones being the enhancement of the Community Forest Park in Kota Damansara, Petaling Jaya and the Moyog River cleanup project in Sabah (see side bar story on page 178 of this section).



BALANCING PROFITS AND CSR

As the BCHB Group moves forward, we will continue to balance out our bottom line imperatives with the social and environmental impact of our businesses. In creating value for all our stakeholders, rest assured that our focus on developing our core competencies and sustaining profitable growth will be kept steady by innovative CSR practices that aim to bring sustainable and tangible development to the many communities and the environment that we operate in.

Recreation



SPORTS AND RECREATION DEPARTMENT

Since its inception in 2006, the Sports and Recreation Department (“SRD”) has organised numerous sports, recreational and social activities for staff.

Sports

In 2007, we competed and achieved remarkable results in the National Bank Sports Council (“NBSC”) Tournament, the Malaysia Investment Banking Association (“MIBA”) Tournament and the Bursa Tournament. In the NBSC Tournament, CIMB Bank emerged as the champions in Futsal, Hockey, Carrom (Individual), Table Tennis (Individual) and Sepak Takraw. CIMB Investment Bank continued our winning streak in the MIBA Tournament, where we bagged 3 Championship titles in Bowling, Squash and Volleyball. CIMB Football team added another title to our list of accomplishments when they became the Division 1 Champion in the Kuala Lumpur Football Association League for 2007. Elsewhere, the team retained the 2007 Championship title for the Wilayah Iskandar Corporate Game in Johor.

Recreational & Social Events

SRD also successfully coordinated social and recreational activities for the Group’s employees. A wide variety of events were organised during the year, from treasure hunts and paintball to more challenging activities like white water rafting and explorace. Overall, we received overwhelming response from our employees for all activities.

Majlis Berbuka Puasa and Group Dinners were organised for all our employees across Malaysia. The Group Dinners, held for the first time since the merger, took place at the Kuala Lumpur Convention Centre and elsewhere in Penang, Kota Kinabalu, Kuantan and Johor Bahru. More than 12,000 employees attended these appreciation dinners.

Social Responsibility

In early 2007, SRD also organised a group of volunteers to take part in the Flood Relief Programme in Batu Pahat, Johor. They helped to distribute food supplies and participated in the post-flood clean-up of public places in Batu Pahat. For more details, please refer to the Corporate Social Responsibility section of this Annual Report.



Participation in National Celebrations

SRD also spearheaded the Group’s employees’ active involvement in national-level celebrations like Ma’al Hijrah, Maulidur Rasul, National Day and Labour Day. A contingent of 150 CIMB Group staff was sent to the ‘Perhimpunan Hari Pekerja 2007’ and our slogan, **“Modal Insan Berdedikasi, Teras Negara Berdaya Tinggi”**, was chosen as the winner of the 2007 slogan writing competition.

Other Information

Additional Compliance Information

As at 31 December 2007

1. SHARE BUY-BACK

Further details of the share buy-back and treasury shares are available in Note 35 (b) to the financial statements which are in the Financial Statements section of the Annual Report and in the Statement Accompanying Notice of Annual General Meeting.

2. OPTIONS, WARRANTS OR CONVERTIBLE SECURITIES

There were no options, warrants or convertible securities issued during the financial year by the Company.

3. AMERICAN DEPOSITORY RECEIPT ("ADR") OR GLOBAL DEPOSITORY RECEIPT ("GDR")

The Company did not sponsor any ADR or GDR programme during the financial year under review.

4. IMPOSITION OF SANCTION AND/OR PENALTIES

There were no public sanctions and/or penalties imposed on the Company and its subsidiaries, directors or management by any regulatory body during the financial year under review.

5. NON-AUDIT FEES

Non-audit fees payable to the external auditors, Messrs. PricewaterhouseCoopers and its affiliates amounted to RM3.415 million for various audit-related work relating to financial due diligence, reporting accountants work on proforma consolidated balance sheets and debt and rights issuance, quarterly and half year review and other professional services including tax compliance and advisory.

6. VARIATION IN RESULTS

There were no variation in results for the fourth quarter and the financial year ended 31 December 2007 as the results announced were the audited results.

7. PROFIT GUARANTEE

The Company did not give any profit guarantee during the financial year ended 31 December 2007.

8. REVALUATION POLICY ON LANDED PROPERTIES

Please refer to the accounting policy on Property, Plant and Equipment in Note H of the Summary of Significant Group Accounting Policies in the financial statements which are set out in the Financial Statements section of the Annual Report.

9. MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiaries involving directors' and major shareholders' interest which were still subsisting as at the end of the financial year under review or which were entered into since the end of the previous financial year except as disclosed in Note 52 and Note 53 to the financial statements which are in the Financial Statements section of the Annual Report.

Shareholders' Statistics

As at 31 March 2008

Authorised Ordinary Share Capital	: RM5,000,000,000
Issued and Paid-up Ordinary Share Capital	: RM3,370,903,934 comprising 3,370,903,934 ordinary shares of RM1.00 each
Class of Shares	: Ordinary shares of RM1.00 each
Voting Rights	: One vote per ordinary share

ANALYSIS OF SHAREHOLDINGS

Category	No. of Shares	% Over Total Shares	No. of Holders	% Over Total Shareholders
Less than 100	14,786	- ¹	504	3.14
100 - 1,000	3,850,210	0.11	4,608	28.69
1,001 - 10,000	31,981,897	0.95	7,793	48.51
10,001 - 100,000	66,367,127	1.97	2,214	13.78
100,001 - 168,545,195 ²	2,346,670,626	69.62	943	5.87
168,545,196 - and above	922,019,288	27.35	2	0.01
TOTAL	3,370,903,934	100.00	16,064	100.00

Notes:

¹ Less than 0.01%.

² Includes 15,145,700 Shares held as treasury shares based on the Record of Depositors as at 31 March 2008.

DIRECTORS' SHAREHOLDINGS AS AT 31 MARCH 2008

Name of Directors	Direct	No. of Shares Held		%
		% ¹	Indirect	
Tan Sri Dato' Md Nor Md Yusof	600,000	- ²	-	-
Dato' Nazir Razak ³	28,053,261	0.84	-	-
Dato' Mohd Shukri Hussin	300,112	- ²	-	-
Dato' Zainal Abidin Puthi ⁴	15,000	- ²	-	-
Dato' Robert Cheim Dau Meng	150,000	- ²	-	-

Notes:

¹ Excludes 15,145,700 Shares retained as treasury shares based on the Record of Depositors as at 31 March 2008.

² Less than 0.1%.

³ Includes the shareholdings of his spouse.

⁴ Includes the shareholdings of his spouse and child.

SUBSTANTIAL SHAREHOLDERS AS AT 31 MARCH 2008

Name of Substantial Shareholders	Direct	No. of Shares Held		%
		% ¹	Indirect	
Khazanah Nasional Berhad	740,373,772 ²	22.06	-	-
Employees Provident Fund Board	312,636,616 ²	9.32	-	-

Notes:

¹ Excludes 15,145,700 Shares retained as treasury shares based on the Record of Depositors as at 31 March 2008.

² Including Shares held through nominee companies.

SHAREHOLDERS' STATISTICS AS AT 31 MARCH 2008

(as per Register of Members and Records of Depositors)

LIST OF TOP 30 SHAREHOLDERS		No. of Shares Held	% of Issued Capital ^{*1}
1	Khazanah Nasional Berhad	640,875,472	19.10
2	Employees Provident Fund Board	281,143,816	8.38
3	HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (U.S.A.)	165,054,690	4.92
4	Kumpulan Wang Persaraan (Diperbadankan)	160,906,100	4.80
5	The Bank Of Tokyo-Mitsubishi UFJ, Ltd	152,732,400	4.55
6	HSBC Nominees (Asing) Sdn Bhd TNTC for Saudi Arabian Monetary Agency	88,285,198	2.63
7	Amanah Raya Nominees (Tempatan) Sdn Bhd Skim Amanah Saham Bumiputera	78,193,800	2.33
8	CIMSEC Nominees (Tempatan) Sdn Bhd Khazanah Nasional Berhad	74,675,300	2.23
9	CIMSEC Nominees (Tempatan) Sdn Bhd CIMB for Takrif Aspirasi Sdn Bhd	69,463,000	2.07
10	Amanah Raya Nominees (Tempatan) Sdn Bhd Amanah Saham Wawasan 2020	50,489,300	1.50
11	CIMSEC Nominees (Tempatan) Sdn Bhd Bank Pertanian Malaysia	47,634,838	1.42
12	Cartaban Nominees (Asing) Sdn Bhd SSBT Fund 1LNO for The Genesis Group Trust Employee Benefit Plans	40,298,405	1.20
13	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for Mellon Bank (Mellon)	37,989,028	1.13
14	Cartaban Nominees (Asing) Sdn Bhd Investors Bank and Trust Company for Ishares, Inc	33,894,032	1.01
15	HSBC Nominees (Asing) Sdn Bhd Exempt AN for J.P. Morgan Bank Luxembourg S.A.	32,986,709	0.98
16	Cartaban Nominees (Asing) Sdn Bhd Government of Singapore Investment Corporation Pte Ltd for Government of Singapore (C)	32,916,201	0.98
17	Amanah Raya Nominees (Tempatan) Sdn Bhd Amanah Saham Malaysia	30,427,000	0.91
18	HSBC Nominees (Asing) Sdn Bhd BBH (Lux) SCA for the Genesis Emerging Markets Investment Company	29,290,417	0.87
19	HSBC Nominees (Asing) Sdn Bhd Exempt AN for BNP Paribas Securities Services (convert in USD)	26,998,649	0.80
20	HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (Netherlands)	24,794,635	0.74

Shareholders' Statistics

As at 31 March 2008

SHAREHOLDERS' STATISTICS AS AT 31 MARCH 2008 (CONTINUED)

(as per Register of Members and Records of Depositors)

LIST OF TOP 30 SHAREHOLDERS (CONTINUED)		No. of Shares Held	% of Issued Capital ^{*1}
21	HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (U.A.E.)	24,408,219	0.73
22	HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (U.K.)	21,632,474	0.65
23	Valuecap Sdn Bhd	20,450,000	0.61
24	CIMSEC Nominees (Tempatan) Sdn Bhd Khazanah Nasional Berhad (MES-Pool Account)	20,000,000	0.60
25	HSBC Nominees (Asing) Sdn Bhd BBH and Co Boston for Vanguard Emerging Markets Stock Index Fund	18,186,132	0.54
26	Cartaban Nominees (Asing) Sdn Bhd SSBT Fund IBLJ for William Blair International Growth (Fund)	15,874,400	0.47
27	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for American International Assurance Company Limited	14,236,000	0.42
28	Citigroup Nominees (Tempatan) Sdn Bhd Exempt AN for Prudential Fund Management Berhad	13,783,296	0.41
29	HSBC Nominees (Asing) Sdn Bhd Exempt AN for the Hongkong and Shanghai Banking Corporation Limited (HBFS-I CLT ACCT)	13,495,000	0.40
30	HSBC Nominees (Asing) Sdn Bhd TNTC for Government of Singapore Investment Corporation Pte Ltd	13,216,094	0.39
		2,274,330,605	67.77

Notes:

^{*1} Excludes 15,145,700 Shares retained as treasury shares based on the Record of Depositors as at 31 March 2008.

Analysis of RCULS Holdings

As at 31 March 2008

Category	No. of RCULS	% Over Total RCULS	No. of Holders	% Over Total RCULS Holders
Less than 100	483	0.03	11	6.47
100 - 1,000	29,434	2.00	36	21.18
1,001 - 10,000	442,297	30.11	106	62.35
10,001 - 100,000	385,984	26.28	14	8.24
100,001 to less than 5% of issued RCULS	-	-	-	-
5% and above of issued RCULS	610,651	41.58	3	1.76
TOTAL	1,468,849	100.00	170	100.00

LIST OF TOP 30 RCULS HOLDERS		No. of RCULS held	%
1	Citigroup Nominees (Asing) Sdn Bhd Merrill Lynch International	300,000	20.42
2	Ismail Hussein	192,656	13.12
3	Koperasi Majlis Agama Islam Kelantan Berhad	117,995	8.03
4	Yip Mui @ Yap Gok Moi	84,343	5.74
5	Tee Chee Chong	55,000	3.74
6	Schooling Reginald Colin	27,843	1.90
7	Lam How Teng	26,200	1.78
8	Hoh Poh Kow	26,000	1.77
9	Tan Kar Pin	23,000	1.57
10	Mrs Teo In Chi Nee Chan (Tan Yen Chee)	22,012	1.50
11	Amsec Nominees (Asing) Sdn Bhd Amfraser Securities Pte Ltd for Pho Wan Heng Robert	21,562	1.47
12	Ong Kim Khung	21,468	1.46
13	Thai Chai Choy	20,000	1.36
14	Moo Ho Heong	17,000	1.16
15	Ngan Ahy @ Ng Ah Oi	16,056	1.09
16	Tan Gek Buay	15,000	1.02
17	Mook Ten Loy	10,500	0.71

Analysis of RCULS Holdings

As at 31 March 2008

LIST OF TOP 30 RCULS HOLDERS	No. of RCULS held	%
18 Wong Chew Thoo @ Huan Siew Choon	10,000	0.68
19 Tan Hong Yean	10,000	0.68
20 Soo Lai Chan	10,000	0.68
21 Tee @ Teh Sea Chuan	9,000	0.61
22 Lee Ching Chow @ Lee Ching Chor	9,000	0.61
23 Mayban Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teng Ah Kiau @ Tan Fong Yong	8,761	0.60
24 Mayban Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Ang Lin Huat	8,500	0.58
25 Kulenthran a/l S Arumugam	8,000	0.54
26 Mayban Securities Nominees (Asing) Sdn Bhd OCBC Securities Pte Ltd for Toh Geok Leng	8,000	0.54
27 Wong Poh Peng	7,991	0.54
28 Tan Beng Yan	7,500	0.51
29 Peggy Foo	7,500	0.51
30 Lim Pick Chun	7,000	0.48
	1,107,887	75.43

Top 10 Properties of the Group

As at 31 December 2007

Location	Description/ Existing Use	Tenure/ Date of expiry	Remaining Lease Period (Years)	Age of Property (Years)	Net Book Value (in '000)	Year of acquisition
Wilayah Persekutuan						
Menara Southern Bank No. 83, Medan Setia 1 Plaza Damansara Bukit Damansara 50490 Kuala Lumpur Wilayah Persekutuan	7 storey office building with 3 basement levels; Premises occupied by CIMB Bank, Plaza Damansara branch and other divisions of the Group.	Freehold Not applicable	-	8	RM77,500	1994
Lot 369-374 Jalan Tuanku Abdul Rahman 50100 Kuala Lumpur Wilayah Persekutuan	13 storey office building; Premises occupied by CIMB Aviva and CIMB Bank, Jalan Tuanku Abdul Rahman branch.	Freehold Not applicable	-	7	RM40,055	2000
Bangunan CIMB Jalan Semantan Damansara Heights 50490, Kuala Lumpur Wilayah Persekutuan	10 storey office building; Head office for both CIMB Investment Bank and CIMB Group.	Leasehold Expiring on 24 June 2073	63	15	RM22,998	2002
Commerce Square Jalan Semantan Damansara Heights 50490 Kuala Lumpur Wilayah Persekutuan	12 storey office building; Head office of BCHB and office premises for BCHB and CIMB Investment Bank.	Leasehold Expiring on 30 January 2073	66	15	RM17,404	1992
Lot 23 & 24, Seksyen 87 Bandar Kuala Lumpur Jalan Tun Razak 53200 Kuala Lumpur Wilayah Persekutuan	Vacant land	Freehold Not applicable	-	-	RM13,250	2005
No. 22-24 Commerce House Jalan Sri Semantan 1 Damansara Heights 50490 Kuala Lumpur Wilayah Persekutuan	8 blocks of converted bungalow houses; Premises occupied by CIMB Investment Bank's offices and the Group's training centre.	Leasehold Expiring on 30 September 2072	65	11	RM10,622	1996
Pulau Pinang						
Menara BHL Jalan Sultan Ahmad Shah 10050 Georgetown Pulau Pinang	11 floors of a 30 storey office building, comprising 4 floors at the podium block and 7 floors at the tower block; The podium block is occupied by CIMB Bank, Menara BHL branch and offices of CIMB Bank while the offices at the tower block are partly leased out.	Freehold Not applicable	-	12	RM36,065	2000
No. 43, Lebuhr Pantai 10300 Georgetown Pulau Pinang	5 storey building; Premises occupied by CIMB Bank, Tanjung branch and its corporate offices.	Freehold Not applicable	-	Pre-1948	RM10,225	2000
Singapore						
7 Temasek Boulevard No. 37-01/02/03 Suntec Tower One Singapore 038987 Singapore	3 units on the 37th floor of a 44 storey office building; Premises leased to IMC Pan Asia Alliance Pte Ltd with the tenancy period commencing from 1 March 2007.	Leasehold; Expiring on 29 February 2088	81	12	SGD23,000	1995
Hong Kong						
Room 1802 & 1803 18th Floor, Tower One Admiralty Centre Hong Kong	2 units on the 18th floor of a 28 storey office block over a 5-level commercial podium; Premises leased to The Government of the HKSAR Financial Secretary Incorporated.	Leasehold; Expiring on 18 August 2053	46	29	HKD105,000	1980

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Fifty-First (51st) Annual General Meeting of Bumiputra-Commerce Holdings Berhad will be held at Ballroom 3, 1st Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, on Monday, 5 May 2008 at 9.30 a.m. to transact the following businesses:

AGENDA

- Resolution 1** 1. To receive and adopt the Audited Financial Statements for the year ended 31 December 2007 and the Reports of the Directors and Auditors thereon.
- Resolution 2** 2. To declare a final dividend of 25 sen less income tax of 26% for the year ended 31 December 2007 as recommended by the Directors payable on 30 May 2008 to shareholders registered in the Company's books at the close of business on 20 May 2008.
3. To re-elect the following Directors who retire in accordance with the Company's Articles of Association:
- Resolution 3** 3.1 Tan Sri Dato' Md Nor Md Yusof
- Resolution 4** 3.2 Dato' Nazir Razak
- Resolution 5** 3.3 Dato' Mohd Shukri Hussin
- Resolution 6** 3.4 Mr Hiroyuki Kudo
- Resolution 7** 4. To approve the payment of Directors' fees amounting to RM90,000 per director per annum in respect of the year ended 31 December 2007.
- Resolution 8** 5. To re-appoint PricewaterhouseCoopers as Auditors of the Company and to authorise the Board of Directors to fix their remuneration.
6. To transact any other ordinary business for which notice has been duly received.

