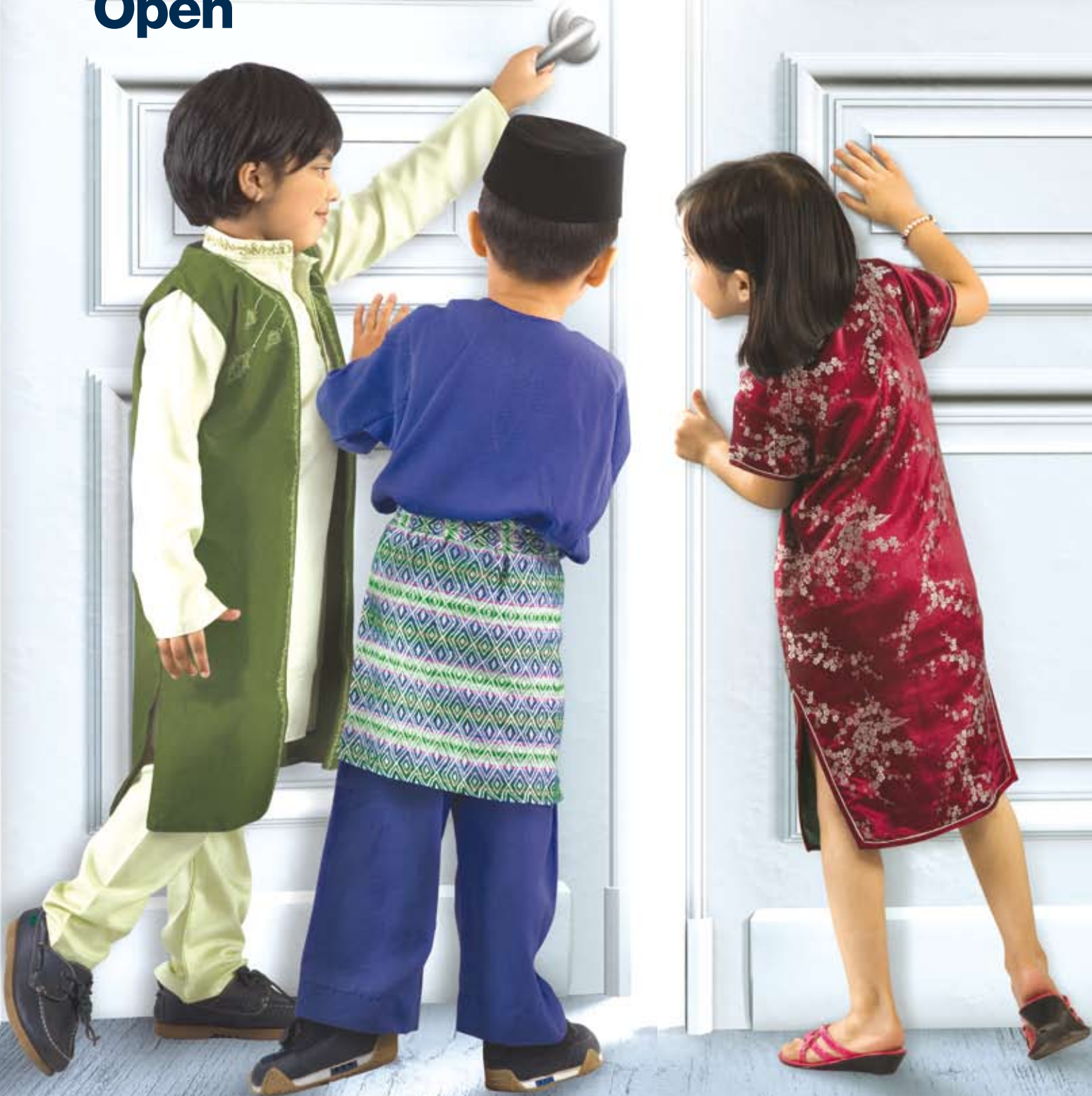




Bumiputra-Commerce Holdings Berhad (50841-W)

Annual Report 2008

Open



to a landscape of borderless possibilities, opportunities and capabilities.

In 2008,
Southeast Asia
became our home.



Cover Rationale

In 2008, Southeast Asia truly became our home with the completion of BCHB Group's universal banking footprint across 4 major markets - Malaysia, Indonesia, Singapore and Thailand. Children reflect our enthusiasm and excitement, and the growth and synergy opportunities that lie ahead as we further explore prospects in the region. The inspiring Southeast Asian landmarks featured in the dividers aim to invite all stakeholders to share our journey. With the largest retail network of 1,150 branches across the region, we continue to pursue an expanding horizon of initiatives for future growth.

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Five Year Group Financial Highlights

Total Income

RM '000

Profit Before Taxation

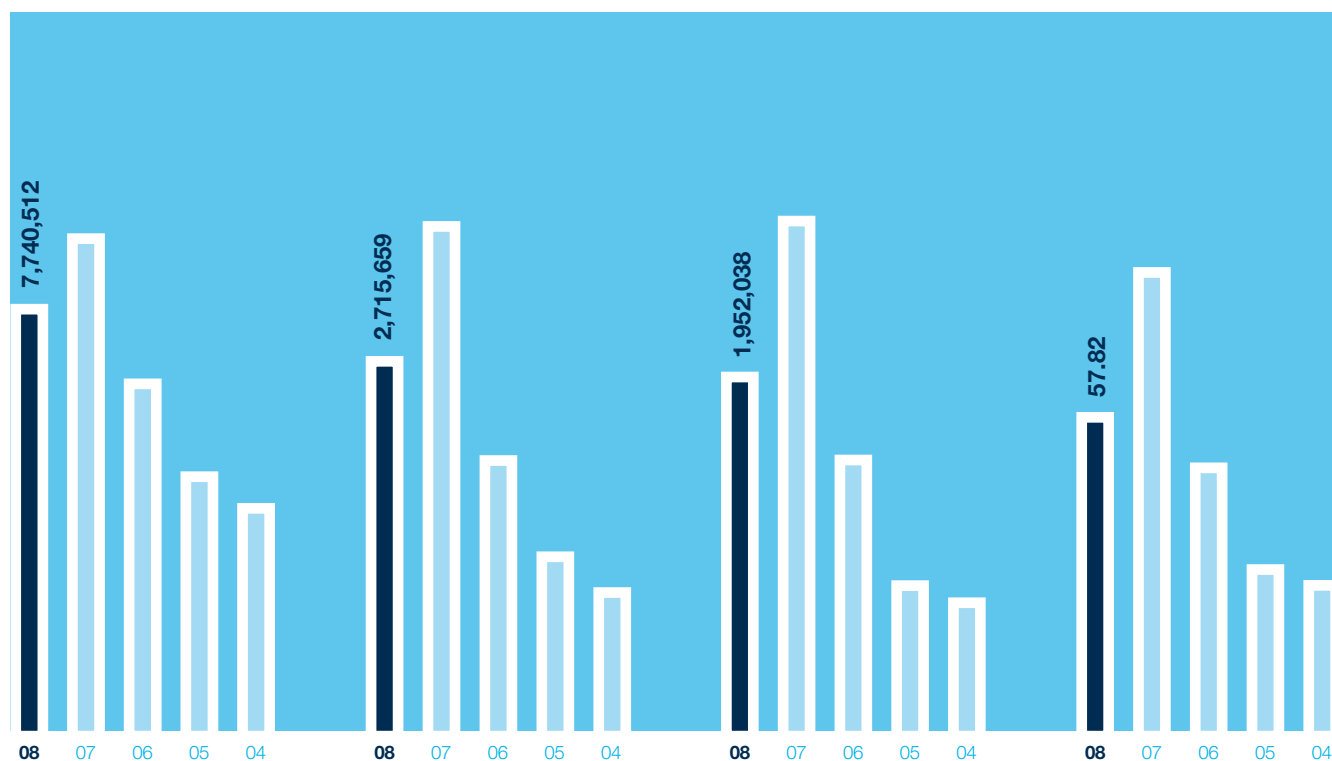
RM '000

Profit After Taxation

RM '000

Net Earnings Per Share

Sen



| | 2008 | 2007 | 2006 | 2005 | 2004 |
|--|--------------------|-------------|-------------|-------------|-------------|
| 1. INCOME (RM'000) | | | | | |
| (i) Net interest income | 4,660,596 | 4,395,930 | 3,656,447 | 2,986,247 | 2,690,511 |
| (ii) Non-interest income | 3,079,916 | 4,614,731 | 2,736,123 | 1,736,733 | 1,464,311 |
| (iii) Profit before allowances | 3,618,707 | 4,783,547 | 3,034,600 | 2,444,881 | 2,201,415 |
| (iv) Profit before taxation | 2,715,659 | 3,685,803 | 2,002,042 | 1,309,967 | 1,052,647 |
| (v) Net profit for the financial year | 1,952,038 | 2,793,273 | 1,504,427 | 826,825 | 734,540 |
| 2. BALANCE SHEET (RM'000) | | | | | |
| Assets | | | | | |
| (i) Total assets excluding contra | 206,735,710 | 182,801,239 | 156,952,209 | 113,525,964 | 112,382,591 |
| (ii) Total assets including contra | 227,813,224 | 200,028,450 | 171,670,775 | 124,197,350 | 121,076,245 |
| (iii) Loans, advances and financing | 117,382,074 | 95,904,058 | 90,334,759 | 69,095,880 | 62,603,030 |
| Liabilities and Shareholders' Funds | | | | | |
| (i) Total deposits | 160,543,494 | 139,751,258 | 111,241,419 | 81,740,235 | 81,623,044 |
| (ii) Paid-up capital | 3,578,078 | 3,374,181 | 3,184,429 | 2,756,398 | 2,691,740 |
| (iii) Total shareholders' funds | 17,063,951 | 15,710,051 | 11,784,530 | 9,637,453 | 8,959,476 |