As special business:

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

- Resolution 9** 7. Proposed renewal of the authority for the issue of new ordinary shares.
- "**THAT** pursuant to Section 132D of the Companies Act, 1965, the Directors be and are hereby authorised to issue shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be issued does not exceed 10 percent of the issued share capital of the Company for the time being, subject always to the approval of all the relevant regulatory bodies being obtained for such allotment and issue."

Resolution 10

8. Proposed renewal of the authority for the purchase of own ordinary shares.
- “THAT**, subject to the Companies Act, 1965 (as may be amended, modified or re-enacted from time to time), the Company’s Articles of Association and the requirements of the Bursa Malaysia Securities Berhad (“Bursa Securities”) and approvals of all relevant governmental and/or regulatory authorities, the Company be and is hereby authorised to purchase such number of ordinary shares of RM1.00 each in the Company (“Proposed Shares Buy-Back”) as may be determined by the Board of Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Board of Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of ordinary shares purchased and/or held pursuant to this resolution does not exceed ten per centum (10%) of the total issued and paid-up share capital of the Company at any point in time and an amount not exceeding the total retained profits of approximately RM1,335.3 million and/or share premium account of approximately RM5,174.2 million of the Company based on the audited financial statements for the financial year ended 31 December 2007 be allocated by the Company for the Proposed Shares Buy-Back **AND THAT** the ordinary shares of the Company to be purchased are proposed to be cancelled and/or retained as treasury shares and subsequently be cancelled, distributed as dividends or re-sold on Bursa Securities **AND THAT** the Board of Directors of the Company be and are hereby empowered generally to do all acts and things to give effect to the Proposed Shares Buy-Back **AND THAT** such authority shall commence immediately upon passing of this ordinary resolution until:
- i. the conclusion of the next AGM of BCHB in 2009 at which time such authority shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed either unconditionally or subject to conditions;
 - ii. the expiration of the period within which the next AGM after that date is required by law to be held; or
 - iii. revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is the earlier but not so as to prejudice the completion of purchase(s) by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and/or any other relevant authorities.”

FURTHER NOTICE IS HEREBY GIVEN that for the purpose of determining a member who shall be entitled to attend this 51st AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 54(3) of the Company’s Articles of Association and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991 to issue a General Meeting Record of Depositors as at 28 April 2008. Only a depositor whose name appears on the General Meeting Record of Depositors as at 28 April 2008 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/ her behalf.

Notice of Annual General Meeting

NOTICE OF BOOKS CLOSURE

Notice is hereby given that the register of members will be closed from 21 May 2008 to 22 May 2008 (both dates inclusive) to determine shareholders entitlement to the dividend payment. The dividend, if approved will be paid on 30 May 2008 to shareholders whose names appear in the register of members and record of depositors on 20 May 2008.

Further notice is hereby given that a depositor shall qualify for entitlement only in respect of:

- a. Shares deposited into the depositor's securities accounts before 12.30 p.m. on 15 May 2008 (in respect of shares which are exempted from mandatory deposit).
- b. Shares transferred into the depositor's securities accounts before 4.00 p.m. on 20 May 2008 in respect of ordinary transfer.
- c. Shares bought on Bursa Securities on a cum entitlement basis according to the rules of the Bursa Securities.

Shareholders are reminded that pursuant to the Securities Industry (Central Depositories) (Amendment) (No. 2) Act, 1998 which came into force on 1 November 1998, all shares not deposited with Malaysian Central Depository Sdn Bhd by 12.30 p.m. on 1 December 1998 and not exempted from mandatory deposit, have been transferred to the Minister of Finance ("MoF"). Accordingly, the payment for such undeposited shares will be paid to MoF.

By Order of the Board

Idrus Ismail (LS 0008400)

Datin Rossaya Mohd Nashir (LS 0007591)

Joint Company Secretaries

Kuala Lumpur

14 April 2008

NOTES:

1. A member of the company entitled to attend and vote at the meeting may appoint a proxy or proxies to attend and vote instead of him. Each proxy shall represent a minimum of 100 shares.
2. Where a member appoints more than one (1) proxy, such appointment shall be invalid unless he specifies the proportion of the shareholding to be represented by each proxy.
3. A proxy may but need not be a member of the Company and the provisions of Section 149(1) of the Companies Act, 1965 shall not apply to the Company.
4. If the appointer is a corporation, the proxy form must be executed either under seal or under the hand of an officer or attorney duly authorised. If this Proxy Form is signed under the hand of an officer duly authorised, it should be accompanied by a statement reading "signed as authorised officer under Authorisation Document which is still in force, no notice of revocation having been received". If this Proxy Form is signed under the attorney duly authorised, it should be accompanied by a statement reading "signed under Power of Attorney which is still in force, no notice of revocation having been received". A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction, in which it was created and is exercised, should be enclosed with.
5. For a proxy to be valid, all proxy forms should be deposited at the Registrar's Office, Symphony Share Registrars Sdn Bhd, Level 26, Menara Multi-Purpose, Capital Square, No. 8, Jalan Munshi Abdullah, 50100 Kuala Lumpur not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.
6. For a Form of Proxy executed outside Malaysia, the signature must be attested by a Solicitor, Notary Public, Consul or Magistrate.
7. Explanatory note on special business:
Ordinary Resolution 9, if passed, will give the Directors of the Company authority to issue ordinary shares in the Company at any time in their absolute discretion without convening a General Meeting. The authorisation will, unless revoked or varied by the Company at a General Meeting, expire at the next Annual General Meeting.
8. The details on Resolution 10 on the proposed renewal of the authority for the purchase of own ordinary shares is contained in the Statement Accompanying Notice of Annual General Meeting in this Annual Report.
9. For the purpose of determining a member who shall be entitled to attend this 51st AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 54(3) of the Company's Articles of Association and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991 to issue a General Meeting Record of Depositors as at 28 April 2008. Only a depositor whose name appears on the General Meeting Record of Depositors as at 28 April 2008 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/ her behalf.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

1. Directors who are standing for re-elections at the 51st Annual General Meeting of the Company.

The Directors retiring pursuant to Article 76 and Article 83 of the Company's Articles of Association and seeking re-elections are:

Tan Sri Dato' Md Nor Md Yusof
Dato' Nazir Razak
Dato' Mohd Shukri Hussin
Mr Hiroyuki Kudo

Tan Sri Dato' Md Nor Md Yusof, Dato' Nazir Razak and Dato' Mohd Shukri Hussin are retiring pursuant to Article 76 of the Company's Articles of Association and are seeking re-election. Mr Hiroyuki Kudo was appointed to the Board on 17 August 2007 and in accordance with Article 83 of the Company's Articles of Association, he is seeking re-election.

The details of all the Directors seeking re-elections are set out on the Directors' profile which appear on pages 60 to 68 of the Annual Report.

The details of all the Directors' securities holding in the Company and its subsidiaries (if any) are stated on page 201.

2. Board Meetings held during the financial year ended 31 December 2007.

A total of fifteen (15) Board Meetings were held during the financial year ended 31 December 2007 of which eleven (11) were ordinary Board meetings and four (4) were Special Board meetings. In addition, there was one (1) Off-site Discussion for the Non-Executive Directors on Board Effectiveness Assessment (BEA).

Date	Hours	Location	Type
31 January 2007	11.00 a.m.	Boardroom, 10th Floor, Bangunan CIMB	Ordinary
8 February 2007	10.00 a.m.	Boardroom 1, 6th Floor, Menara Southern Bank	Special
6 March 2007	2.45 p.m.	Boardroom, 10th Floor, Bangunan CIMB	Ordinary
4 April 2007	9.30 a.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
30 April 2007	9.30 a.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
31 May 2007	11.35 a.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
29 June 2007	11.10 a.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
13 August 2007	11.20 a.m.	Boardroom, 12th Floor, Commerce Square	Special
17 August 2007	10.30 a.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
6 September 2007	9.30 a.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
1 October 2007	3.45 p.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
30 October 2007	3.00 p.m.	Boardroom 2, 6th Floor, Menara Southern Bank	Ordinary
12 November 2007	12.15 p.m.	Boardroom, CIMB Islamic Bank Berhad, 1st Floor, Menara Promet	Special
5 December 2007	3.50 p.m.	Boardroom, 12th Floor, Commerce Square	Ordinary
14 December 2007	10.40 a.m.	Boardroom, 10th Floor, Bangunan CIMB	Special

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

3. Details of the Directors' attendance at Board Meetings held during the financial year ended 31 December 2007.

Name of Directors	Number of Meetings attended
Tan Sri Dato' Md Nor Md Yusof	15/15
Tan Sri Dato' Seri Haidar Mohamed Nor	15/15
Dato' Nazir Razak	15/15
Dato' Mohd Shukri Hussin	14/15
Dato' Hamzah Bakar	13/15
Datuk Dr Syed Muhamad Syed Abdul Kadir	15/15
Dato' Zainal Abidin Putih	13/15
Mr Cezar Peralta Consing	13/15
Dato' Robert Cheim Dau Meng	15/15
Mr Hiroyuki Kudo (Appointed on 17 August 2007)	7/7
Dr Roslan A Ghaffar (Resigned on 1 October 2007)	9/12

1. INTRODUCTION

1.1 Renewal Of Authority For Bumiputra-Commerce Holdings Berhad ("the Company" or "BCHB") To Purchase Its Own Shares ("Proposed Shares Buy-Back")

At the Company's Annual General Meeting ("AGM") held on 26 April 2007, the Company had obtained approval from the shareholders of the Company to purchase its own shares as may be determined by the Board of Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Board of Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of ordinary shares purchased and/or held pursuant to this resolution does not exceed ten per centum (10%) of the total issued and paid-up share capital of the Company at any point in time and an amount not exceeding the total retained profits of approximately RM1,335.3 million and/or share premium account of approximately RM5,174.2 million of the Company based on the audited financial statements for the financial year ended 31 December 2007.

The authority obtained by the Board of Directors for purchasing the Company's own shares in accordance with the Listing Requirements of Bursa Securities governing shares buy-back by listed companies, will lapse at the conclusion of the coming Fifty-First (51st) Annual General Meeting ("AGM").

It is the intention of the Company to renew the authority to purchase its own shares by way of an ordinary resolution.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

1.2 Purpose of Statement

The purpose of this Statement is to provide relevant information on the Proposed Shares Buy-Back and to seek your approval for the ordinary resolution, which is to give effect to the Proposed Shares Buy-Back to be tabled at the coming Fifty-First (51st) AGM. A notice of the AGM together with the Proxy Form is set out in this Annual Report.

2. DETAILS OF THE PROPOSED SHARES BUY-BACK

The Board proposes to seek shareholders approval for a renewal of the authority to purchase and/or hold in aggregate of up to ten per centum (10%) of the issued and paid-up share capital of the Company at any point of time through Bursa Securities. Based on the issued and paid-up share capital of the Company as at 31 March 2008 of RM3,370,903,934 comprising 3,370,903,934 ordinary shares of RM1.00 each in the Company ("BCHB Shares"), a total of 337,090,393 BCHB Shares may be purchased by the Company pursuant to the Proposed Shares Buy-Back. The maximum number of shares that can be bought back under this renewal will take into account the number of shares previously bought back and retained as treasury shares, if any.

Such authority, if so approved, would be effective immediately upon passing of this ordinary resolution until:

- i. the conclusion of the next AGM of BCHB in 2009 at which time such authority shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed either unconditionally or subject to conditions;
- ii. the expiration of the period within which the next AGM after that date is required by law to be held; or
- iii. revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting; whichever is the earlier but not so as to prejudice the completion of purchase(s) by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and/or any other relevant authorities.

The Board proposed to allocate an amount of up to retained profits and/or share premium account of the Company for the purchase of own shares subject to the compliance with section 67A of the Act (as may be amended, modified or re-enacted from time to time) and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities at the time of the purchase ("Prevailing Laws"). The actual number of BCHB Shares to be purchased will depend on the market conditions and sentiments of Bursa Securities as well as the retained profits and the share premium account and financial resources available to the Company. The audited retained profits of the Company as at 31 December 2007 was RM1,335.3 million whilst the audited share premium account of the Company as at 31 December 2007 was approximately RM5,174.2 million.

BCHB may only purchase its own shares at a price which is not more than fifteen per centum (15%) above the weighted average market price for the past five (5) market days immediately preceding the date of the purchase(s). The Company may only resell the purchased shares held as treasury shares at a price which is not less than the weighted average market price of BCHB Shares for the five (5) market days immediately preceding the date of re-sale or not less than five per centum (5%) below the weighted average market price of BCHB Shares for the five (5) market days immediately prior to the re-sale provided that the re-sale takes place no earlier than thirty (30) days from the date of purchase and the re-sale price is not less than the cost of purchase of the BCHB Shares being re-sold. The Company shall, upon each purchase or re-sale of shares, make the necessary announcements to the Bursa Securities.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

The Proposed Shares Buy-Back will allow the Board to exercise the power of the Company to purchase its own shares at any time within the abovementioned time period using internal funds of the Company and/or external borrowings. The amount of internally generated funds and/or external borrowings to be utilised will only be determined later depending on the available internally generated funds, actual number of BCHB Shares to be purchased, the anticipated future cash flows of the Group and other cost factors.

Purchased BCHB Shares held as treasury shares may be distributed as share dividends, re-sold on Bursa Securities in accordance with the relevant rules of Bursa Securities, cancelled or continue to be retained as treasury shares. The decision whether to retain the purchased shares as treasury shares, to cancel the shares purchased, distribute the treasury shares as share dividends and/or resell the treasury shares on Bursa Securities will be made by the Board at the appropriate time.

The distribution of treasury shares as share dividends may be applied as a reduction of the retained profits or the share premium account of the Company. The treatment of the purchased shares held as treasury shares either distributed as share dividends or resold by the Company on Bursa Securities or both will in turn, depend on the availability of, among others, retained profits and share premium account of the Company.

While the purchased shares are held as treasury shares, the rights attached to them as to voting, dividends and participation in any other distributions or otherwise are suspended and the treasury shares shall not be taken into account in calculating the number of percentage of shares or of a class of shares in the Company for any purposes including, without limiting the generality of the provision of Section 67A of the Companies Act 1965, the provisions of any law or requirements of the Articles of Association of the Company or the Listing Requirements governing substantial shareholding, takeovers, notices, the requisitioning of meetings, quorum for a meeting and the result of a vote on a resolution at a meeting.

The Proposed Shares Buy-Back will be carried out in accordance with the Prevailing Laws at the time of the purchase including compliance with the public shareholding spread as required by the Listing Requirements.

The public shareholding spread of the Company before and after the Proposed Shares Buy-Back is as follows:

	Before the Proposed Shares Buy-Back	After the Proposed Shares Buy-Back
Public shareholding spread	67.75% ^{*1}	64.33% ^{*2}

Notes:

^{*1} As at 31 March 2008.

^{*2} Based on the assumptions that:

- (i) the Proposed Shares Buy-Back involves the aggregate purchase of 337,090,393 BCHB Shares (being an amount of 10% of the issued and paid-up share capital of the Company as at 31 March 2008) which are to be retained as treasury shares; and
- (ii) the number of BCHB Shares held by Directors of the BCHB Group, the substantial shareholders of BCHB and persons connected to them remain unchanged.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

3. RATIONALE FOR THE PROPOSED SHARES BUY-BACK

The Proposed Shares Buy-Back will enable BCHB to utilise its surplus financial resources to purchase BCHB Shares. The increase in Earnings Per Share (“EPS”), if any, arising from the Proposed Shares Buy-Back is expected to benefit the shareholders of the Company.

The purchased shares can be held as treasury shares and re-sold on Bursa Securities with the intention of realising potential gain without affecting the total issued and paid-up share capital of the Company. The distribution of the treasury shares as share dividends may also serve to reward the shareholders of the Company.

4. EVALUATION OF THE PROPOSED SHARES BUY-BACK

4.1 Advantages

The potential advantages of the Proposed Shares Buy-Back are as follows:

- (i) Allows the Company to take preventive measures against excessive speculation, in particular when the Company's shares are undervalued;
- (ii) Allows the Company more flexibility in fine-tuning its capital structure;
- (iii) The resultant reduction of share capital base is expected to improve the earnings per share and may strengthen the net tangible assets (“NTA”) of the remaining shares as well as the probability of declaring a higher quantum of dividend in future;
- (iv) To stabilise a downward trend of the market price of the Company's shares;
- (v) Treasury shares can be treated as long-term investments. It makes business sense to invest in our own Company as the Board of Directors is confident of BCHB's future prospects and performance in the long term;
- (vi) If the Treasury shares are distributed as dividend by the Company, it may then serve to reward the shareholders of the Company.

4.2 Disadvantages

The potential disadvantages of the Proposed Shares Buy-Back are as follows:

- (i) The purchase can only be made out of distributable reserves resulting in a reduction of the amount available for distribution as dividends and bonus issues to shareholders; and
- (ii) The purchases of existing shares involve cash outflow from the Company which may otherwise be retained and used for the businesses of the Company.

Nevertheless, the Board of Directors will be mindful of the interests of BCHB and its shareholders in undertaking the Proposed Shares Buy-Back.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

5. EFFECTS OF PROPOSED SHARES BUY-BACK

Assuming that the Company purchases up to 337,090,393 BCHB Shares representing approximately ten per centum (10%) of its issued and paid-up share capital as at 31 March 2008 and such shares purchased are cancelled or alternatively be retained as treasury shares or both, the effects of the Proposed Shares Buy-Back on the share capital, NTA, working capital, earnings and substantial shareholders' and Directors' shareholdings as well as the implication relating to the Malaysian Code on Take-Overs and Mergers 1998 are as set out below:

5.1 Share Capital

In the event that all BCHB Shares purchased are to be cancelled, the Proposed Shares Buy-Back will result in the issued and paid-up share capital of BCHB as at 31 March 2008 be reduced from RM3,370,903,934 comprising 3,370,903,934 BCHB Shares to RM3,033,813,541 comprising 3,033,813,541 BCHB Shares. However, it is not expected to have any effect on the issued and paid-up share capital if all BCHB Shares purchased are to be retained as treasury shares.

The effects of the Proposed Shares Buy-Back on the issued and paid up share capital of BCHB are illustrated below:

	As per audited financial statements as at 31 December 2007	As at 31 March 2008	After share purchase and cancellation
Issued and paid up share capital (RM)	3,374,181,446	3,370,903,934 ^{*1}	3,033,813,541 ^{*2}

Notes:

^{*1} After issuance of 1,288 BCHB Shares pursuant to part conversion of Redeemable Convertible Unsecured Loan Stocks 2006/2008 and cancellation of 3,278,800 BCHB Shares held as treasury shares.