Five Year Group Financial Highlights

Total Assets

RM '000

Loans, Advances and Financing

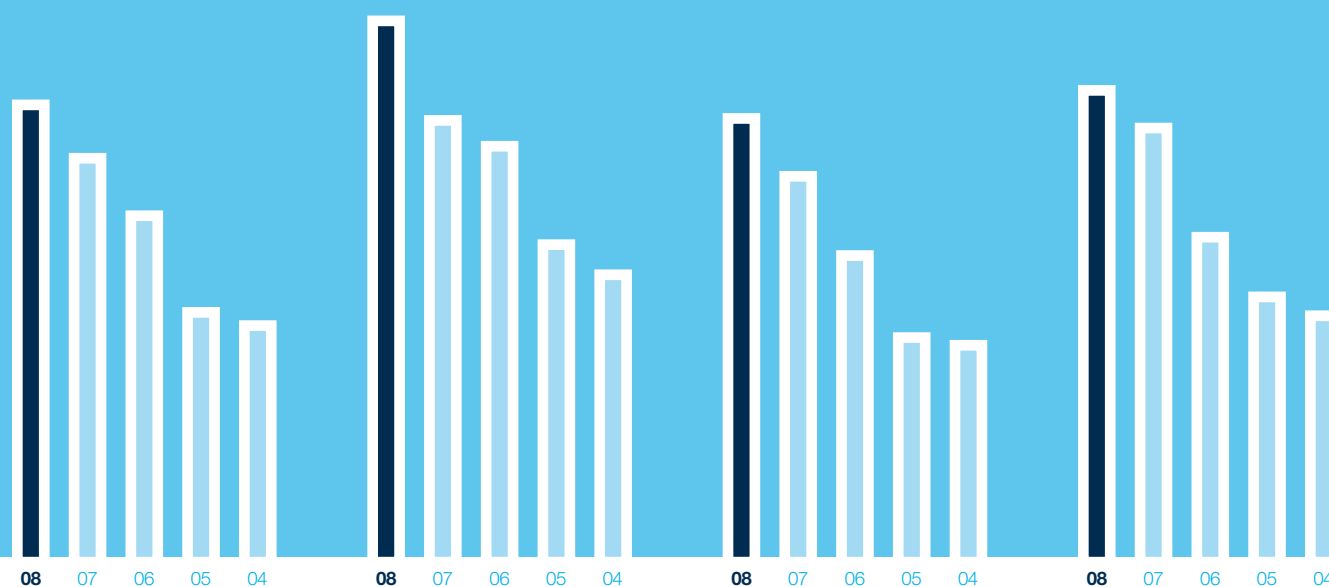
RM '000

Total Deposits

RM '000

Shareholders' Funds

RM '000



| | 2008 | 2007 | 2006 | 2005 | 2004 |
|--|--------------|--------|-------|-------|-------|
| 3. PER SHARE | | | | | |
| (i) Gross earnings (sen) ^Δ | 80.44 | 110.68 | 64.86 | 48.25 | 39.57 |
| (ii) Net earnings (sen) ^Δ | 57.82 | 83.87 | 48.74 | 30.45 | 27.61 |
| (iii) Net tangible assets (RM) | 2.69 | 3.17 | 2.11 | 3.26 | 3.19 |
| (iv) Gross dividend (sen) [*] | 25.00 | 40.00 | 15.00 | 15.00 | 10.00 |
| 4. FINANCIAL RATIO (%) | | | | | |
| (i) Return on average equity | 12.30 | 20.05 | 13.98 | 8.89 | 8.71 |

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

Δ Based on the weighted average number of 3,375,898,000 (2007: 3,330,288,000) ordinary shares of RM1.00 each in issue during the financial year ended 31 December 2008.