^{*2} Assuming approximately 10% or 337,090,393 BCHB Shares are purchased and cancelled.

5.2 Net Tangible Asset ("NTA") and Working Capital

The effects of the Proposed Shares Buy-Back on the NTA per share of the Group are dependent on the purchase prices of BCHB Shares and the effective funding cost or loss in interest income to the Group.

If all BCHB Shares purchased are to be cancelled or retained as treasury shares, the Proposed Shares Buy-Back will reduce the NTA per share when the purchase price exceeds the NTA per share at the relevant point in time. On the contrary, the NTA per share will be increased when the purchase price is less than the NTA per share at the relevant point in time.

The Proposed Shares Buy-Back will reduce the working capital of the Group, the quantum of which will depend on the amount of financial resources to be utilised for the purchase of BCHB Shares.

5.3 Earnings

The effects of the Proposed Shares Buy-Back on the EPS of the Group are dependent on the purchase prices of BCHB Shares and the effective funding cost or loss in interest income to the Group.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

5.4 Substantial Shareholders' and Directors' Shareholdings

The effects of the Proposed Shares Buy-Back on the Substantial Shareholders' and Directors' shareholdings based on the Register of Substantial Shareholders and the Register of Directors shareholdings respectively as at 31 March 2008 are as follows:

Substantial Shareholders	No. of BCHB Shares Held							
	Before the Proposed Shares Buy-Back ^{*1}				After the Proposed Shares Buy-Back ^{*2}			
	Direct	%	Indirect	%	Direct	%	Indirect	%
Khazanah Nasional Berhad	740,373,772 ^{*3}	22.06	-	-	740,373,772 ^{*3}	24.40	-	-
Employees Provident Fund Board	312,636,616 ^{*4}	9.32	-	-	312,636,616 ^{*4}	10.31	-	-

Notes:

^{*1} Adjusted for the number of treasury shares held as at 31 March 2008.

^{*2} Assuming that 10% of the issued and paid-up capital is purchased and retained as treasury shares.

^{*3} 640,875,472 BCHB Shares are held directly and the remaining 99,498,300 BCHB Shares are held through nominee companies.

^{*4} 280,996,916 BCHB Shares are held directly and the remaining 31,639,700 BCHB Shares are held through nominee companies.

Directors	No. of BCHB Shares Held							
	Before the Proposed Shares Buy-Back ^{*1}				After the Proposed Shares Buy-Back ^{*2}			
	Direct	%	Indirect	%	Direct	%	Indirect	%
Tan Sri Dato' Md Nor Md Yusof	600,000	- ^{*3}	-	-	600,000	- ^{*3}	-	-
Dato' Nazir Razak ^{*4}	28,053,261	0.84	-	-	28,053,261	0.92	-	-
Dato' Mohd Shukri Hussin	300,112	- ^{*3}	-	-	300,112	- ^{*3}	-	-
Dato' Zainal Abidin Putih ^{*5}	15,000	- ^{*3}	-	-	15,000	- ^{*3}	-	-
Dato' Robert Cheim Dau Meng	150,000	- ^{*3}	-	-	150,000	- ^{*3}	-	-

Notes:

^{*1} Adjusted for the number of treasury shares held as at 31 March 2008.

^{*2} Assuming that 10% of the issued and paid-up capital is purchased and retained as treasury shares.

^{*3} Less than 0.1%.

^{*4} Includes the shareholdings of his spouse.

^{*5} Includes the shareholdings of his spouse and child.

Save as disclosed above, none of the Directors, substantial shareholders, and persons connected with Directors and/or substantial shareholders held any BCHB Shares.

6. APPROVAL REQUIRED

The Proposed Shares Buy-Back is conditional upon the approval of the shareholders of BCHB at the forthcoming AGM.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

7. SHARE PRICES

The monthly highest and lowest prices per share of BCHB Shares traded on Bursa Securities for the last twelve (12) months from April 2007 to March 2008 are as follows:

2007	High (RM)	Low (RM)
April	11.20	9.95
May	12.60	10.70
June	12.30	11.50
July	12.50	11.30
August	11.80	9.35
September	11.40	10.50
October	11.80	10.40
November	11.50	10.20
December	11.30	10.20
2008		
January	12.20	10.10
February	10.80	10.10
March	10.40	8.45

8. PURCHASES AND RESALE OF TREASURY SHARES MADE DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2007

Details of the share buy-back transactions made during the financial year ended 31 December 2007 are set out below:

Date Purchased	No of BCHB Shares Purchased in '000	Highest Price Paid per BCHB Share RM	Lowest Price Paid per BCHB Share RM	Average Price Paid per BCHB Share RM	Total Consideration RM'000
15 August 2007	880	10.00	9.90	9.97	8,804
16 August 2007	805	9.90	9.45	9.69	7,830
17 August 2007	389	9.90	9.80	9.88	3,855
15 November 2007	2,594	10.50	10.40	10.49	27,292
16 November 2007	165	10.50	10.30	10.41	1,723
20 November 2007	235	10.40	10.30	10.31	2,432
21 November 2007	65	10.50	10.40	10.42	681
18 December 2007	120	10.40	10.30	10.39	1,252
19 December 2007	100	10.50	10.50	10.50	1,054
	5,353			10.26	54,923

There were no resale of treasury shares made during the financial year.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of Bursa Malaysia Securities Berhad

9. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS

None of the Directors and substantial shareholders of the Company have any interest, direct or indirect in the Proposed Shares Buy-Back and, if any, the resale of treasury shares. None of the persons connected to the Directors and substantial shareholders of the Company have any interest, direct or indirect in the Proposed Shares Buy-Back and if any, the resale of treasury shares.

10. DIRECTORS' RECOMMENDATION

After careful consideration, your Board is of the opinion that the Proposed Shares Buy-Back is in the interest of the Company. Accordingly, they recommend that you vote in favour of the ordinary resolution for the Proposed Shares Buy-Back to be tabled at the forthcoming AGM.

11. MALAYSIAN CODE ON TAKE-OVERS AND MERGERS 1998 ("CODE")

The Proposed Shares Buy-Back if carried out in full (whether shares are cancelled or treated as treasury shares) may result in a substantial shareholder and/or parties acting in concert with it incurring a mandatory general offer obligation. In this respect, the Board is mindful of the provision under Practice Note 2.7 and 2.9 of the code.

12. STATEMENT BY BURSA SECURITIES

Bursa Securities takes no responsibility for the contents of this Statement, makes no representation as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss howsoever arising from or reliance upon the whole or any part of the contents of this Statement.

Group Corporate Directory



Bumiputra-Commerce Holdings Berhad

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Fax : 603 2093 3335
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CIMB Group Sdn Bhd

CIMB Investment Bank Berhad

CIMB Futures Sdn Bhd

CIMB SI Sdn Bhd

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CIMB Bank Berhad

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CIMB Islamic Bank Berhad

1st Floor, Menara Promet
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CIMB Islamic Investment House BSC (C)

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PT Bank Niaga Tbk

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Website : www.commerce-ventures.com.my

Commerce International Group Berhad

CIMB Aviva Assurance Berhad

(formerly known as Commerce Life Assurance Berhad)

CIMB Aviva Takaful Berhad

(formerly known as Commerce Takaful Berhad)

Level 8 & 11
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Fax : 603 2698 7035
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Federal Territory of Labuan
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CIMB Bank (L) Ltd

CIMB (L) Ltd

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BHLB Trustee Berhad

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CIMB-GK Securities Pte Ltd

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CIMB-GK Securities (HK) Ltd

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CIMB-GK Securities (UK) Ltd

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Indonesia
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CIMB-GK Securities (Thailand) Ltd

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CIMB-GK Securities (USA) Inc

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Fax : 1 212 616 8639

CIMB Real Estate Sdn Bhd

CIMB-Mapletree Management Sdn Bhd

CMREF 1 Sdn Bhd

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Fax : 603 2096 1591

CIMB-Principal Asset Management Berhad

CIMB-Principal Islamic Asset Management Sdn Bhd

(formerly known as SBB Asset Management Sdn Bhd)

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CIMB Wealth Advisors Berhad

50, 52 & 54, Jalan SS21/39
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Tel : 603 7712 2888
Fax : 603 7726 5088

CIMB Strategic Assets Sdn Bhd

CIMB Standard Strategic Asset Advisors Sdn Bhd

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CIMB Private Equity Sdn Bhd

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Group Corporate Directory

CIMB BANK'S BRANCHES - DOMESTIC

CENTRAL (KUALA LUMPUR, SELANGOR, PERAK, NEGERI SEMBILAN)

Regional Director - Central 1 Engku Mohamad Fauzan Bin Engku Muhsein

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Fax : 603 2692 5116

Area Business Manager Firdaus Azidin

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Fax : 603 2697 5088

Area Business Manager Jason Tan Len Chui

Business Centre KL3
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50100 Kuala Lumpur
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Retail Business Centres

RBC Lucky Garden
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Lorong Ara Kiri Satu Lucky Garden
59100 Bangsar, Kuala Lumpur
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Fax : 603 2093 4975

RBC Wisma Bandar

7th Floor, Wisma Bandar
18, Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
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Fax : 603 2694 3864

RBC Jalan Ipoh

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55100 Kuala Lumpur
Tel : 603 9283 4062
Fax : 603 9200 6590

RBC Ampang Point

2nd Floor, 23B, Jalan Mamanda 7/1
Wisma Ampang Triangle
11, Jalan Ampang
68000 Ampang
Tel : 603 4270 6528
Fax : 603 4270 4596

Area Retail Manager

Md Ramli Awang
Jalan Tun Perak
2nd Floor, 6, Jalan Tun Perak
50050 Kuala Lumpur
Tel : 603 2698 7464
Fax : 603 2698 2261

Branches

Jalan Tun Perak
Ground Floor, 6, Jalan Tun Perak
50050 Kuala Lumpur
Tel : 603 2693 3426
603 2693 3011
Fax : 603 2698 2261

Masjid India

205, Jalan Bonus Off Jalan Masjid India
50100 Kuala Lumpur
Tel : 603 2698 6986
Fax : 603 2693 1818

Dang Wangi

2, Wisma Rkt
Jalan Raja Abdullah
50300 Kuala Lumpur
Tel : 603 2691 4003
603 2691 5260
Fax : 603 2693 4477

Jalan Tuanku Abdul Rahman

Ground Floor
Bangunan Commerce Life
338, Jalan Tunku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2698 0150
603 2698 9276
Fax : 603 2692 2137

Jalan Hang Lekiu

49, Jalan Hang Lekiu
50100 Kuala Lumpur
Tel : 603 2030 5494
603 2070 0222
Fax : 603 2070 1853

Jalan Raja Laut

338, Jalan Raja Laut
50350 Kuala Lumpur
Tel : 603 4044 6306
Fax : 603 4043 4909

Mini Branch

Kotaraya
Lot 1.06, 1st Floor
Kota Raya Kompleks
Jalan Tun Cheng Lock
50000 Kuala Lumpur
Tel : 603 2026 9397
Fax : 603 2026 1545

Service Kiosk

Kompleks Pertama
G.21, Kompleks Pertama
Jalan Tunku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2691 0763
603 2698 1132
Fax : 603 2692 7723

Bureau de Change

BDC Tunes Hotels
No. 316, Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2694 4980
Fax : 603 2692 2137

Area Retail Manager

Ang Ee Tiam
Ampang Point
23, Jalan Mamanda 7/1
1st Floor Wisma Ampang Triangle II
Jalan Ampang
68000 Ampang
Selangor Darul Ehsan
Tel : 603 4270 3994
Fax : 603 4270 1776

Branches

Ampang Point
23, Jalan Mamanda 7/1
Wisma Ampang Triangle II
Jalan Ampang, 68000 Ampang
Selangor Darul Ehsan
Tel : 603 4270 1746
Fax : 603 4270 3912

Taman Putra

29, Jalan Bunga Tanjung 9C
Taman Putra
68000 Ampang
Selangor Darul Ehsan
Tel : 603 4292 2334
Fax : 603 4292 6696

Taman Danau Kota

108, Jalan 2/23A, Taman Danau Kota
Jalan Genting Klang, Setapak
53300 Kuala Lumpur
Tel : 603 4149 1010
Fax : 603 4142 5348

Taman Sri Gombak

2, Jalan Sg 1/2, Taman Sri Gombak
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6189 2389
603 6189 5767
Fax : 603 6188 5892

Taman Melawati

227, Jalan Bandar 13 Taman Melawati
53100 Kuala Lumpur
Tel : 603 4108 1515
Fax : 603 4107 5477

Ampang

16 & 17, Jalan Besar
68000 Ampang
Selangor Darul Ehsan
Tel : 603 4294 4602
Fax : 603 4293 4399

Taman Sri Rampai

21 & 23, Jalan 46A/26
Taman Sri Rampai, Setapak
53300 Kuala Lumpur
Tel : 603 4149 4677
Fax : 603 4142 4959

Mini Branch

Bandar Baru Ampang

1-A, Jalan Wawasan Ampang 2/2
Bandar Baru Ampang
68000 Ampang, Selangor Darul Ehsan
Tel : 603 4295 7060
Fax : 603 4295 8559

Gleneagles, Ampang

Unit G-01, Ground Floor
Medical Office Building
Gleneagles Intan Medical Centre
282, Jalan Ampang
54050 Kuala Lumpur
Tel : 603 4252 3059
Fax : 603 4252 3017

Service Kiosk

Alpha Angle

Lot F29, 1st Floor
Alpha Angle Shopping Centre
Section 1 Bandar Baru Wangsa Maju
53300 Kuala Lumpur
Tel : 603 4143 7689
Fax : 603 4143 8204

Wangsa Maju

18, Jalan 1/27B, Section 1, Setapak
53300 Kuala Lumpur
Tel : 603 4148 1119/ 1148
Fax : 603 4149 0993

Area Retail Manager

Awaluddin Md Yassin

Kampung Baru

64, 1st Floor
Jalan Raja Muda Abdul Aziz
Kampung Baru
50300 Kuala Lumpur
Tel : 603 2694 9303
Fax : 603 2694 6202

Branches

Kampung Baru

64, Jalan Raja Muda Abdul Aziz
Kampung Baru
50300 Kuala Lumpur
Tel : 603 2692 5336
603 2691 8226
Fax : 603 2691 2802

Putra World

Trade Centre PWTC

Level 2, Podium Block
Putra World Trade Centre
Jalan Tun Ismail
50480 Kuala Lumpur
Tel : 603 2694 0124
Fax : 603 2693 0067

Jalan Duta

Block 8, Kompleks
Pejabat-pejabat Kerajaan
Jalan Duta
50480 Kuala Lumpur
Tel : 603 6201 7109
Fax : 603 6201 3733

Menara PNB

Menara Permodalan Nasional Berhad
1st Floor Menara PNB, Jalan Tun Razak
50400 Kuala Lumpur
Tel : 603 2164 7003
603 2161 8000
Fax : 603 2161 8284
603 2162 5152

KLCC

Kuala Lumpur City Centre, Lot G35
Ground Floor Petronas Twin Tower
Kuala Lumpur City Centre
Jalan Ampang
50088 Kuala Lumpur
Tel : 603 2161 8414
603 2161 5500
Fax : 603 2161 8284

Bukit Tunku

J2 & K1, Taman Bukit Tunku
50480 Kuala Lumpur
Tel : 603 6201 3136
Fax : 603 6201 3328

Plaza Damansara

83, Medan Setia 1
Menara Southern Bank Berhad
Plaza Damansara, Bukit Damansara
50490 Kuala Lumpur
Tel : 603 2087 3000/ 3044
Fax : 603 2710 4840

Solaris Mont' Kiara

Block A, Unit No. E1-1 & D2-2
Solaris Mont' Kiara
50480 Kuala Lumpur
Tel : 603 6203 7752
Fax : 603 6203 7753

Mini Branch

City Square

Lot 10 & 11, Ground Floor
City Square Centre
182, Jalan Tun Razak
50450 Kuala Lumpur
Tel : 603 2161 5057
Fax : 603 2161 5061

Bureau de Change

BDC KLCC

Kuala Lumpur City Centre, Lot G35
Ground Floor, PETRONAS Twin Tower
Kuala Lumpur City Centre
Jalan Ampang
50088 Kuala Lumpur
Tel : 603 2161 1594
Fax : 603 2161 1642

Area Retail Manager

Liew Chee Cheang

Jalan Raja Chulan

Level 1, Menara Olympia
8, Jalan Raja Chulan
50200 Kuala Lumpur
Tel : 603 2713 8861
Fax : 603 2713 8860

Branches

Jalan Raja Chulan

Level 1, Menara Olympia
8, Jalan Raja Chulan
50200 Kuala Lumpur
Tel : 603 2031 5555
Fax : 603 2031 3807
603 2031 9077

Jalan Bukit Bintang

Plaza Yeoh Tiong Lay
55, Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2142 7673
603 2141 6700
Fax : 603 2144 1136

Jalan Sungai Besi

170, Jalan Sg Besi
57100 Kuala Lumpur
Tel : 603 9221 3244
Fax : 603 9221 0784

Starhill Gallery

T1, Relish Floor, Starhill Gallery
181, Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2145 2576
Fax : 603 2142 2784

Wisma Genting

Ground Floor, Wisma Genting
28, Jalan Sultan Ismail
50250 Kuala Lumpur
Tel : 603 2163 6358
Fax : 603 2031 6320

Jalan P Ramlee

Lot 1-01, Menara Hap Seng
Jalan P Ramlee
50250 Kuala Lumpur
Tel : 603 2145 3311
Fax : 603 2715 1454

Genting Highlands

Lot G/g 3.00 Genting Hotel
Genting Highlands Resort
69000 Genting Highlands
Pahang Darul Makmur
Tel : 603 6101 1189
Fax : 603 6101 1214

Bureau de Change

BDC Starworld

Genting Highlands

Starworld Casino, First World Hotel
Genting Highlands Resort
59000 Genting Highlands, Pahang
Tel : 603 6101 1316
Fax : 603 6101 1315

BDC International

Room Casino

International Room Casino
1st Floor, Highlands Hotel
Genting Highlands Resort
59000 Genting Highlands, Pahang
Tel : 603 6101 1323
Fax : 603 6101 1343

Area Retail Manager

Mat Ropi Hussein

Lucky Garden

21, Lorong Ara Kiri Satu
Lucky Garden Bangsar
59100 Kuala Lumpur
Tel : 603 2092 3925
603 2095 6600
Fax : 603 2093 4975

Branches

Lucky Garden

21, Lorong Ara Kiri Satu
Lucky Garden Bangsar
59100 Kuala Lumpur
Tel : 603 2095 3750
603 2095 6600
Fax : 603 2095 6631

Wisma Segar

231, Wisma Low Kim Har
Jalan Tun Sambathan, Brickfields
50470 Kuala Lumpur
Tel : 603 2274 5708
603 2274 5766
Fax : 603 2274 5781

Damansara Town Centre

Level 1, Lot A4 Block A
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2095 8823
603 2095 8866
Fax : 603 2095 7506

Jalan Ipoh

803-817, Bangunan Lim
Bt 4 1/2, Jalan Ipoh
51200 Kuala Lumpur
Tel : 603 6250 5871
603 6251 5031
Fax : 603 6250 1162
603 6251 5003

Sentul Raya

2, The Boulevard Shop Office
Jalan 11/48A, Sentul Raya
51000 Kuala Lumpur
Tel : 603 4041 5262
603 4041 5259
Fax : 603 4041 5427

Jalan Sentul

704 & 706, Jalan Sentul
51000 Kuala Lumpur
Tel : 603 4041 2423
Fax : 603 4043 3787

Mini Branch

Selayang Mall

Lot LG 27 & 28, Lower Ground Floor
Selayang Mall Shopping Centre
Jalan SU9, Taman Selayang Utama
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6120 5496
Fax : 603 6120 5498

KL Sentral

Lot 23 Departure Hall, Ground Floor
KL City Terminal, KL Sentral Station
50470 Kuala Lumpur
Tel : 603 2273 1950
Fax : 603 2273 1960

Service Kiosk

Plaza Pantai

Lot B1.37, Ground Floor
Plaza Pantai Park Mall
5, Jalan 4/83A Off Jalan Pantai Baru
59200 Kuala Lumpur
Tel : 603 2284 1553
Fax : 603 2284 1557

Area Retail Manager

Yusof Mohamad Hanipah

Taman Maluri

279 & 279 A, Jalan Perkasa 1
Taman Maluri, Off Jalan Cheras
55100 Kuala Lumpur
Tel : 603 9284 7512
Fax : 603 9284 7447

Branches

Taman Maluri

279 & 279 A, Jalan Perkasa 1
Taman Maluri
55100 Kuala Lumpur
Tel : 603 9284 7512
603 9284 7000
Fax : 603 9284 7447

Wisma Indah

498-0-1, Wisma Indah
Jalan Tun Razak
50400 Kuala Lumpur
Tel : 603 9281 3607
603 9281 3711
Fax : 603 9281 3722

Jalan Sultan

59, Jalan Sultan
50000 Kuala Lumpur
Tel : 603 2072 2654
Fax : 603 2072 5758

Jalan Pudu

317-319, Jalan Pudu
55100 Kuala Lumpur
Tel : 603 9223 9084
603 9222 4372
Fax : 603 9221 7688

Jalan Imbi

43, Jalan Barat, Off Jalan Imbi
55100 Kuala Lumpur
Tel : 603 2144 9250
603 2142 6018
Fax : 603 2145 1329
603 2145 1329

Taman Setiawangsa

1, Jalan 9A/55A
Taman Setiawangsa
54200 Kuala Lumpur
Tel : 603 4252 0610
Fax : 603 4252 0581

Kompleks Dayabumi

Lot 112, 1st Floor, Podium Block
Kompleks Dayabumi
Jalan Sultan Hishamuddin
50050 Kuala Lumpur
Tel : 603 2274 8575
Fax : 603 2693 2773

Wisma Koponas

70, Wisma Koponas
Jalan Tun Sambanthan
50470 Kuala Lumpur
Tel : 603 2274 6487
603 2274 6477
Fax : 603 2272 1816

Mini Branch

Taman Bunga Raya

No. 17 Jalan Malinja 2
Taman Bunga Raya
Off Jalan Genting Klang
53000 Kuala Lumpur
Tel : 603 4105 2654
Fax : 603 4105 2644

Mini Branch

Central Market

Lot 1.03, Central Market Annex
Jalan Hang Kasturi
50050 Kuala Lumpur
Tel : 603 2026 3037
603 2026 3039
Fax : 603 2026 3040

Regional Director - Central 2

Nik Johaan Nik Hashim

9th Floor, Menara Cimb Bank
Jalan Tun Perak
Tel : 603 2693 1722 extn : 6238
Fax : 603 2698 4798

Area Business Manager

Yew Teik Beng

Business Centre

UMNO Shah Alam

Level 2, Bangunan UMNO, Lot P5.5
Persiaran Perbandaran, Section 14
40675 Shah Alam
Selangor Darul Ehsan
Tel : 603 5511 3495
Fax : 603 5511 3508

Area Business Manager

Philomena Helen Fernandez

Business Centre

Petaling Jaya

1401B, 14th Floor
Menara Choy Fook Onn
1B, Jalan Yong Shook Lin
46050 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7954 1819
Fax : 603 7954 7709

Retail Business Centres

RBC Bgn UMNO Shah Alam

Level 2, Bangunan UMNO, Lot P5.5
Persiaran Perbandaran, Section 14
40675 Shah Alam
Selangor Darul Ehsan
Tel : 603 5511 3495
Fax : 603 5511 6013

RBC Bandar Baru Sg. Buloh

Lot 395, Jalan 1A/1
Bandar Baru Sungai Buloh
47000 Sungai Buloh
Selangor Darul Ehsan
Tel : 603 6157 5702
Fax : 603 6156 1136

RBC MCFO

1401B, 14th Floor
Menara Choy Fook Onn
Jalan Yong Sook Lin
46050 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7954 1819
603 7954 1420
Fax : 603 7954 2405

RBC Wisma Consplant

2nd Floor West Wing
Wisma Consplant 2
7, Jalan SS 16/1
47500 Subang Jaya
Selangor Darul Ehsan
Tel : 603 5638 1353
603 5621 3207
Fax : 603 5632 2521

RBC Pearl Point

Lot 1-3-9 to 1-3-13
3rd Floor, Pearl Point Shopping Mall
Batu 5, Jalan Klang Lama
58000 Kuala Lumpur
Tel : 603 7981 2231
Fax : 603 7981 2129

Area Retail Manager

Mohd Marzuki Wan Hussin

Damansara Utama
48 & 50, 1st Floor, Jalan SS 21/35
Damansara Utama
47400 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7725 1659
Fax : 603 7727 7493

Branches

Damansara Utama

48 & 50, Jalan SS 21/35
Damansara Utama
47400 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7727 4199
603 7728 9501
Fax : 603 7729 8278

Bandar Utama

Lot G-27, Centre Point Bandar Utama
Lebuh Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7726 5927
603 7726 5080
Fax : 603 7726 5986

Mid Valley Megamall

Lot G(E) 006 & 007, Ground Floor
Mid Valley Megamall
Lingkar Syed Putra
59200 Kuala Lumpur
Tel : 603 2283 5621
Fax : 603 2284 3268

The Curve

Lot G62 Ground Floor, The Curve
6, Jalan PJU 7/3, Mutiara Damansara
47800 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7722 1121
603 7728 9943
Fax : 603 7728 7684

University Malaya

Lot 5270, Tingkat Bawah
Bangunan Pentadbiran Baru
Universiti Malaya Lembah Pantai
59100 Kuala Lumpur
Tel : 603 7957 0550
Fax : 603 7957 6021

Selayang

151, Jalan 2/3A 12KM Off Jalan Ipoh
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6136 9651
603 6136 9649
Fax : 603 6136 9645

Taman Sri Selayang

14, Jalan Sri Selayang
Taman Sri Selayang
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6189 1466
603 6189 7766
Fax : 603 6186 2102

Service Kiosk

Selayang Capitol

Lot 12 Ground Floor
Selayang Capital
Selayang Kepong Expressway
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6120 3932
Fax : 603 6120 3934

The Gardens, Mid Valley

Unit No. LG 221 & LG 222
The Garden
Mid Valley City
59200 Kuala Lumpur
Tel : 603 2287 4073
Fax : 603 2287 4097

Area Retail Manager

Rashid Ibrahim

Bangunan UMNO, Shah Alam

Level 1A, Bangunan UMNO Selangor
Lot P5.5, Persiaran Perbandaran Section 14
40000 Shah Alam
Selangor Darul Ehsan
Tel : 603 5512 4490
Fax : 603 5512 4484

Branches

Bangunan UMNO, Shah Alam

Level 1, Bangunan UMNO Selangor
Lot P5.5, Persiaran Perbandaran
Seksyen 14
40000 Shah Alam
Selangor Darul Ehsan
Tel : 603 5031 8100
603 5519 8288
Fax : 603 5519 8330

Menara MRCB, Shah Alam

Menara MRCB, Tkt Bawah
2, Jalan Majlis 14/10, Seksyen 14
40000 Shah Alam
Selangor Darul Ehsan
Tel : 603 5519 1053
603 5519 1758
Fax : 603 5511 9377

Section 18, Shah Alam

49, Jalan Pinang B 18/B Seksyen 18
40000 Shah Alam
Selangor Darul Ehsan
Tel : 603 5541 2268
603 5541 1909
Fax : 603 5541 7299

Wisma DRB-HICOM, Shah Alam

Suite No. 1.2, Tingkat 1
Wisma DRB-HICOM
2, Jalan Usahawan U 1/8
Seksyen U1
40150 Shah Alam
Selangor Darul Ehsan
Tel : 603 7805 3281
603 7805 3299
Fax : 603 7805 2935

Taman Perindustrian Hicom

Shah Alam

2, Wisma Anggerik
Jalan Perbahau 26/2
Taman Perindustrian Hicom
40400 Shah Alam
Selangor Darul Ehsan
Tel : 603 5191 9914
603 5191 9916
Fax : 603 5191 9895

Section 9, Shah Alam

14, Jalan Tengku Ampuan Zabedah D9/D
Seksyen 9
40100 Shah Alam
Selangor Darul Ehsan
Tel : 603 5510 0633
Fax : 603 5510 6701

Section 15, Shah Alam

8, Jalan Utas D15/D, Seksyen 15
40000 Shah Alam
Selangor Darul Ehsan
Tel : 603 5519 6986
Fax : 603 5519 7380

Bandar Setia Alam

Ground Floor Unit 1-1-1
Jalan Setia Prima
RU 13/R, Bandar Setia Alam
40170 Shah Alam
Selangor Darul Ehsan
Tel : 603 3342 5682
Fax : 603 3342 5731

Service Kiosk

Plaza Shah Alam

Lot LG 9 Aras 2, Plaza Shah Alam
2, Jalan Tengku Ampuan Zabedah E9/E
Seksyen 9
40100 Shah Alam
Selangor Darul Ehsan
Tel : 603 5511 5395
Fax : 603 5511 5401

Area Retail Manager

Nik Ahmad Tajuddin Shaikh Jaafar

USJ 9

31-1, Jalan USJ9/5S UEP
Subang Jaya
47620 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 8024 1007
Fax : 603 8023 0484

Branches

Wisma Consplant

West Wing, Wisma Consplant 2
No 7, Jalan SS16/1, Subang Jaya
47500 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 5635 6695
Fax : 603 5635 4276

Bandar Sunway

22, Jalan PJS 11/28A
Bandar Sunway
46100 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 5637 4389
Fax : 603 5637 4396

Bandar Puteri Puchong

12, Jalan Puteri 1/1
Bandar Puteri
41700 Puchong
Selangor Darul Ehsan
Tel : 603 8063 1009
Fax : 603 8068 1544

USJ 9

31-1, Jalan USJ9/5S UEP
Subang Jaya
47620 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 8024 1011
Fax : 603 8024 1014

Subang Jaya

40, Jalan SS15/4D
Subang Jaya
47500 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 5634 6723
Fax : 603 5635 2555

Subang Indah

101, Jalan PJS 11/2 Subang Indah
46000 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 5632 6935
Fax : 603 5637 7613

Jalan Kenari

12 & 13, Jalan Kenari 1
Bandar Puchong Jaya
47100 Puchong
Selangor Darul Ehsan
Tel : 603 5882 5007
Fax : 603 5882 5009

Kinrara

16 & 17, Jalan TK1/11A
Plaza Kinrara
47100 Puchong
Selangor Darul Ehsan
Tel : 603 8075 7854
Fax : 603 8075 9193

Jalan Klang Lama

14 & 16, Jalan MJ 7
Medan Maju Jaya
46000 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7783 6925
Fax : 603 7783 6927

Service Kiosk

USJ Summit

Lot G01, The Summit Subang Jaya
Persiaran Kewajipan USJ 1
47600 UEP Subang Jaya
Selangor Darul Ehsan
Tel : 603 8024 7490
Fax : 603 8024 6935

Area Retail Manager

Freddie Acho Bian

Section 52, Petaling Jaya

9, Lot 27, 29 & 31, Jalan 52/2
46200 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7960 8417
Fax : 603 7955 0695

Branches

Menara Choy Fook On

Menara Choy Fook On 1B
Jalan Yong Shook Lin, Section 7
46050 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7955 3437
603 7956 3853
603 7955 3733
Fax : 603 7954 7600

Section 52, Petaling Jaya

Lot 27, 29 & 31, Jalan 52/2
46200 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7956 3642
603 7955 3806
Fax : 603 7960 5817

Section 14, Petaling Jaya

22 & 24, Jalan 14/14, Section 14
46100 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7957 4337
603 7956 6241
Fax : 603 7957 3872

Taman Tun Dr Ismail

138-142, Jalan Burhanuddin Helmi
Taman Tun Dr Ismail
60000 Kuala Lumpur
Tel : 603 7729 1630
603 7727 8892
Fax : 603 7727 8580

Jalan Gasing

111 & 113, Jalan Gasing
46300 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7954 6640
Fax : 603 7958 6422

Jalan Barat

3, Jalan Barat
46200 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7955 0154
Fax : 603 7956 2496

Jalan Kuchai Lama

5, Jalan 2/116B
Kuchai Entrepreneur Park
Jalan Kuchai Lama
58200 Kuala Lumpur
Tel : 603 7980 3164
Fax : 603 7980 4286

Jalan 2/71, TTDI

1, Jalan 2/71, Taman Tun Dr Ismail
60000 Kuala Lumpur
Tel : 603 7728 3686
Fax : 603 7729 0878

Service Kiosk

Amcorp Mall

G 19, Amcorp Mall
Jalan Persiaran Barat
Off Jalan Timur
46050 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7957 1225
Fax : 603 7957 1273

Service Counter

WIM TTDI

Women Institute Of Management
7, Jalan HJ Gopeng
Taman Tun Dr Ismail
60000 Kuala Lumpur
Tel : 603 7726 4032/ 51
Fax : 603 7726 4053

Area Retail Manager

Khairul Bariah Abdul Rahman

Bandar Baru Sg Buloh

Lot 395, Jalan 1A/1
Bandar Baru Sg Buloh
47000 Sungai Buloh
Selangor Darul Ehsan
Tel : 603 6157 5703
Fax : 603 6140 4201

Branches

Bandar Baru Sg Buloh

Lot 395, Jalan 1A/1
Bandar Baru Sg Buloh
47000 Sungai Buloh
Selangor Darul Ehsan
Tel : 603 6156 3092
603 6157 1650
603 6157 5702
Fax : 603 6156 1136

Rawang

1 & 1A, Jalan Bandar Rawang 2
Pusat Bandar Rawang
48000 Rawang
Selangor Darul Ehsan
Tel : 603 6091 3906
Fax : 603 6091 3907

Desa Jaya Kepong

4, Jalan 54, Desa Jaya Kepong
52100 Kuala Lumpur
Tel : 603 6275 9849
Fax : 603 6276 3966

Bandar Sri Damansara

8, Jalan Chempaka SD12/1
Bandar Sri Damansara
52200 Kuala Lumpur
Tel : 603 6275 2496
Fax : 603 6275 8362

Kepong

47, Jalan 3/34A
Kepong Entrepreneur's Park
52100 Kuala Lumpur
Tel : 603 6250 9691
Fax : 603 6251 4122

Jinjang

6055, Jalan Jambu Gajus
Jinjang Selatan
52000 Kuala Lumpur
Tel : 603 6250 1701
Fax : 603 6257 0179

Area Retail Manager

Terrence Chin Yat Fong

SS2, Petaling Jaya

3rd Floor, 62, Jalan SS2/60
47300 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7874 6646
Fax : 603 7874 6659

Branches

SS 2, Petaling Jaya

Ground Floor, 62, Jalan SS2/60
47300 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7875 9154
Fax : 603 7875 8418

Kelana Jaya

60, Jalan SS 6/14, Kelana Jaya
47301 Petaling Jaya
Tel : 603 7803 2109
Fax : 603 7803 4313

SAAS Airport Subang

Lot RB5, Terminal 3 Lapangan Terbang
Sultan Abdul Aziz Shah
47200 Subang
Selangor Darul Ehsan
Tel : 603 7846 1717
Fax : 603 7846 4026

Sea Park

Lot 27, Jalan 21/11A, Sea Park
46300 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7876 9072
Fax : 603 7874 7314

Section 17, Petaling Jaya

933, Jalan 17/38, Seksyen 17
46400 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7955 3782
Fax : 603 7956 8567

Mini Branch

Taman Sea, Petaling Jaya

67, Block A, Jalan SS 25/15, Taman Sea
47400 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7805 3177
Fax : 603 7804 2040

Regional Director - Central 3

Ismail Mohd Kassim

9th Floor, 6, Jalan Tun Perak
50050 Kuala Lumpur
Tel : 603 2693 1722/ 6726
603 2693 1199
Fax : 603 2697 0387

Area Business Manager

Nurulhayah Nasir

Business Centre Klang

Tkt 5, Menara A&M Garden
Business Centre Jalan Istana
41000 Klang
Selangor Darul Ehsan
Tel : 603 3374 9110
Fax : 603 3371 4070

Area Business Manager

Michael Ong Eu Seng

Business Centre Perak

50-51, 1st Floor
Persiaran Greentown 1
Greentown Business Centre
30450 Ipoh, Perak Darul Ridzuan
Tel : 605 2431 190
Fax : 605 2431 191

Retail Business Centres

RBC Klang

Tkt 5, Menara A&M Garden
Business Centre Jalan Istana
41000 Klang, Selangor Darul Ehsan
Tel : 603 3372 9672
Fax : 603 3373 6617

RBC Ipoh

50-52, Ground Floor
Persiaran Greentown 1
Greentown Business Centre
30450 Ipoh, Perak Darul Ridzuan
Tel : 605 2530 285
Fax : 605 2431 189