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

Group Financial Highlights

| INCOME STATEMENT AND BALANCE SHEET | Financial Year Ended 31 December | | | Changes | | |
|--|----------------------------------|----------------|----------------|----------------|-----------|-----------|
| | 2008 RM'000 | 2007 RM'000 | 2006 RM'000 | 2008 % | 2007 % | 2006 % |
| Net interest income | 4,660,596 | 4,395,930 | 3,656,447 | 6.02 | 20.22 | 22.44 |
| Non-interest income | 3,079,916 | 4,614,731 | 2,736,123 | (33.26) | 68.66 | 57.54 |
| Overheads | 4,121,805 | 4,227,114 | 3,357,970 | (2.49) | 25.88 | 47.40 |
| Profit before allowances | 3,618,707 | 4,783,547 | 3,034,600 | (24.35) | 57.63 | 24.12 |
| Allowance for losses on loans, advances and financing | 794,715 | 1,127,431 | 1,016,595 | (29.51) | 10.90 | (0.52) |
| Profit before taxation | 2,715,659 | 3,685,803 | 2,002,042 | (26.32) | 84.10 | 52.83 |
| Net profit for the financial year | 1,952,038 | 2,793,273 | 1,504,427 | (30.12) | 85.67 | 81.95 |
| Gross dividends paid | 836,868 | 1,346,833 | 472,717 | (37.86) | 184.91 | 16.29 |
| Loans, advances and financing | 117,382,074 | 95,904,058 | 90,334,759 | 22.40 | 6.17 | 30.74 |
| Total assets | 206,735,710 | 182,801,239 | 156,952,209 | 13.09 | 16.47 | 38.25 |
| Deposits from customers | 153,424,976 | 126,866,791 | 104,219,640 | 20.93 | 21.73 | 40.22 |
| Total liabilities | 188,373,261 | 165,946,629 | 144,362,889 | 13.51 | 14.95 | 40.95 |
| Shareholders' funds | 17,063,951 | 15,710,051 | 11,784,530 | 8.62 | 33.31 | 22.28 |
| Commitments and contingencies | 321,678,842 | 267,168,733 | 240,722,060 | 20.40 | 10.99 | 61.04 |
| RATIOS | % | % | % | % | % | % |
| Core capital ratio | 11.41 | 10.16 | 9.72 | 12.30 | 4.53 | (13.21) |
| Return on average equity | 12.30* | 20.05* | 13.98 | (38.65) | 43.42 | 58.26 |
| Return on total assets | 0.94 | 1.53 | 0.96 | (38.21) | 59.42 | 31.51 |
| Cost to income ratio | 53.25 | 46.91 | 52.53 | 13.51 | (10.69) | 8.92 |
| Cost to total assets | 1.99 | 2.31 | 2.14 | (13.78) | 8.08 | 6.47 |
| Gross NPL to gross loans | 4.94 | 7.21 | 8.84 | (31.45) | (18.44) | 1.73 |
| Net NPL to net loans | 2.29 | 3.85 | 5.49 | (40.49) | (29.87) | (3.51) |
| Coverage ratio | 88.05 | 69.30 | 57.51 | 27.06 | 20.49 | 4.22 |
| Loan deposit ratio | 76.51 | 75.59 | 86.68 | 1.21 | (12.79) | (6.77) |
| Equity to assets | 8.25 | 8.59 | 7.51 | (3.96) | 14.46 | (11.54) |
| Equity to loans | 14.54 | 16.38 | 13.05 | (11.26) | 25.57 | (6.45) |
| OTHER INFORMATION | | | | | | |
| Earnings per share (Sen) | | | | | | |
| - Basic | 57.82 | 83.87 | 48.74 | (31.06) | 72.09 | 60.06 |
| - Fully diluted | 57.76 | 83.77 | 48.12 | (31.05) | 74.09 | 60.03 |
| Net tangible assets per share (RM) | 2.69 | 3.17 | 2.11 | (15.13) | 50.21 | (35.28) |
| Gross dividend per share (Sen) | 25.00 | 40.00 | 15.00 | (37.50) | 166.67 | - |
| Number of shares in issue ('000) | 3,578,078 | 3,374,181 | 3,184,429 | 6.04 | 5.96 | 15.53 |
| Weighted average number of shares in issue ('000) | 3,375,898 | 3,330,288 | 3,086,650 | 1.37 | 7.89 | 13.69 |
| Share price at year-end (RM) | 5.85 | 11.00 | 7.75 | (46.82) | 41.94 | 35.96 |
| Number of employees | 31,932 | 25,614 | 24,267 | 24.67 | 5.55 | 32.35 |