RBC Teluk Intan

32, Jalan Pasar
36000 Teluk Intan
Perak Darul Ridzuan
Tel : 605 6223 169
Fax : 605 6223 143

Area Retail Manager

Rosli Abd Rahim

Teluk Intan

32 & 33, Jalan Pasar
36000 Teluk Intan
Perak Darul Ridzuan
Tel : 605 6235 488
Fax : 605 6234 597

Branches

Jalan Pasar Teluk Intan

32 & 33, Jalan Pasar
36000 Teluk Intan
Perak Darul Ridzuan
Tel : 605 6212 711
Fax : 605 6212 714

Tanjung Malim

21, Jalan Bunga Anggerik
35900 Tanjung Malim
Perak Darul Ridzuan
Tel : 605 4597 910
Fax : 605 4595 080

Sitiawan

Lot 2871, Off Jalan Kelab
32000 Sitiawan
Perak Darul Ridzuan
Tel : 605 6918 776
Fax : 605 6921 121

Hutan Melintang

6, Lorong Satu, Taman Julaiha
35400 Hutan Melintang
Perak Darul Ridzuan
Tel : 605 6418 500
Fax : 605 6418 506

Lumut

4165, Jalan Sultan Idris Shah
32200 Lumut, Perak Darul Ridzuan
Tel : 605 6836 791
Fax : 605 6835 844

Tapah

Bangunan UMNO, Jalan Raja
35000 Tapah, Perak Darul Ridzuan
Tel : 605 4033 103
Fax : 605 4012 858

Langkap

3104 C&D, Jalan Kampar
36700 Langkap, Perak Darul Ridzuan
Tel : 605 6591 250
Fax : 605 6592 313

Ringlet

31, Main Road
39200 Ringlet, Pahang
Tel : 605 4956 877
Fax : 605 4957 096

Mini Branch

Tanah Rata, Cameron Highlands

No. 60, Persiaran Cemellian 3, Tanah Rata
39000 Cameron Highlands, Pahang
Tel : 605 4914 318
Fax : 605 4914 320

Area Retail Manager

Ayob B. Ismail

Taiping

Bangunan Majlis Perbandaran Taiping
42, Jalan Kota
34000 Taiping, Perak Darul Ridzuan
Tel : 605 8078 612
Fax : 605 8078 740

Branches

Taiping

Bangunan Majlis Perbandaran Taiping
42, Jalan Kota
34000 Taiping, Perak Darul Ridzuan
Tel : 605 8072 422
Fax : 605 8078 740

Parit Buntar

6, Jalan Kelichap
34200 Parit Buntar
Perak Darul Ridzuan
Tel : 605 7161 505
Fax : 605 7164 199

Grik

Wisma Pernida Jalan Intan
33300 Grik, Perak Darul Ridzuan
Tel : 605 7912 822
Fax : 605 7912 076

Kuala Kangsar

95, Pusat Komersil, Jalan Kangsar
33000 Kuala Kangsar
Perak Darul Ridzuan
Tel : 605 7777 011
Fax : 605 7776 372

Kamunting

51, Jalan Taiping Utara
34600 Kamunting
Perak Darul Ridzuan
Tel : 605 8058 561
Fax : 605 8058 564

Simpang

655, Jalan Taman, Kota Jaya Luar
34700 Simpang, Perak Darul Ridzuan
Tel : 605 8473 406
Fax : 605 8472 229

Area Retail Manager

Mohamad Harith Abdullah Persiaran Greentown

50-52, 1st Floor, Persiaran Greentown 1
Greentown Business Centre
30450 Ipoh, Perak Darul Ridzuan
Tel : 605 2539 115
Fax : 605 2411 716

Branches

Persiaran Greentown

54-56, Persiaran Greentown 1
Greentown Business Centre
30450 Ipoh, Perak Darul Ridzuan
Tel : 605 2410 319
Fax : 605 2410 236

Jln Sultan Idris Shah, Ipoh

112, Jalan Sultan Idris Shah
30740 Ipoh, Perak Darul Ridzuan
Tel : 605 2542 316
Fax : 605 2554 058

Ipoh Garden

Lot 73207, Jln Canning Estate
Ipoh Garden
31400 Ipoh, Perak Darul Ridzuan
Tel : 605 5475 678
Fax : 605 5476 000

Bandar Ipoh Raya

2, Medan Istana, Bandar Ipoh Raya
30000 Ipoh, Perak Darul Ridzuan
Tel : 605 2418 802
Fax : 605 2530 393

Jln Gopeng, Ipoh

288, Jalan Gopeng, Gunung Rapat
31350 Ipoh, Perak Darul Ridzuan
Tel : 605 3135 200
Fax : 605 3131 316

Tanjung Rambutan

Lot 259, Jalan Stesen
31250 Tanjung Rambutan
Perak Darul Ridzuan
Tel : 605 5332 182
Fax : 605 5332 180

Jelapang, Ipoh

64, Persiaran Silibin Utara
Jalan Jelapang
30020 Ipoh, Perak Darul Ridzuan
Tel : 605 5278 605
Fax : 605 5278 604

Area Retail Manager

Max Choo Ming Hang

Jalan Kampar, Ipoh
Ground Floor, Plaza Teh Teng Seng
227, Jalan Kampar
Jalan Raja Permaisuri
30250 Kampar, Perak Darul Ridzuan
Tel : 605 2555 450
Fax : 605 2530 154

Branches

Jalan Kampar, Ipoh

Ground Floor, Plaza Teh Teng Seng
227, Jalan Raja Permaisuri
30250 Kampar, Perak Darul Ridzuan
Tel : 605 2555 450
Fax : 605 2530 154

Jln Tun Sambanthan, Ipoh

45, Jalan Tun Sambanthan
30000 Ipoh, Perak Darul Ridzuan
Tel : 605 2411 355
Fax : 605 2535 962

Bercham

194, Jalan Bercham
31400 Ipoh, Perak Darul Ridzuan
Tel : 605 5452 894
Fax : 605 5452 899

Menglembu

31 & 33, Jalan Lee Ming Hin
31450 Menglembu
Perak Darul Ridzuan
Tel : 605 2813 657
Fax : 605 2826 416

Tasik

613 & 615, Jalan Tasik
Taman Sri Tasik
31400 Ipoh, Perak Darul Ridzuan
Tel : 605 5465 623
Fax : 605 5460 632

Kampar

99 & 101, Jalan Gopeng
31900 Kampar, Perak Darul Ridzuan
Tel : 605 4651 157
Fax : 605 4651 854

Batu Gajah

20, Jalan Pejabat Pos
31000 Batu Gajah
Perak Darul Ridzuan
Tel : 605 3661 905
Fax : 605 3662 840

Mini Branch

Universiti Teknologi Petronas

G44 & G45, Student Service Centre
31750 Tronoh, Perak Darul Ridzuan
Tel : 605 3655 452
Fax : 605 3655 455

Area Retail Manager

Rohaini Yahaya

Jalan Kapar, Klang

77, Jalan Kapar
41700 Klang, Selangor Darul Ehsan
Tel : 603 3343 9342
Fax : 603 3345 2043

Branches

Jalan Kapar, Klang

77, Jalan Kapar
41700 Klang, Selangor Darul Ehsan
Tel : 603 3342 6833
Fax : 603 3341 4445

Plaza Centro, Klang

G-108, Jalan Batu Tiga Lama
42450 Klang, Selangor Darul Ehsan
Tel : 603 3342 3476
Fax : 603 3342 4832

Bangunan UMNO, Kapar

Lot 6, Bangunan UMNO, Jalan Besar
42200 Kapar, Selangor Darul Ehsan
Tel : 603 3250 8500
Fax : 603 3250 0133

Batang Berjuntai

280, Jalan Besar
45600 Batang Berjuntai
Selangor Darul Ehsan
Tel : 603 3271 9322
Fax : 603 3271 9749

Batang Kali

25, Jalan Meranti 1A, Seksyen 3
Bandar Utama Batang Kali
44300 Ulu Selangor
Selangor Darul Ehsan
Tel : 603 6057 0558
Fax : 603 6057 9539

Kuala Selangor

30, Jalan Melati 3/1, Bandar Melawati
45000 Kuala Selangor
Selangor Darul Ehsan
Tel : 603 3289 6991
Fax : 603 3281 3709

Sungai Besar

22A, Jalan Menteri
45300 Sungai Besar
Selangor Darul Ehsan
Tel : 603 3224 1205
Fax : 603 3224 1644

Bandar Baru Klang

22, Jalan Tiara
2A/KU1, Bandar Baru Klang
41150 Klang
Selangor Darul Ehsan
Tel : 603 3345 1934
Fax : 603 3345 1949

Mini Branch

Taman Klang Utama

G1, Ground Floor, Bazaar Klang Utama
Taman Klang Utama
42100 Klang, Selangor
Tel : 603 3290 7521
603 3290 7526/ 53/ 531/ 534
Fax : 603 3290 7524

Area Retail Manager

Seow Eng Sai

Bukit Tinggi, Klang

22A-1, Wisma Esther Robert
Lorong Batu Nilam 4B
Bandar Bukit Tinggi
41200 Klang, Selangor Darul Ehsan
Tel : 603 3343 1959
Fax : 603 3323 2774

Branches

Bukit Tinggi, Klang

No. 22A, Lorong Batu Nilam 4B
Bandar Bukit Tinggi
41200 Klang, Selangor Darul Ehsan
Tel : 603 3323 1959
603 3323 2456
Fax : 603 3323 2774

Menara Acmar, Klang

Menara Acmar (Wing A) 1
Jalan Gelugor
41400 Klang, Selangor Darul Ehsan
Tel : 603 3342 1402
Fax : 603 3343 1817

Port Klang

44, Jalan Chungah
Off Jalan Sekolah
42000 Pelabuhan Klang
Selangor Darul Ehsan
Tel : 603 3168 0924
Fax : 603 3168 2299

Jalan Dato Hamzah, Klang

Ground & 1st Floor, Wisma Southern
No. 26-34, Jalan Dato' Hamzah
41000 Klang, Selangor Darul Ehsan
Tel : 603 3371 1771
Fax : 603 3372 4101

Teluk Panglima Garang

54, Jalan J/U2
Taman Jaya Utama, Phase 1
42500 Teluk Panglima Garang
Selangor Darul Ehsan
Tel : 603 3122 8200
Fax : 603 3122 7298

Banting

135, Jalan Besar
42700 Banting
Selangor Darul Ehsan
Tel : 603 3187 2101
Fax : 603 3187 1663

Jalan Meru, Klang

99, Wisma NBC
Pusat Perniagaan NBC
Batu 1 1/2, Jalan Meru
41050 Klang, Selangor Darul Ehsan
Tel : 603 3344 2540
Fax : 603 3344 2544

Regional Director - Central 4

Nor Azzam Abdul Jalil

9th Floor, Menara CIMB Bank
6, Jalan Tun Perak
50100 Kuala Lumpur
Tel : 603 2693 1722 extn : 6224
Fax : 603 2698 0485

Area Business Manager

**Ahmad Ramlan Abu Kassim
Business Centre KL 2
& RBC Pearl Point**

Lot 1.3.9 - 1.3.13, 3rd Floor
Pearl Point Shopping Mall
Batu 5, Jalan Klang Lama
58000 Kuala Lumpur
Tel : 603 7981 2007
603 7981 2231
Fax : 603 7981 1492
603 7981 2129

Retail Business Centres

RBC Kajang

9 & 10, Jalan Tun Abdul Aziz Lim Tan
43000 Kajang, Selangor Darul Ehsan
Tel : 603 8739 6217
Fax : 603 8739 6218

Business Manager

Akmal Hisham Abd Aziz

Japanese Business Unit

12th Floor, Menara Bumiputra
Jalan Melaka
50100 Kuala Lumpur
Tel : 603 2698 8011 extn : 1621
Fax : 603 2694 5614

Area Business Manager

David Yeoh Boon Keat

Business Centre Seremban

Business Centre Seremban
1A & 2B, Wisma DPMNS
Jalan Dato Bandar Tunggal
70000 Seremban, N. Sembilan
Tel : 606 7651 536
606 7625 305
Fax : 606 7675 420

Retail Business Centres

RBC Seremban

Retail Business Centre Seremban
1A & 2B, Wisma Dpmns
Jalan Dato Bandar Tunggal
70000 Seremban, N. Sembilan
Tel : 606 7631 810
Fax : 606 7675 420

Area Retail Manager

Nor Azmi Md Yusof

Pandan Indah

21G, Jalan Pandan Indah 4/34
55100 Kuala Lumpur
Tel : 603 4294 3255
Fax : 603 4296 9724

Branches

Pandan Indah

21G, Jalan Pandan Indah 4/34
Pandan Indah
55100 Kuala Lumpur
Tel : 603 4294 3255
Fax : 603 4295 3110

Taman Mutiara, Cheras

2468 Jalan Mutiara Timur Satu
Taman Mutiara, Cheras
56100 Kuala Lumpur
Tel : 603 9130 3222
Fax : 603 9131 8253

Taman Cheras

2, Jalan Kaskas, Taman Cheras
56100 Cheras, Kuala Lumpur
Tel : 603 9130 0227
Fax : 603 9130 0140

Taman Connaught

76, Jalan Cerdas, Taman Connaught
56000 Cheras, Kuala Lumpur
Tel : 603 9101 7269
Fax : 603 9102 4866

Jalan Sarjana

197-199, Jalan Sarjana
Tmn. Connaught, Cheras
56000 Kuala Lumpur
Tel : 603 9132 2051
Fax : 603 9132 6392

Pearl Point

Lot 1.01 Ground Floor
Pearl Point Shopping Mall
Batu 5, Jalan Klang Lama
58000 Kuala Lumpur
Tel : 603 7982 9280
603 7982 4289
Fax : 603 7980 1574

Pandan Jaya

Ground Floor
43 & 45 Jalan Pandan 3/3
Pandan Jaya
55100 Kuala Lumpur
Tel : 603 9284 5237
Fax : 603 9283 7912

Kampung Pandan

63 & 65, Jalan Kg. Pandan
55100 Kuala Lumpur
Tel : 603 9284 6386
Fax : 603 9282 8043

Mini Branch

Bandar Tun Razak

46, Jalan Jujur
Bandar Tun Razak, Cheras
56000 Kuala Lumpur
Tel : 603 9171 0818
Fax : 603 9171 0826

Area Retail Manager

Chua Boon Kiat

Jln. Dato' Bandar Tunggal

Seremban

1A & 1B, Wisma Dewan Perniagaan
Melayu, Negeri Sembilan
Jalan Dato' Bandar Tunggal
70000 Seremban, N. Sembilan
Tel : 606 7635 632
606 7625 305
Fax : 606 7670 733
606 7637 680

Branches

Jalan Dato Bandar Tunggal

Seremban

1A, Wisma Dewan Perniagaan Melayu
Negeri Sembilan
Jalan Dato' Bandar Tunggal
70000 Seremban, Negeri Sembilan
Tel : 606 7625 305
Fax : 606 7637 680

Jalan Tuanku Munawir

Seremban

9G Arab Malaysian Business Centre
Jalan Tuanku Munawir
70000 Seremban, N. Sembilan
Tel : 606 7617 519
Fax : 606 7617 506

Ampangan

No. 45, Jalan Cempaka
Bandar Baru Ampangan
70400 Seremban, N. Sembilan
Tel : 606 7622 844
Fax : 606 7620 351

Lukut

Lot 3110, Jalan Besar, Lukut
71010 Port Dickson, N. Sembilan
Tel : 606 6511 946
Fax : 606 6511 858

Senawang

51, Lorong Sri Mawar 12/2
Taman Sri Mawar
70450 Seremban, N. Sembilan
Tel : 606 6792 739
Fax : 606 6792 710

Port Dickson

745, Bangunan UMNO, Jalan Besar
71000 Port Dickson, N. Sembilan
Tel : 606 6471 772
Fax : 606 6471 770

Bukit Pelandok

4232, Jalan Besar
71960 Bukit Pelandok, N. Sembilan
Tel : 606 6673 688
Fax : 606 6672 892

Seremban 2

11-G, 12-G & 12-1
Jalan S2 B15, Biz Avenue
Seremban 2
70300 Seremban, N. Sembilan
Tel : 606 6016 255
Fax : 606 6016 263

Service Kiosk

Terminal 1, Seremban

Terminal 1
Shopping Centre, Seremban
G-09, Ground Floor, 20B
Jalan Lintang
70200 Seremban, N. Sembilan
Tel : 606 7632 885
Fax : 606 7632 916

Area Retail Manager

Jamilah Abu Hashim

Putrajaya

2M11-A, Kompleks Kementerian Kewangan
No.5, Persiaran Perdana
Presint 2, 62592 Putrajaya
Tel : 603 8888 5415
Fax : 603 8888 9843

Branches

Putrajaya

2M11-A, Kompleks Kementerian Kewangan
No.5, Persiaran Perdana
Presint 2, 62592 Putrajaya
Tel : 603 8889 2330
Fax : 603 8888 5088

Cyberjaya

Unit No. G-C, Ground Floor
Block 2330
Century Square, Jln Usahawan
63000 Cyberjaya
Selangor Darul Ehsan
Tel : 603 8318 9905
Fax : 603 8318 3421

Salak Tinggi

Bangunan UMNO Sepang
Jalan ST1D/2
Bandar Baru Salak Tinggi
43900 Sepang, Selangor Darul Ehsan
Tel : 603 8706 2197
Fax : 603 8706 2202

KLIA Sepang

Lot MTBD 14(B), Departure Level
Level 5 Main Terminal Building
KLIA International Airport
64000 Kuala Lumpur
Tel : 603 8787 2602
Fax : 603 8787 2485

Seri Kembangan

1485, Jalan Besar
43300 Seri Kembangan
Selangor Darul Ehsan
Tel : 603 8948 4027
Fax : 603 8942 4485

Dengkil

195, Jalan Besar
43800 Dengkil
Selangor Darul Ehsan
Tel : 603 8768 6896
Fax : 603 8768 7670

UPM

Ground Floor, Block B
Bangunan Pusat Pelajar
Universiti Putra Malaysia
43400 Serdang
Selangor Darul Ehsan
Tel : 603 8948 6018
Fax : 603 8948 2925

Serdang Perdana

Ground Floor, 33, Jalan SP 2/1
Section 2
Taman Serdang Perdana
43300 Seri Kembangan
Selangor Darul Ehsan
Tel : 603 8942 8500
Fax : 603 8941 3871

Mini Branch

MMU Cyberjaya
Bgn. Delta
Universiti Multimedia Cyberjaya
63100 Cyberjaya
Selangor Darul Ehsan
Tel : 603 8318 6424
Fax : 603 8318 6430

Service Kiosk

Pasar Borong Selangor
Lot 41579
Kompleks Pasar Borong Selangor
Jalan Puchong
43300 Serdang
Selangor Darul Ehsan
Tel : 603 8944 1973
603 8944 1975
Fax : 603 8944 1958

Presint 3, Putrajaya

Lot 11 & 12, Kompleks Putrajaya
2a Persiaran Perdana, Presint 3
62675 Putrajaya
Tel : 603 8889 2330
Fax : 603 8888 5088

Bureau de Change

BDC KLIA Satellite
C08, Satellite Building, KLIA
43900 Sepang, Selangor Darul Ehsan
Tel : 603 8787 3991
Fax : 603 8787 3992

BDC KLIA Arrival

Arrival Hall
Main Terminal Building, KLIA
43900 Sepang, Selangor Darul Ehsan
Tel : 603 8787 4045
603 8776 3887
Fax : 603 8787 4159

BDC KLIA 3 - Arrival

Lot MTBAI NA 1, International Arrival
Main Terminal Building, KLIA
64000 KLIA Sepang
Selangor Darul Ehsan
Tel : 603 8776 3887
Fax : 603 8787 4557

Area Retail Manager

Zabidah Osman
Bandar Baru Bangi
67, Jalan 8/1, Section 8
43650 Bandar Baru Bangi
Selangor Darul Ehsan
Tel : 603 8922 3482
Fax : 603 8922 3561

Branches

Bandar Baru Bangi
67, Jln 8/1, Section 8
43650 Bandar Baru Bangi
Selangor Darul Ehsan
Tel : 603 8926 3180
Fax : 603 8926 3186

Metro Point Kajang

No.17, Jalan Jelok 6
Metro Point
43000, Kajang, Selangor
Tel : 603 8737 4209
Fax : 603 8373 4282

Country Heights

1, Persiaran Sinar Pagi
Country Heights
43000 Kajang, Selangor Darul Ehsan
Tel : 603 8737 1608
Fax : 603 8737 1611

Kajang

9, Jalan Tun Aziz Lim Tan
43000 Kajang
Selangor Darul Ehsan
Tel : 603 8733 0050
Fax : 603 8733 2553

Taman Kajang Indah

No. 1, Jalan Kajang Indah
Taman Kajang Indah
43000 Kajang, Selangor Darul Ehsan
Tel : 603 8733 5382
Fax : 603 8736 9031

Bandar Baru Sri Petaling

28, Jalan Radin Tengah
Bandar Baru Seri Petaling
57000 Kuala Lumpur
Tel : 603 9058 6801
Fax : 603 9057 1966

Group Corporate Directory

UKM

Lot 1.04, Level 1, Wisma Unikeb
Universiti Kebangsaan Malaysia
43600 UKM, Bangi
Selangor Darul Ehsan
Tel : 603 8925 0214
Fax : 603 8925 0177

Balakong

29 Jalan PCR 1
Kaw Perniagaan Cheras Raya, Batu 11
43200 Cheras, Selangor Darul Ehsan
Tel : 603 9076 9159
Fax : 603 9076 9162

Mini Branch

Pusanika UKM Bangi

Level 3, Kompleks Pusanika
Universiti Kebangsaan Malaysia
43600 Ukm Bangi, Selangor
Tel : 603 8925 0507
Fax : 603 8925 0506

Endah Parade

Lot G. 009, Ground Floor
Endah Parade
1, Jalan 1/149E
Bandar Baru Sri Petaling
57000 Kuala Lumpur
Tel : 603 9056 1422
Fax : 603 9056 1424

Service Kiosk

Warta Supermarket, Bangi Utama

Lot G11, Ground Floor
Bangi Utama Shopping Complex
1, Jalan Medan Bangi
Off Persiaran Kemajuan, Section 6
43650 Bandar Baru Bangi
Tel : 603 8210 0161
Fax : 603 8210 0162

The Mines Resort

Lot L 3-4, 2nd Floor
Mines Shopping Fair
Jalan Dulang
43300 Seri Kembangan
Selangor Darul Ehsan
Tel : 603 8941 3855
Fax : 603 8941 3853

Area Retail Manager

Abdul Jalal Mat Dom
Taman Semarak, Nilai
5717, Jalan TS2/1D, Tmn Semarak
71800 Nilai, N. Sembilan
Tel : 606 7994 864
Fax : 606 7994 861

Branches

Taman Semarak, Nilai
5717, Jalan TS2/1D, Tmn Semarak
71800 Nilai, N. Sembilan
Tel : 606 7994 864
Fax : 606 7994 861

Bahau

21 & 22 Jln Mahligai
72100 Bahau, N. Sembilan
Tel : 606 4545 819
Fax : 606 4545 064

Rembau

Bangunan Risdia
13 & 14, Jalan Terentang
71300 Rembau, N. Sembilan
Tel : 606 6851 204
Fax : 606 6853 017

Bukit Pilah Perdana, Kuala Pilah

1, Jalan Angkasa Jaya
Bukit Pilah Perdana
72000 Kuala Pilah, N. Sembilan
Tel : 606 4812 358
Fax : 606 4815 900

Tampin

Bangunan Baru UMNO, Jalan Besar
73000 Tampin, N. Sembilan
Tel : 606 4411 588
Fax : 606 4413 163

Titi

68, Wisma Gerakan, Jalan Besar
71650 Titi, N. Sembilan
Tel : 606 6113 154
Fax : 606 6112 535

Bandar Baru Nilai

7464, Jalan Bbn 1/1A, Putra Point 1
71800 Bandar Baru Nilai
N. Sembilan
Tel : 606 8500 543
Fax : 606 8500 514

NORTHERN

(PERLIS, KEDAH, PULAU PINANG)

Regional Director - Northern

Steven Chai Koh Khi
1st Floor
Bangunan Dewan Perniagaan Melayu
Malaysia 1, Lebuhr Pantai
10300 Pulau Pinang
Tel : 604 2613 930
Fax : 604 2619 322

Area Business Manager

Sharifuddin Othman
Business Center Seberang Jaya, Penang

8th Floor, Bangunan KWSP
Lot 3009, Off Lebuhr Tenggiri 2
Bandar Seberang Jaya
13700 Seberang Jaya, Pulau Pinang
Tel : 604 3978 033
Fax : 604 3978 036

Retail Business Centres

RBC Lebuhr Pantai
2nd Floor
Bangunan Dewan Perniagaan Melayu
Malaysia, 1, Lebuhr Pantai
10300 Pulau Pinang
Tel : 604 2637 755
Fax : 604 2621 850

RBC Taman Emas, Prai

1271, Jalan Baru, Taman Emas
13600 Prai
Tel : 604 3975 809
Fax : 604 3971 281

Area Retail Manager

Tony Tan Teong Sin
Jalan Mahsuri, Bayan Baru

32, Jalan Mahsuri
Bandar Bayan Baru
11950 Pulau Pinang
Tel : 604 6444 144
Fax : 604 6446 169

Branches

Jalan Mahsuri, Bayan Baru

32, Jalan Mahsuri
Bandar Bayan Baru
11950 Pulau Pinang
Tel : 604 6444 144
Fax : 604 6446 169

Jalan Mayang Pasir

90, Jalan Mayang Pasir
Taman Sri Tunas
Bandar Bayan Baru
11950 Bayan Lepas
Pulau Pinang
Tel : 604 6432 533
Fax : 604 6438 577

Balik Pulau

72 Jalan Besar
11000 Balik Pulau
Pulau Pinang
Tel : 604 8667 986
Fax : 604 8667 992

Bayan Lepas

1223-1224, Jalan Raya
11900 Bayan Lepas, Pulau Pinang
Tel : 604 6436 002
Fax : 604 6448 426

Universiti Sains Malaysia

Block 32, Minden Campus
Universiti Sains Malaysia, Minden
11800 USM, Pulau Pinang
Tel : 604 6581 382
Fax : 604 6577 662

Jelutong

375, Ground Floor, Vantage Point
Jalan Perak
11600 Jelutong, Pulau Pinang
Tel : 604 2832 178
Fax : 604 2825 596

Seri Damai

I-G-2B, Medan Batu Lanchang
11600 Pulau Pinang
Tel : 604 6571 458
Fax : 604 6562 550

Mini Branch

Queensbay Mall

Lot 1F - 118, First Floor
Queensbay Mall
100, Persiaran Bayan Indah
11900 Bayan Baru, Pulau Pinang
Tel : 604 6422 164
Fax : 604 6422 435

Bureau de Change

BDC Penang Airport

Departure Hall
Lot BC 08, Penang International Airport
11900 Bayan Lepas, Pulau Pinang
Tel : 604 6447 890
Fax : 604 6447 891

BDC Penang Airport

Arrival Hall, Lot AL 05
Penang International Airport
11900 Bayan Lepas, Pulau Pinang
Tel : 604 6457 296
Fax : 604 6457 297

Area Retail Manager

David Sivapatham

No. 1 Lebuah Pantai

1st Floor
Bangunan Dewan Perniagaan
Melayu Malaysia
1, Lebuah Pantai
10300 Pulau Pinang
Tel : 604 2628 936
Fax : 604 2627 266

Branches

No. 1 Lebuah Pantai

Bangunan Dewan Perniagaan
Melayu Malaysia
1, Lebuah Pantai
10300 Pulau Pinang
Tel : 604 2622 921
Fax : 604 2631 921

Tanjung

43, Lebuah Pantai
10300 Pulau Pinang
Tel : 604 2628 173
Fax : 604 2627 917

Menara BHL

Menara BHL Bank
Jalan Sultan Ahmad Shah
10050 Pulau Pinang
Tel : 604 2274 397
Fax : 604 2274 822

Dato Kramat

450, Jalan Dato Kramat
10460 Pulau Pinang
Tel : 604 2292 066
Fax : 604 2284 207

Prangin Mall

Lot 33-G-08, Prangin Mall
Jalan Dr. Lim Chwee Leong
10100 Pulau Pinang
Tel : 604 2620 021
Fax : 604 2635 716

Service Kiosk

Komtar

Lot 1.05, Level 1, Phase 1B
Kompleks Tun Abdul Razak
10000 Pulau Pinang
Tel : 604 2613 134
604 2615 416
Fax : 604 2618 312

Area Retail Manager

Tarmizi Bin Jusoh

Taman Emas

1271, Jalan Baru, Taman Emas
13600 Prai, Pulau Pinang
Tel : 604 3901 577
Fax : 604 3987 906

Branches

Taman Emas

1271, Jalan Baru, Taman Emas
13600 Prai, Pulau Pinang
Tel : 604 3901 577
Fax : 604 3993 103

Jalan Bahru

1284, Jalan Bahru
13700 Prai, Pulau Pinang
Tel : 604 3901 212
Fax : 604 3997 840

Taman Selat

91, Jalan Bagan Luar, Taman Selat
12720 Butterworth, Pulau Pinang
Tel : 604 3312 433
Fax : 604 3323 943

Jalan New Ferry

4992-4993, Jalan New Ferry
12100 Butterworth, Pulau Pinang
Tel : 604 3332 873
Fax : 604 3321 408

Kampung Gajah

7087, Jalan Kampung Gajah
12200 Butterworth, Pulau Pinang
Tel : 604 3314 987
Fax : 604 3331 632

Group Corporate Directory

Raja Uda

6162, Jalan Ong Yi How
Off Jalan Raja Uda, Taman Teras Jaya
13400 Butterworth, Pulau Pinang
Tel : 604 3232 707
Fax : 604 3232 715

Kepala Batas

No.1 & 3, Jalan Usahawan 4
Pusat Perniagaan Kepala Batas
13200 Kepala Batas, Pulau Pinang
Tel : 604 5751 033
Fax : 604 5753 836

Area Retail Manager Frenkie Tan Jek Cheng Pulau Tikus

409, Jalan Burmah
10350 Pulau Pinang
Tel : 604 2261 644
Fax : 604 2263 221

Branches Pulau Tikus

409, Jalan Burmah
10350 Pulau Pinang
Tel : 604 2261 644
Fax : 604 2263 221

Bellisa Row

368-1-14 & 15, Bellisa Row
Jalan Burmah
10350 Pulau Pinang
Tel : 604 2267 426
Fax : 604 2280 084

Ayer Itam

60, Lintang Angsana
Bandar Baru Ayer Itam
11500 Pulau Pinang
Tel : 604 8291 699
Fax : 604 8295 926

Jalan Ayer Itam

21, Jalan Ayer Itam
11400 Pulau Pinang
Tel : 604 8284 769
Fax : 604 8299 358

Paya Terubong

1228t, Jalan Paya Terubong
11060 Pulau Pinang
Tel : 604 8275 244
Fax : 604 8275 242

Prima Tanjung

98-G-29 & 30, Prima Tanjung
Jalan Fettes, Tanjung Tokong
11200 Pulau Pinang
Tel : 604 8990 144
Fax : 604 8990 722

Batu Ferringhi

2, Jalan Sungai Emas
11100 Batu Ferringhi, Pulau Pinang
Tel : 604 8813 471
Fax : 604 8813 476

Area Retail Manager Khirudin Bin Samsudin Gerbang Tuna

D20-638, Gerbang Tuna
Seberang Jaya
13700 Prai, Pulau Pinang
Tel : 604 5373 499
Fax : 604 5391 291

Branches

Jalan Stesen
70, Jalan Stesen
14000 Bukit Mertajam
Pulau Pinang
Tel : 604 5393 567
Fax : 604 5389 630

Sri Rambai

38, Lebu Nangka 2
14000 Bukit Mertajam
Pulau Pinang
Tel : 604 5305 862
Fax : 604 5305 854

Pusat Bandar Seberang Jaya

1, Jalan Todak 3
Bandar Baru Seberang Jaya
13700 Seberang Jaya
Pulau Pinang
Tel : 604 3976 410
Fax : 604 3976 416

Autocity

Unit G5 & G6
No. 1688, Jalan Perusahaan Highway
Auto-City, North-South Highway
Juru Interchange
13600 Prai, Pulau Pinang
Tel : 604 5089 358
Fax : 604 5072 713

Sungai Bakap

1308, Jalan Besar, Sungai Bakap
14200 Sungai Jawi, Pulau Pinang
Tel : 604 5824 452
Fax : 604 5821 373

Nibong Tebal

2904, High Street
14300 Nibong Tebal, Pulau Pinang
Tel : 604 5933 236
Fax : 604 5934 800

Regional Director - Northern Mohd Azrul Bin Abdul Rahman Persiaran Sultan Abdul Hamid

No. 101-103
Persiaran Sultan Abdul Hamid
05050 Alor Star, Kedah
Tel : 604 7717 171
Fax : 604 7718 171

Area Business Manager Ahmad Suhairi Bin Mat Ali

4th Floor, Wisma Ria, Taman Ria
08000 Sungai Petani, Kedah
Tel : 604 4210 472
Fax : 604 4210 610

Retail Business Centres

RBC Sungai Petani
A10, Jalan Kampung Baru
08000 Sungai Petani, Kedah
Tel : 604 4232 233
Fax : 604 4251 837

Business Banking Sub - Centre

1519B, 1st Floor
Jalan Tunku Ibrahim
05000 Alor Star, Kedah
Tel : 604 7351 774
Fax : 604 7351 775

RBC Alor Star

101-103
Persiaran Sultan Abdul Hamid
05050 Alor Star, Kedah
Tel : 604 7727 981
Fax : 604 7713 458

RBC Kangar

44, Jalan Penjara
01000 Kangar, Perlis
Tel : 604 9761 292
Fax : 604 9775 681

Area Retail Manager

Shannon Chin Hsien

Wisma Ria

Ground Floor, Wisma Ria, Taman Ria
08000 Sungai Petani, Kedah
Tel : 604 4228 440
Fax : 604 4222 484

Branches

Wisma Ria

Ground Floor, Wisma Ria, Taman Ria
08000 Sungai Petani, Kedah
Tel : 604 4222 486
Fax : 604 4222 484

Jalan Kampung Baru

A10, Jalan Kampung Baru
08000 Sungai Petani, Kedah
Tel : 604 4232 233
Fax : 604 4213 653

Sungai Petani

24-A, Jalan Kampung Baru
08000 Sungai Petani, Kedah
Tel : 604 4229 325
Fax : 604 4229 332

Taman Pekan Baru

90, Jalan Pengkalan, Susur Kiri
Taman Pekan Baru
08000 Sungai Petani, Kedah
Tel : 604 4231 549
Fax : 604 4231 468

Taman Sejati Indah

8, Jalan Matang Gedong
Taman Sejati Indah
08000 Sungai Petani, Kedah
Tel : 604 4312 905
Fax : 604 4312 895

Kulim

254A, Wisma Koperasi
Jalan Tuanku Putra
09000 Kulim, Kedah
Tel : 604 4904 600
Fax : 604 4901 323

Area Retail Manager

Isa Zakaria

Persiaran Sultan Abdul Hamid

No. 101-103
Persiaran Sultan Abdul Hamid
05050 Alor Star, Kedah
Tel : 604 7718 170
Fax : 604 7718 171

Branches

Persiaran Sultan Abdul Hamid

No. 101-103
Persiaran Sultan Abdul Hamid
05050 Alor Star, Kedah
Tel : 604 7726 095
Fax : 604 7716 819

Bangunan UMNO, Alor Star

1583, Bangunan UMNO
Jalan Tunku Ibrahim
05000 Alor Star, Kedah
Tel : 604 7331 906
Fax : 604 7331 170

Teluk Wan Jah

1787a, Jalan Teluk Wan Jah
05200 Alor Star, Kedah
Tel : 604 7300 222
Fax : 604 7315 197

Pendang

Bangunan UMNO
Jalan Sungai Tiang
06700 Pendang, Kedah
Tel : 604 7596 312
Fax : 604 7597 188

Guar Chempedak

3, Taman Mewah
08800 Guar Chempedak, Kedah
Tel : 604 4686 435
Fax : 604 4687 184

Gurun

18-A, Jalan Raya
08300 Gurun, Kedah
Tel : 604 4689 645
Fax : 604 4689 608
604 4689 606

Area Retail Manager

Shaidan Bin Salleh

Kangar

44, Jalan Penjara
01000 Kangar, Perlis
Tel : 604 9761 292
Fax : 604 9760 953

Branches

Kangar

44, Jalan Penjara
01000 Kangar, Perlis
Tel : 604 9761 292
Fax : 604 9760 953

Kuala Perlis

69, Jalan Besar
02000 Pekan Kuala Perlis, Perlis
Tel : 604 9855 861
Fax : 604 9854 598