* Based on weighted average monthly shareholders' funds balances

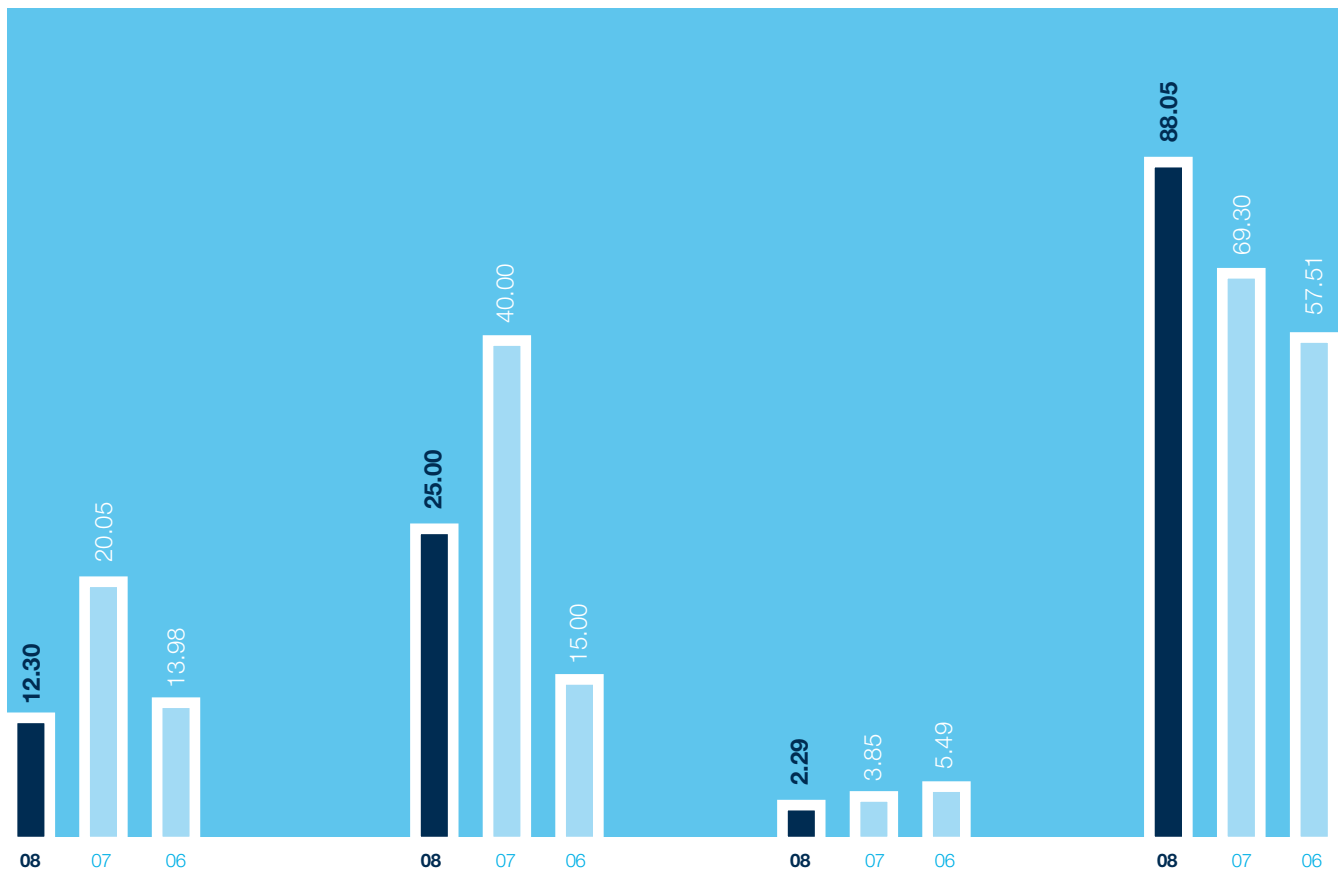
SELECTED KEY PERFORMANCE INDICATORS

Return on average equity
%

Gross dividend per share
Sen

Net NPL ratio
%

Loan loss coverage ratio
%





**To be
Southeast
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.









Malaysia



Staff Strength:

19,384

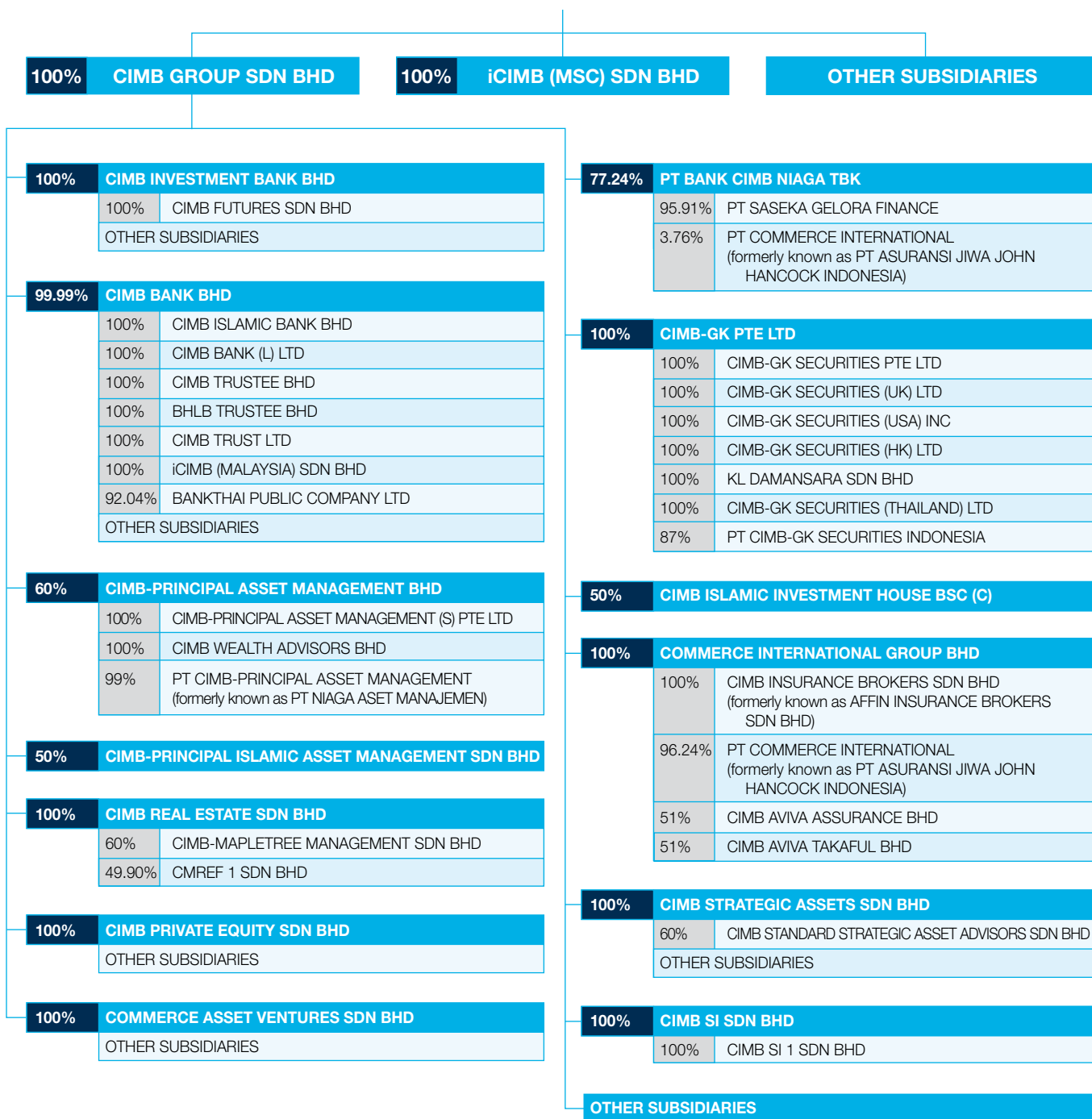
Corporate Profile

| | |
|---|--|
|  | <p>BUMIPUTRA-COMMERCE HOLDINGS BERHAD</p> <p>Bumiputra-Commerce Holdings Berhad (BCHB) is the listed vehicle for CIMB Group. As at end 2008, BCHB was the 7th largest company on Bursa Malaysia with a market capitalisation of RM21 billion.</p> |
|  | <p>CIMB GROUP</p> <p>CIMB Group is Malaysia's 2nd largest financial services provider and one of Southeast Asia's leading universal banking groups. It offers consumer banking, investment banking, treasury, asset management and insurance products and services. It operates on a dual banking basis, offering both Islamic and conventional solutions to customers. Headquartered in Kuala Lumpur, its key regional offices are located in Singapore, Indonesia and Thailand. The Group has over 36,000 employees located in 10 countries.</p> <p>CIMB Group operates its business through 3 main brand entities, CIMB Bank, CIMB Investment Bank and CIMB Islamic. CIMB Group is also the majority shareholder of CIMB Niaga in Indonesia and BankThai in Thailand.</p> |
|  | <p>CIMB BANK</p> <p>CIMB Bank is the consumer banking arm of CIMB Group offering retail banking services to over 5.4 million customers in 367 branches nationwide. It also has a full banking licence in Singapore and branches in Hong Kong and London, as well as a representative office in Shanghai.</p> <p>As the 2nd largest consumer bank in Malaysia, CIMB Bank holds significant market shares across all consumer banking products. CIMB Bank received the "Best Retail Banking Branch Innovation" award by The Asian Banker in 2008 and won the "Best Direct Marketing Campaign" award at the recent Asian Banking and Finance Retail Banking Awards 2008.</p> |
|  | <p>CIMB INVESTMENT BANK</p> <p>CIMB Investment Bank is the investment banking arm of CIMB Group and has served the investment banking needs of Malaysian corporations for over 3 decades. With its regional offices in Malaysia, Singapore, Indonesia, Hong Kong, Thailand, the UK and the US, CIMB Investment Bank is well placed to serve its clients in Malaysia as well as regionally.</p> <p>The investment banking products and services cover corporate advisory, corporate finance, equity markets, debt markets, research, private equity, real estate investment management, fund management as well as wealth management and private banking services.</p> <p>CIMB Investment Bank has been named the Best Investment Bank (Malaysia) by Finance Asia for 8 consecutive years.</p> |