Kuah, Langkawi

1, Jalan Pandak Mayah 1
07000 Kuah, Pulau Langkawi, Kedah
Tel : 604 9666 724
Fax : 604 9667 985

Kuala Nerang

Lot 67 & 68, Pekan Kuala Nerang
06300 Kuala Nerang, Kedah
Tel : 604 7866 641
Fax : 604 7866 568

Universiti Utara Malaysia

Universiti Utara Malaysia
Kompleks The Mall, Sintok
06010 Jitra, Kedah
Tel : 604 9241 929
Fax : 604 9242 075

Jitra

Kompleks UMNO
Bahagian Kubang Pasu
Jalan Ibrahim
06000 Jitra, Kedah
Tel : 604 9171 091
Fax : 604 9175 171

Mergong

106-A, Seberang Jalan Putra Mergong
05050 Alor Star, Kedah
Tel : 604 7339 122
Fax : 604 7318 981

Group Corporate Directory

SOUTHERN (MELAKA, JOHOR)

Regional Director - Southern

Raja Sulong Ahmad

Raja Razak

RD 6 Office

No. 30 Jalan Serampang

Taman Pelangi

80050, Johor Bahru

Tel : 607 3322 479

Fax : 607 3322 512

Area Business Manager

Engku Abd Kadir Fathi Engku Muhsein

Jln Hang Tuah

Graha UMNO, Jalan Hang Tuah

75300 Melaka

Tel : 606 2847 611

606 2840 455

Fax : 606 2847 611

Area Business Manager

Damian Oh

Bandar Baru Permas Jaya

39 Jalan Permas 10/2

Bandar Baru, Permas Jaya

81750 Masai, Johor

Tel : 607 3876 390

607 3862 519

Fax : 607 3862 527

RBC Melaka

3rd Floor, Menara Graha UMNO

Jalan Hang Tuah

75300 Melaka

Tel : 606 2845 699

Fax : 606 2845 758

RBC Seremban

Jalan Dato' Bandar Tunggal

70000 Seremban

Negeri Sembilan

Tel : 606 7631 810

Fax : 606 7637 680

RBC Batu Pahat

39A, Jalan Rahmat

83000 Batu Pahat, Johor

Tel : 607 4311 096

Fax : 607 4317 324

RBC Pasir Gudang

1st Floor, No. 73 Jalan Molek

3/1 Taman Molek

81100 Johor Bahru, Johor

Tel : 607 3574 492

Fax : 607 3574 494

RBC Taman Ungku Tun Aminah

87, Jalan Pahlawan 1

Taman Ungku Tun Aminah

81300 Skudai, Johor

Tel : 607 5541 873

Fax : 606 5547 697

RBC Taman Pelangi

30, Jalan Serampang

Taman Pelangi

80050 Johor Bahru

Tel : 607 3324 911

Fax : 607 3314 299

Area Retail Manager

Ghazali Bin Abd Hamid

Taman Pelangi

No. 30 Jalan Serampang

Taman Pelangi

80050, Johor Bahru

Tel : 607 3322 479

Fax : 607 3322 512

Branches

Taman Pelangi

No. 30 Jalan Serampang

Taman Pelangi

80050, Johor Bahru

Tel : 607 3324 911

Fax : 607 3325 266

Jalan Kuning Dua

75 Jalan Kuning Dua, Taman Pelangi

80400 Johor Bahru

Tel : 607 3312 090

Fax : 607 3343 734

Bangunan UMNO

Johor Bahru

No. 51 Jalan Segget

80000 Johor Bahru

Tel : 607 2224 833

Fax : 607 2236 904

Holiday Plaza

G 86 Holiday Plaza

Jalan Dato Sulaiman

80250 Johor Bahru

Tel : 607 3331 961

Fax : 607 3322 773

Tampoi

193B Batu 4 1/2, Jalan Skudai

81200 Johor Bahru

Tel : 607 2363 734

Fax : 607 2340 300

Jalan Ibrahim

Ground Floor, 610-61C Jalan Ibrahim

80000 Johor Bahru

Tel : 607 2241 988

Fax : 607 2271 948

Mini Branch

Plaza Angsana

Lot L2.34, Level 2

Kompleks Plaza Angsana

Pusat Bandar Tampoi

81200 Johor Bahru, Johor

Tel : 607 2368 591/ 94

Fax : 607 2368 619

Area Retail Manager

Chew Ah Chin

Taman Perling

382 Jalan Simbang

Taman Perling

81200 Johor Bahru

Tel : 607 2389 770

Fax : 607 2380 129

Branches

Perling

382 Jalan Simbang

Taman Perling

81200 Johor Bahru

Tel : 607 2389 770

Fax : 607 2380 129

Taman Ungku Tun Aminah

87 Jalan Pahlawan 1

Taman Ungku Tun Aminah

81300 Skudai, Johor

Tel : 607 5567 700

Fax : 607 5577 711

Nusa Bestari

76 Jalan NB 2 1/4
Taman Nusa Bestari 2
81300 Johor Bahru
Tel : 607 5121 788
Fax : 607 5122 788

Skudai

48 Jalan Hang Tuah 4
Taman Skudai Baru
81300 Skudai, Johor
Tel : 607 5584 549
Fax : 607 5583 803

Taman Universiti

21 Jalan Kebudayaan 4
Taman Universiti
81300 Skudai, Johor
Tel : 607 5215 055
Fax : 607 5218 088

UTM

Universiti Teknologi Malaysia
Bangunan Hal Ehwal Pelajar, UTM
81300 Skudai, Johor
Tel : 607 5577 103
Fax : 607 5570 855

Gelang Patah

25 Jalan Medan Nusa Perintis 6
Taman Nusa Perintis 2
81550 Gelang Patah, Johor
Tel : 607 5300 000
Fax : 607 5300 017

Area Retail Manager

Omar Tompong

Senai

182 Jalan Belimbing 1
81400 Senai, Johor
Tel : 607 5996 214
Fax : 607 5996 219

Branches

Kluang

No. 2 Jalan Haji Manan
86000 Kluang
Tel : 607 7718 080
Fax : 607 7724 657
607 7715 677

Kota Tinggi

30 Jalan Niaga 1
Pusat Dagangan Jalan Mawai
81900 Kota Tinggi, Johor
Tel : 607 8837 507
Fax : 607 8834 322

Mersing

No. 4 Jalan Ismail
86800 Mersing, Johor
Tel : 607 7991 600
Fax : 607 7994 790

Kulai

Lot 1.05a Kulai Hypermarket
Jalan Anggerik 8
Taman Kulai Utama
81000 Kulai, Johor
Tel : 607 6631 488
607 6633 543
Fax : 607 6637716

Jalan Belimbing Senai

18 Jalan Belimbing
81400 Senai, Johor
Tel : 607 5992 155
Fax : 607 5994 855

Pontian Kechil

742 Wisma Koperasi, Jalan Taib
82000 Pontian Kechil, Johor
Tel : 607 6871 533
Fax : 607 6874 033

Area Retail Manager

Mohamad Fazli Masri

Jalan Bendahara

Grd Floor, 80 & 82
75100 Melaka
Tel : 606 2823 540
Fax : 606 2863 727

Branches

Jalan Bendahara

Grd Floor, 80 & 82
75100 Melaka
Tel : 606 2823 540
Fax : 606 2863 727

Ayer Keroh

36 & 37 Lorong Setia 1
Air Keroh Heights
75450 Melaka
Tel : 606 2322 189
Fax : 606 2315 128

Batu Berendam

30 Jalan Mutiara
Melaka 2, Taman Mutiara Melaka
75350 Batu Berendam, Melaka
Tel : 606 3176 397
Fax : 606 3176 467

Jasin

3733 Jalan Kesang
77000 Jasin, Melaka
Tel : 606 5298 881
Fax : 606 5294 626

Bukit Baru

11 Section 3, Taman Bukit Piatu
75150 Bukit Baru, Melaka
Tel : 606 2838 844
Fax : 606 2828 121

Service Kiosk

Melaka Main

110 Jalan Bendahara
75100 Melaka
Tel : 606 2841 460
Fax : 606 2841 436

Multimedia University Ayer Keroh

Student Plaza Complex
Multimedia University
Jalan Ayer Keroh Lama
75450 Melaka
Tel : 606 2523 325/ 6
Fax : 606 2523 327

Area Retail Manager

Albert Choo Wai Tian

Bandar Baru Permas Jaya

39 Jalan Permas 10/2
Bandar Baru, Permas Jaya
81750 Masai, Johor
Tel : 607 3876 390
607 3862 519
Fax : 607 3862 527

Branches

Bandar Baru Permas Jaya

39 Jalan Permas 10/2
Bandar Baru, Permas Jaya
81750 Masai, Johor
Tel : 607 3876 390
607 3862 519
Fax : 607 3862 527

Taman Daya

No. 2 Jalan Sagu 1, Taman Daya
81100 Johor Bahru, Johor
Tel : 607 3511 940
Fax : 607 3511 943

Group Corporate Directory

Taman Molek

73 Jalan Molek 3/1, Taman Molek
81100 Johor Bahru, Johor
Tel : 607 3584 378
Fax : 607 3583 877

Pasir Gudang

No 13A Pusat Perdagangan
Jalan Bandar
81700 Pasir Gudang, Johor
Tel : 607 2524 955
Fax : 607 2512 932

Jalan Dedap

2, 4 & 6 Jln Dedap 20
Taman Johor Jaya
81100 Johor Bahru, Johor
Tel : 607 3550 784
607 3544 501
Fax : 607 3550 782
607 3548 669

Bandar Sri Alam Masai

15 Jalan Suria 3
Bandar Baru Sri Alam
81750 Masai, Johor
Tel : 607 2525 520
Fax : 607 2528 280

Bureau de Change

BDC Carrefour Johor Bharu

Lot No. F2-AB
Carrefour Shopping Centre
81100 Johor Bharu, Johor
Tel : 607 3543 714
Fax : 607 3543 738

Area Retail Manager

Annandan A/I Chandran

Muar

57-3 Jalan Sulaiman
84000 Muar, Johor
Tel : 606 9539 822
Fax : 606 9515 066

Branches

Batu Pahat

39A Jalan Rahmat
83000 Batu Pahat, Johor
Tel : 607 4311 096
Fax : 607 4317 324

Segamat

113 Jalan Genuang
85000 Segamat, Johor
Tel : 607 9313 653
Fax : 607 9312 121

Muar

57-3 Jalan Sulaiman
84000 Muar, Johor
Tel : 606 9535 399
Fax : 606 9515 808

Parit Raja

Lot 11601 & 11602
Jalan Kluang, Parit Raja
86400 Batu Pahat, Johor
Tel : 607 4541 386
Fax : 607 4187 800

Labis

81 Taman Orkid Baru
85300 Labis, Johor
Tel : 607 9253 836
Fax : 607 9254 185

Parit Sulong

76 Jalan Muar, Parit Sulong
83500 Batu Pahat, Johor
Tel : 607 418 6258
Fax : 607 4187 800

Jalan Abdul Rahman

Ground Floor Kompleks
Penggaram, No 1 Jalan Abdul Rahman
83000 Batu Pahat, Johor
Tel : 607 4328 201
Fax : 607 4328 244

Bukit Gambir

101, Jalan Gambir 8
Bandar Baru Bukit Gambir
84800 Muar, Johor
Tel : 606 9762 489
Fax : 606 9762 606

Area Retail Manager

Md Saharif Md Sahit

Jalan Hang Tuah
Graha UMNO, Jalan Hang Tuah
75300 Melaka
Tel : 606 2830 582
Fax : 606 2848 960

Branches

Jalan Hang Tuah

Graha UMNO, Jalan Hang Tuah
75300 Melaka
Tel : 606 2847 611
606 2840 455
Fax : 606 2840 455
606 2847 611

Taman Melaka Raya

188 Taman Melaka Raya
Off Jalan Parameswara
75000 Melaka
Tel : 606 2830 582
606 2848 960
Fax : 606 2848 960
606 2830 582

Jalan Simpang Empat

AG 9495 Jalan Simpang 4
78000 Alor Gajah, Melaka
Tel : 606 5562 935
Fax : 606 5562 937

Masjid Tanah

AG 8871 Wisma Haji Sulong Siban
Jalan Besar
78300 Masjid Tanah, Melaka
Tel : 606 3842 301
606 3851 003
Fax : 606 3843 428

Taman Cheng Perdana

No 2-C, Jalan Cheng 1/1B
Taman Cheng Perdana
75250 Melaka
Tel : 606 3125 343
Fax : 606 3125 351

Mini Branch

Mahkota Parade

G-11, Ground Floor, Mahkota Parade
No 1, Jalan Merdeka
75000 Melaka
Tel : 606 2811 397
Fax : 606 2811 400

Bureau de Change

BDC Jalan Hang Tuah

Ground Floor, Graha UMNO
Jalan Hang Tuah
75300 Melaka
Tel : 606 2841 382
606 2840 455
Fax : 606 2847 611

EAST COAST (KELANTAN, TERENGGANU, PAHANG)

Regional Director - East Coast

Raja Mahmood Bin Raja Omar

Tingkat 2, Lot 3083, Jalan Sultan Ismail
20200 Kuala Terengganu, Terengganu
Tel : 609 6316 694
Fax : 609 6316 597

Area Business Manager

Mohd Soberi Abd Moin

Business Centre

Terengganu/ Kelantan

2nd Floor, Lot 3083, Jalan Sultan Ismail
20200 Kuala Terengganu, Terengganu
Tel : 609 6226 222
Fax : 609 6228 901

Retail Business Centres

RBC Kuala Terengganu

Tingkat 2, Lot 3083, Jalan Sultan Ismail
20200 Kuala Terengganu, Terengganu
Tel : 609 6226 222
Fax : 609 6240 603

RBC Dungun

Tingkat 1, Bangunan UMNO
Jalan Besar
23000 Dungun, Terengganu
Tel : 609 8452 827
Fax : 609 8443 181

RBC Kota Bharu

Level 3, Wisma Square Point
Lot 1, Jalan Pengkalan Chepa
15400 Kota Bharu, Kelantan
Tel : 609 7435 209
Fax : 609 7436 204

Area Business Manager

Zaidi Mohammad

Business Centre Pahang

10th Floor, Bangunan BCB, Jalan Bank
25000 Kuantan, Pahang
Tel : 609 5121 338
Fax : 609 5165 995

Retail Business Centres

RBC Mentakab

Level 1, No. 46 & 47, Jalan Temerloh
28400 Mentakab, Pahang
Tel : 609 2784 785
Fax : 609 2782 517

RBC Kuantan

10th Floor, Bangunan BCB
Jalan Bank
25000 Kuantan, Pahang
Tel : 609 5121 338
Fax : 609 5165 995

Area Retail Manager

Kanaruddin Abu Bakar

Jalan Bank, Kuantan

1st Floor, Bangunan BCB, Lot 32
Jalan Bank
25000 Kuantan, Pahang
Tel : 609 5162 099
Fax : 609 5164 116

Branches

Jalan Bank, Kuantan

Bangunan BCB, Lot 32, Jalan Bank
25000 Kuantan, Pahang
Tel : 609 5162 099
Fax : 609 5161 523
603 5164 116

Jalan Tun Ismail, Kuantan

No. A1, Lorong Tun Ismail 9
Sri Dagangan 2
25000 Kuantan, Pahang
Tel : 609 5139 737
Fax : 609 5139 737

Kuantan

34-40, Jalan Teluk Sisek
25050 Kuantan, Pahang
Tel : 609 5161 570
Fax : 609 5161 927

Pelabuhan Kuantan

Batu 16, Jalan Kuantan-kemaman
Tanjong Gelang, Pelabuhan Kuantan
25710 Kuantan, Pahang
Tel : 609 5833 345
Fax : 609 5833 393

Kompleks Teruntum

Lot G-01, Kompleks Teruntum
Jalan Penjara
25000 Kuantan, Pahang
Tel : 609 5121 348
Fax : 609 5138 726

Jalan Beserah

B-338, Jalan Beserah
25300 Kuantan, Pahang
Tel : 609 5663 387
Fax : 609 5665 487

Pekan

Lot 83, Jalan Sultan Abdullah
26600 Pekan, Pahang
Tel : 609 4222 024
Fax : 609 4221 146

Bandar Muadzam Shah

No. 6, Medan Mewah
26700 Bandar Muadzam Shah
Pahang
Tel : 609 4522 077
Fax : 609 4522 843

Area Retail Manager

Hashim Ujang

Mentakab

46, Jalan Temerloh
28400 Mentakab, Pahang
Tel : 609 2775 614
Fax : 609 2777 975

Branches

Mentakab

46, Jalan Temerloh
28400 Mentakab, Pahang
Tel : 609 2777 976
Fax : 609 2777 975

Temerloh

77, Bangunan LKNP
Jalan Ahmad Shah
28000 Temerloh, Pahang
Tel : 609 2961 662
Fax : 609 2964 301

Maran

47, Bangunan LKNP
26500 Maran, Pahang
Tel : 609 4777 007
Fax : 609 4771 084

Jerantut

23, Jalan Tahan
27000 Jerantut, Pahang
Tel : 609 2662 250
Fax : 609 2664 250

Karak

16, Jalan Besar
28600 Karak, Pahang
Tel : 609 2311 263
Fax : 609 2311 522

Raub

33, Jalan Lipis
Bandar Raub Perdana
27600 Raub, Pahang
Tel : 609 3559 390
Fax : 609 3553 577

Kuala Lipis

17, Bangunan LKNP, Jalan Besar
27200 Kuala Lipis, Pahang
Tel : 609 3121 907
Fax : 609 3123 346

Bentong

87, Jalan Loke Yew
28700 Bentong, Pahang
Tel : 609 2222 966
Fax : 609 2226 113

Mini Branch

Bera

Ground Floor, No 10
Jalan Sri Kerayong 2
Bandar Baru Kerayong
28200 Bera, Pahang
Tel : 609 2553 755
609 2553 766
Fax : 609 2553 541

Area Retail Manager

Tengku Jamil Ikil Tengku Hussin

Jalan Sultan Ismail, Kuala Terengganu

1st Floor, Lot 3083
Jalan Sultan Ismail
20200 Kuala Terengganu
Terengganu
Tel : 609 6251 899
Fax : 609 6240 603

Branches

Jalan Sultan Ismail, Kuala Terengganu

Lot 3083, Jalan Sultan Ismail
20200 Kuala Terengganu
Terengganu
Tel : 609 6251 866
Fax : 609 6240 603