| | |
|---|--|
|  | <p>CIMB ISLAMIC</p> <p>CIMB Islamic is the global Islamic banking and finance arm of CIMB Group. It offers innovative and comprehensive Shariah-compliant financial solutions in investment banking, consumer banking, asset management, takaful, private banking and wealth management. CIMB Islamic's products and operations are managed in strict compliance with Shariah principles under the guidance of the CIMB Islamic Shariah Committee, which comprises the world's leading Islamic scholars.</p> <p>CIMB Islamic is recognised as a pioneer in Islamic financial markets, having advised on the world's first Shariah-compliant exchangeable bond and the largest sovereign sukuk issue globally. It has garnered numerous awards such as "Best Islamic Bank in Asia" and "Best Sukuk House in 2008" from Euromoney. For the 5th consecutive year, CIMB Islamic was awarded the "Best Bank in Asia" at the recent Islamic Business & Finance Awards 2008.</p> |
|  | <p>CIMB NIAGA</p> <p>Established in 1955, CIMB Niaga is the Group's consumer banking arm in Indonesia. In November 2008, CIMB Niaga merged with Bank Lippo to strengthen its position as Indonesia's 6th largest bank by assets. This merger was Indonesia's first banking merger under Bank Indonesia's Single Presence Policy. As of December 2008, CIMB Group has a 77.24% stake in CIMB Niaga. CIMB Niaga offers a comprehensive range of banking products and services, both conventional and Shariah, through a network of over 650 branches in 120 locations across Indonesia. Combining the inherent strengths of CIMB Niaga in home loans and corporate banking with Bank Lippo's leadership in retail banking and payment process, the merged bank is poised for growth and enhanced strength in service delivery. CIMB Niaga has more than 11,000 employees.</p> <p>In 2008, CIMB Niaga received several awards amongst others, the Infobank Magazine and MarksPlusInsight Indonesian Bank Loyalty Award 2008 for the "Best Loyalty Program for Savings Account", Bank Indonesia's Kriya Pranala Award for "Conventional Public Bank", and 2008 Golden Trophy for "Excellent Financial Performance" by Infobank Awards. The Bank also received "The Most Trusted" and "The Best Issuer" awards in the Corporate Governance Perception Index compiled by The Indonesian Institute for Corporate Governance (IICG) in cooperation with SWA Magazine.</p> |
|  | <p>BANKTHAI</p> <p>BankThai Public Company Limited was established in 1998 with the Financial Institutions Development Fund (FIDF) as its major shareholder. On 5 November 2008, CIMB Bank Berhad became BankThai's largest shareholder after completing its purchase of a 42.13% stake in BankThai from the FIDF for THB5.9 billion. On 20 November 2008, CIMB Group made a tender offer for the remaining shares of BankThai at THB2.10 per share. As of 6 January 2009, CIMB Bank Berhad holds 92.04% of BankThai shares. CIMB Group has launched a transformation programme aimed at returning BankThai to profitability and competitiveness.</p> |

Corporate Structure

As at 16 April 2009



Corporate History

1924

Bian Chiang Bank established 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 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 home 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.

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).

Established in line with government initiatives to increase Bumiputra participation in the national economy, BBMB grew to become 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.

1972

United Asian Bank Berhad (UAB) established in Kuala Lumpur as a result of the merger of three 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) established.

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).

The purchase of Bian Chiang Bank by the 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 bank which had started as an RM8 million one-branch entity had become an institution with total assets of RM367 million and total shareholders' funds of RM12.8 million.

1986

PBS renamed Commerce International Merchant 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 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 of many multinational and local corporations, government organisations and individual Malaysians.

2000

SBB acquired BHLB along with United Merchant Finance Berhad (renamed 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.

CIMB Berhad's KLSE listing exceeded the expectations of investors and employees alike. Although CIMB Berhad's listing lasted only 3 years, it delivered returns of 340% to its shareholders.

CIMB Islamic launched.

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.

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. CTB and CAFM subsequently merged to become CIMB-Principal Asset Management Berhad (CIMB-Principal).

2005

CIMB Berhad acquired G. K. Goh Securities Pte Ltd's stockbroking businesses.

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 arm.

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 BCB Group by CIMB Berhad. CIMB Berhad was in turn de-listed from Bursa Malaysia. CAHB was renamed Bumiputra-Commerce Holdings Berhad (BCHB).

2006

BCHB acquired SBB.

The acquisition of SBB added valued niche consumer banking segments 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.

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 over 3 years.

2008

Strategic investment in the Bank of Yingkou, China.

CIMB Group entered into an agreement for a 19.99% stake in the Bank of Yingkou, adding mainland China to the Group's network which comprises Southeast Asia and global financial centres and large economies which have strong economic, trade and investment linkages with Southeast Asia.

Merger of PT Bank Niaga Tbk & PT Bank Lippo Tbk.

CIMB Group undertook the merger of PT Bank Niaga Tbk with PT Bank Lippo Tbk to create the 6th largest bank in Indonesia. This was an initiative of Khazanah Nasional Berhad, CIMB Group and the banks' ultimate shareholder, to comply with Bank Indonesia's Single Presence Policy (SPP), and marked the first major consolidation of private banks under the SPP. The merged bank has been rebranded as "CIMB Niaga".

CIMB-Principal Islamic Asset Management Launched.