Dungun

3679, Bangunan UMNO
Jalan Besar
23000 Dungun
Terengganu
Tel : 609 8481 555
Fax : 609 8485 285

Paka

Lot 120, Jalan Besar, Paka
23100 Dungun, Terengganu
Tel : 609 8275 236
Fax : 609 8275 237

Kerteh

Bangunan Pmint
10A, Bandar Baru Kerteh
24300 Kerteh, Terengganu
Tel : 609 8261 912
Fax : 609 8261 998

Kemaman

K712, Jalan Sulaimani, Chukai
24000 Kemaman, Terengganu
Tel : 609 8591 655
Fax : 609 8595 823

Bandar Al-Muktafibilah

Lot K15, Pusat Bandar
Bandar Al-Muktafibilah Shah
23400 Dungun, Terengganu
Tel : 609 8223 332
Fax : 609 8223 331

Padang Hiliran

Kuala Terengganu

No. 24, KT Business Centre
Padang Hiliran
21572 Kuala Terengganu, Terengganu
Tel : 609 6316 013
Fax : 609 6315 654

Taman Cukai Utama, Kemaman

Pt. 11286 & 11287
Jalan Kubang Kurus
Taman Cukai Utama
24000 Kemaman, Terengganu
Tel : 609 8589 218
Fax : 609 8589 217

Service Kiosk

Universiti Sains Dan Teknologi Malaysia (UMT)

Block Y, Mengabang Telipot
21030 Kuala Terengganu, Terengganu
Tel : 609 6699 914
Fax : 609 6699 916

Remittance Kiosk

104, Jalan Sultan Ismail

104, Jalan Sultan Ismail
20200 Kuala Terengganu
Terengganu
Tel : 609 6223 213
Fax : 609 6229 058

Area Retail Manager

Abd. Aziz Ibrahim

Jalan Maju, Kota Bharu

3rd Floor, Bangunan BCB, Jalan Maju
15000 Kota Bharu, Kelantan
Tel : 609 7470 430
Fax : 609 7488 400

Branches

Jalan Maju, Kota Bharu

Bangunan BCB, Jalan Maju
15000 Kota Bharu, Kelantan
Tel : 609 7419 033
Fax : 609 7433 887

Wisma Square Point

Kota Bharu

Wisma Square Point
Lot 1, Jalan Pengkalan Chepa
15400 Kota Bharu, Kelantan
Tel : 609 7419 009
Fax : 609 7436 914

Pasir Mas

110, Serakai Mas Plaza
17000 Pasir Mas, Kelantan
Tel : 609 7900 090
Fax : 609 7902 199

Wakaf Siku

4585-K, Wisma Ibrahim & Sons
Jalan Sultan Yahya Petra, Wakaf Siku
15200 Kota Bharu, Kelantan
Tel : 609 7484 303
Fax : 609 7444 364

Bachok

Bangunan UMNO
Jalan Tuanku Abdul Hamid
16300 Bachok, Kelantan
Tel : 609 7789 367
Fax : 609 7788 780

Jalan Che Su

681-J, Jalan Che Su
15000 Kota Bharu, Kelantan
Tel : 609 7472 598
609 7448 789
Fax : 609 7449 019

Area Retail Manager

Office

3rd Floor, Bangunan BCB
Jalan Maju
15000 Kota Bharu, Kelantan
Tel : 609 7419 033
Fax : 609 7433 887

Branches

Tanah Merah

Lot 522, Jalan Dato' Nik Mustapha
17500 Tanah Merah, Kelantan
Tel : 609 9556 084
Fax : 609 9558 328

Machang

Lot 261, Jalan Masjid
18500 Machang, Kelantan
Tel : 609 9757 380
Fax : 609 9757 386

Kuala Krai

Lot 1361, Jalan Besar, Guchil Baru
18000 Kuala Krai, Kelantan
Tel : 609 9667 142
Fax : 609 9667 133

Gua Musang

No. 44, Jalan Besar
18300 Gua Musang, Kelantan
Tel : 609 9121 424
Fax : 609 9122 195

Pasir Puteh

Lot 422, Jalan Pasir Puteh
16800 Pasir Puteh, Kelantan
Tel : 609 7866 676
Fax : 609 7867 677

Jerteh

Tingkat Bawah & Atas
Bangunan UMNO (Baitul Ehsan)
Jalan Besar
22000 Jerteh, Terengganu
Tel : 609 6971 135
Fax : 609 6972 653

Bandar Permaisuri, Setiu

Tingkat Bawah & Satu
Lot Pt 3421 & 3422
Jalan Permaisuri 2
Bandar Permaisuri
22100 Setiu, Terengganu
Tel : 609 6092 302
Fax : 609 6090 123

**EAST MALAYSIA
(SABAH AND SARAWAK)**

Regional Director

East Malaysia

Ali Bin Adai

3rd Floor, Lots 2691-2
Block 10, Kcld
3rd Mile, Rock Road
93250 Kuching, Sarawak
Tel : 6082 2589 16
Fax : 6082 4289 86

Area Business Manager

**Andrew Liew Joon Khong
Business Centre Sarawak**

2nd Floor, Lots 2691-2
Block 10, KCLD
3rd Mile, Rock Road
93250 Kuching, Sarawak
Tel : 6082 4220 25
6082 4220 61
Fax : 6082 4220 57

Retail Business Centres

Miri RBC Desk

1st Floor, Lot 507, Block 9
Miri Concession Land District
Jln Permaisuri
98000 Miri, Sarawak
Tel : 6085 4144 36
Fax : 6085 4321 49

Sibu RBC Desk

1, Lorong Kampong Datu 5
Jalan Kampong Datu
96000 Sibu, Sarawak
Tel : 6084 3424 04
Fax : 6084 3199 84

RBC Twin Towers, Kuching

3rd Floor, Lots 2691-2
Block 10, KCLD
3rd Mile, Rock Road
93250 Kuching, Sarawak
Tel : 6082 2393 41
Fax : 6082 2390 66

RBC Miri

1st Floor, Lot 507, Block 9
Miri Concession Land District
Jln Permaisuri
98000 Miri, Sarawak
Tel : 6085 4374 26
Fax : 6085 4321 49

Area Business Manager

**Nurbayu Kasim Chang
Business Centre Sabah**

Level 2, Central Building
Jalan Sagunting
88000 Kota Kinabalu, Sabah
Tel : 6088 2518 40
6088 2193 71
Fax : 6088 2696 10

Retail Business Centres

RBC Sabah

1st Floor, Lot 4/G3, Api-api Centre
88000 Kota Kinabalu, Sabah
Tel : 6088 2580 60
Fax : 6088 2584 80

Area Retail Manager

Laudin Sundang

Api-Api Centre

Grd Flr, Lot 4/G3 - 4/G8
Api-api Centre
88000 Kota Kinabalu, Sabah
Tel : 6088 5383 54
Fax : 6088 5387 34

Branches

Api-Api Centre

Kota Kinabalu

Grd Flr, Lot 4/G3 - 4/G8
Api-Api Centre
88000 Kota Kinabalu, Sabah
Tel : 6088 2642 87
Fax : 6088 2118 00

Inanam

Lot 62 & 63, Inanam Commercial Centre
88450 Kota Kinabalu, Sabah
Tel : 6088 4376 60
6088 4397 31
Fax : 6088 4397 09

Keningau

Lot Perindustrian 10A
89007 Keningau, Sabah
Tel : 6087 3315 15
Fax : 6087 3349 91

Kampung Air

Jalan Kampung Air 4
88000 Kota Kinabalu, Sabah
Tel : 6088 2496 88
Fax : 6088 2543 88

Labuan

Lot E006, Ground Floor
Financial Park Labuan Complex
Jalan Merdeka
87000 FT Labuan
Tel : 6087 4510 33
Fax : 6087 4510 32

Service Kiosk

University Malaysia

Sabah

Premise Bank 2, UMS Student Centre
Locked Bag 2073
88999 Kota Kinabalu, Sabah
Tel : 6088 4292 01/ 405
Fax : 6088 4264 05

Remittance Kiosk

Api-Api Centre

Ground Floor 4/G1 & F1
Lorong Api-Api 1, Api-Api Centre
88000 Kota Kinabalu, Sabah
Tel : 6088 2675 69
Fax : 6088 2118 00

Bureau de Change

BDC Kota Kinabalu

International Airport

Level 1, Lot 13
Kota Kinabalu International Airport
88740 Kota Kinabalu, Sabah
Tel : 6088 3164 48
Fax : 6088 3194 64

BDC Kota Kinabalu

International Airport- Departure

Level 2, Public Departure Concourse
Kota Kinabalu International Airport
88740 Kota Kinabalu, Sabah
Tel : 088 2150 85
Fax : 088 2164 60

Area Retail Manager

Maturin Sibi

Jalan Sagunting

6th Floor, Central Building
Jln. Sagunting
88000 Kota Kinabalu, Sabah
Tel : 6088 2695 22/ 523
Fax : 6088 2668 34

Branches

Jalan Sagunting

Kota Kinabalu

Ground Floor, Central Building
Jln Sagunting
88000 Kota Kinabalu, Sabah
Tel : 6088 2332 14
Fax : 6088 2427 94

Lahad Datu

Lot 8, Block A
Metro Shopping Complex
91100 Lahad Datu, Sabah
Tel : 6089 8806 09
Fax : 6089 8806 08

Ranau

Ground Floor, Block C
Lot 10, Ranau New Town
89300 Ranau, Sabah
Tel : 6088 8752 71
Fax : 6088 8758 34

Sandakan

TI 639, Bangunan Harisons & Crosfield
90000 Sandakan, Sabah
Tel : 6089 2132 72
Fax : 6089 2155 05

Tawau

Block 30, Kompleks Fajar
Jalan Haji Karim
91000 Tawau, Sabah
Tel : 6089 7622 00
Fax : 6089 7616 17

Jalan Leila, Sandakan

Block B, Lot No. 2
Bandar Ramai-ramai
Jalan Leila
90000 Sandakan, Sabah
Tel : 6089 2183 66
6089 2181 81
Fax : 6089 2101 75

Area Retail Manager

Office

1st Floor, 32/33 Khoo Hun Yeang
Street Branch
93000 Kuching
Tel : 6082 2466 99
Fax : 6082 2580 42

Branches

Khoo Hun Yeang Street

Kuching

32, Khoo Hun Yeang Street Branch
93000 Kuching
Tel : 6082 4225 22
Fax : 6082 4245 98

Jalan Satok, Kuching

Lot 1.1, Bangunan Satok
Jln Satok/ Jln Kulas
93400 Kuching
Tel : 6082 4131 55
Fax : 6082 2445 53

Jalan TAR, Kuching

Wisma Bukit Mata Kuching
Lot 262, Section 48
Jln Tunku Abdul Rahman
93100 Kuching
Tel : 6082 2368 09
Fax : 6082 2367 97

Twin Towers, Kuching

Lot 2691-2, Block 10
Kld, 3rd Mile Rock Road
93250 Kuching
Tel : 6082 4190 72
Fax : 6082 4202 63

Petra Jaya

Bangunan Masja
Ground Floor, Lot 4, Medan Raya
Petra Jaya
93050 Kuching
Tel : 6082 4436 66
Fax : 6082 4434 18

Serian

Lot 230, Serian Bazaar
94700 Serian, Sarawak
Tel : 6082 8741 35
Fax : 6082 8744 31

Bandar Sri Aman

Lot 422 & 423
Jln Hospital
95000 Bandar Sri Aman, Sarawak
Tel : 6083 3220 08
Fax : 6083 3208 87

Jalan Rubber, Kuching

282, Jalan Rubber
93400 Kuching, Sarawak
Tel : 6082 4377 29
Fax : 6085 4377 35

Area Retail Manager

Mohamad Daud Abdul Hamid

Jalan Permaisuri

1st Floor, Lot 507, Block 9
Miri Concession Land District
Jln Permaisuri
98000 Miri, Sarawak
Tel : 6085 4203 75
Fax : 6085 4148 23

Branches

Sarikei

12, Lorong 1, Jalan Abdul Razak
96100 Sarikei, Sarawak
Tel : 6084 6516 24
Fax : 6084 6535 22

Sibu

1, Lorong Kampong Datu 5
Jalan Kampong Datu
96000 Sibu, Sarawak
Tel : 6084 3424 04
Fax : 6084 3199 84

Shahida Commercial Centre,

Bintulu

Lot 2300, BDA-Shahida
Commercial Centre
Lebuhraya Abang Galau
97000 Bintulu, Sarawak
Tel : 6086 3313 20
6086 3313 29
Fax : 6086 3362 97

Tanjung Kidurong

Lot 17, Medan Jaya Commercial Centre
Tanjung Kidurong
97000 Bintulu, Sarawak
Tel : 6086 3150 15
Fax : 6086 3150 13

Boulevard, Miri

Lot 2382, Ground Floor, Block 5 MCLD
Boulevard Commercial Centre
Jln Pujut, 98000 Miri, Sarawak
Tel : 6085 4165 59/ 43920
Fax : 6085 4104 54

Jalan Permaisuri

Lot 507, Block 9
Miri Concession Land District
Jln Permaisuri
98000 Miri, Sarawak
Tel : 6085 4203 71
Fax : 6085 4153 79

Jalan Parry

945, Jalan Parry
98000 Miri, Sarawak
Tel : 6085 4377 29
Fax : 6085 4377 35

Mini Branch

Imperial Mall

Imperial Mall Unit UGF, 1.35 & 1.36
Level 1, The Imperial Mall & Court
Jalan Merpati
98000 Miri, Sarawak
Tel : 6085 4308 72
Fax : 6085 4317 39

CIMB BANK'S BRANCHES - INTERNATIONAL

Singapore Branch

50 Raffles Place
#09-01 Singapore Land Tower
Singapore 048623
Tel : 65 6337 5115
Fax : 65 6337 5335

Hong Kong Branch

19/F, Central Tower
28 Queen's Road Central
Hong Kong Special Administrative
Region (HKSAR)
Tel : 852 3185 1528
Fax : 852 2530 2313

London Branch

Ground Floor
27 Knightsbridge
London SW1X 7YB
United Kingdom
Tel : 44 207 201 3150
Fax : 44 207 201 3151

CIMB Bank (L) Ltd

CIMB (L) Ltd

14A, Main Office Tower
Financial Park Labuan
Jalan Merdeka
87000 W.P. Labuan
Tel : 6087 410 305/ 302
Fax : 6087 410 313

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Bumiputra-Commerce Holdings Berhad

(Incorporated in Malaysia)
(50841-W)

CDS Account No. _____

Number of Shares _____

I/We _____ (name of shareholder as per NRIC, in capital letters)

IC No./ID No./Company No. _____ (new) _____ (old) of

_____ (full address) being a member(s) of the abovenamed Company, hereby appoint _____ (name of proxy as per NRIC, in capital letters) IC No. _____ (new) _____ (old) of

_____ (full address) or failing him/her _____ (name of proxy as per NRIC, in capital letters) IC No. _____ (new) _____ (old) of _____

_____ (full address) failing him/her the Chairman of the Meeting as my/our proxy to vote for me/us on my/our behalf at the Fifty-First (51st) Annual General Meeting of the Company to be held at Ballroom 3, 1st Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur on Monday, 5 May 2008 at 9.30 a.m. and at each and every adjournment thereof.

My/our proxy is to vote as indicated below.

RESOLUTIONS		FOR	AGAINST
A	As Ordinary Business		
1.	Receipt of Audited Financial Statements and Reports	Resolution 1	
2.	Declaration of Dividends	Resolution 2	
	Re-election of Directors		
3.	Tan Sri Dato' Md Nor Md Yusof	Resolution 3	
4.	Dato' Nazir Razak	Resolution 4	
5.	Dato' Mohd Shukri Hussin	Resolution 5	
6.	Mr Hiroyuki Kudo	Resolution 6	
7.	Payment of Directors' Fees	Resolution 7	
8.	Reappointment of Auditors	Resolution 8	
B	As Special Business		
9.	Proposed renewal of the authority for the issue of new ordinary shares	Resolution 9	
10.	Proposed renewal of authority to purchase own ordinary shares	Resolution 10	

(Please indicate with an "X" in the spaces provided how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his discretion.)

Signature/Common Seal

Date:

Notes:

- A member of the company entitled to attend and vote at the meeting may appoint a proxy or proxies to attend and vote instead of him. Each proxy shall represent a minimum of 100 shares.
- Where a member appoints more than one (1) proxy, such appointment shall be invalid unless he specifies the proportion of the shareholding to be represented by each proxy.
- A proxy may but need not be a member of the Company and the provisions of Section 149(1) of the Companies Act, 1965 shall not apply to the Company.
- If the appointer is a corporation, the proxy form must be executed either under seal or under the hand of an officer or attorney duly authorised. If this Proxy Form is signed under the hand of an officer duly authorised, it should be accompanied by a statement reading "signed as authorised officer under Authorisation Document which is still in force, no notice of revocation having been received". If this Proxy Form is signed under the attorney duly authorised, it should be accompanied by a statement reading "signed under Power of Attorney which is still in force, no notice of revocation having been received". A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction, in which it was created and is exercised, should be enclosed with.
- For a proxy to be valid, all proxy forms should be deposited at the Registrar's Office, Symphony Share Registrars Sdn Bhd, Level 26, Menara Multi-Purpose, Capital Square, No. 8, Jalan Munshi Abdullah, 50100 Kuala Lumpur not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.
- For a Form of Proxy executed outside Malaysia, the signature must be attested by a Solicitor, Notary Public, Consul or Magistrate.
- Explanatory note on special business:
Ordinary Resolution 9, if passed, will give the Directors of the Company authority to issue ordinary shares in the Company at any time in their absolute discretion without convening a General Meeting. The authorisation will, unless revoked or varied by the Company at a General Meeting, expire at the next Annual General Meeting.
- The details on Resolution 10 on the proposed renewal of the authority for the purchase of own ordinary shares is contained in the Statement Accompanying Notice of Annual General Meeting in this Annual Report.
- For the purpose of determining a member who shall be entitled to attend this 51st AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 54(3) of the Company's Articles of Association and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991 to issue a General Meeting Record of Depositors as at 28 April 2008. Only a depositor whose name appears on the General Meeting Record of Depositors as at 28 April 2008 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/ her behalf.

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AFFIX
STAMP

The Share Registrars
SYMPHONY SHARE REGISTRARS SDN BHD
Level 26, Menara Multi-Purpose
Capital Square
No. 8, Jalan Munshi Abdullah
50100 Kuala Lumpur

fold here

www.cimb.com