CIMB Group and the Principal Financial Group strengthened their partnership with the launch of CIMB-Principal Islamic Asset Management. The 50:50 joint venture serves as global Shariah funds management arm of both entities, and is located in Kuala Lumpur to leverage on the infrastructure of the Malaysia International Islamic Financial Centre.

Acquisition of BankThai.

CIMB Group entered into an agreement with the Financial Institutions Development Fund to purchase a 42.13% stake in BankThai Public Company Limited. The Group's ensuing tender offer for the remaining shares in BankThai, and a rights issue, resulted in the stake increasing to 93%. The acquisition of BankThai completes CIMB Group's universal banking platform across major Southeast Asian markets – Malaysia, Indonesia, Singapore and Thailand – and makes the Group's retail network the largest in Southeast Asia with 1,150 branches.

Chairman's Message



“To succeed in such an unprecedented operating environment clearly requires a mindset change.”

2008 was a year unlike any other in the history of the global financial markets. With the sudden escalation of the global financial crisis, the operating environment became tumultuous and the outlook for the future became uncertain at best.

From an organisational standpoint however, today, the BCHB Group stands at the cusp of a period of opportunity. With the completion of our universal banking footprint across the Southeast Asian countries of Malaysia, Indonesia, Singapore and Thailand in 2008, the tremendous opportunities of a truly regional franchise lie ahead of us.

Operating in an environment in which both opportunities and threats feature so prominently poses a unique challenge. On one hand, while it is important to focus on immediate short-term concerns on the fallout from a global slowdown, on the other hand, it is imperative that we also adopt a longer term view towards capacity building for the future. In other words, it is critical that we remain flexible and agile in dealing with these unprecedented economic conditions, viewing the global financial crisis not as a period which is devoid of growth, but rather as a time which is ripe with opportunities.

Dear Shareholders,

2008 was a year unlike any other in the history of the global financial markets. With the sudden escalation of the global financial crisis, the operating environment became tumultuous and the outlook for the future became uncertain at best. Although Malaysian banks escaped the worst of the crisis so far, the collapse of several icons in the global financial industry in 2008 and its unimagined domino effect around the globe provide an emphatic reminder of how inter-connected the world of global banking and finance is today.

With the good times in the recent past, some of our employees have never operated in or encountered bad times. Even those who lived through the 1997-1998 Asian financial crisis and other difficult times may grapple with doing business in today's environment. There is a need for everyone to accept the realities of the operating environment and to prepare themselves to face the accompanying challenges.

From an organisational standpoint however, today, the BCHB Group stands at the cusp of a period of opportunity. With the completion of our universal banking footprint across the Southeast Asian countries of Malaysia, Indonesia, Singapore and Thailand in 2008, the tremendous opportunities of a truly regional franchise lie ahead of us.

Operating in an environment in which both opportunities and threats feature so prominently poses a unique challenge. On one hand, while it is important to focus on immediate short-term concerns on the fallout from a global slowdown, on the other hand, it is imperative that we also adopt a longer term view towards capacity building for the future. In other words, it is critical that we remain flexible and agile in dealing with these unprecedented economic conditions, viewing the global financial crisis not as a period which is devoid of growth, but rather as a time which is ripe with opportunities.

To succeed in such an unprecedented operating environment clearly requires a mindset change.

I chose to highlight this matter in my message to shareholders this year to emphasise the fact that we will respond to the economic crisis with the usual innovation, speed, prudence, and integrity that you have come to expect from

us. And when I look back at the recent history of our company, the breadth and depth of the transformation of the company has been breathtaking. I take heart from the fact that our employees have shown remarkable agility in dealing with the requisite mindset change over the past 3 years.

For example, when we began to regionalise our investment banking operations through the acquisition of GK Goh Securities in 2005, many doubted our ability to compete beyond Malaysian shores. However, our people had made the mindset change which was necessary to compete effectively against the likes of bulge bracket investment banks and other regional franchises. And today, CIMB stands among the top 10 banks for Asian mergers and acquisitions (M&A). In Singapore, we are the No. 1 M&A advisor; and we have also led major deals in the region such as Wilmar International's takeover of Kuok Group's plantation assets in 2006, Genting International's rights issue and convertible bond issues in 2007, and the first sponsor-supervised initial public offering on the Catalist market of the stock exchange of Singapore in 2008.

In 2005, shareholders had witnessed a major paradigm change in the overall strategy of the Group when universal banking became our operating model with the merger between CIMB and Bumiputra-Commerce Bank Berhad (BCB). At that time, there were the naysayers who predicted gloom and doom for the merged bank on the basis that investment bankers and consumer bankers were too different to ever be able to work together effectively. Yet, when it came to the crunch, the resolve of our people to make the necessary mindset change coupled with the necessary action is clear today. CIMB Bank today is one of the largest distributors of products which were created from the synergy between consumer and investment banking – principal bank guaranteed structured deposits, fixed rate loans, and even our new innovative product launched in 2008, Max InvestSave.

The next year, in 2006 when we undertook the merger with Southern Bank Berhad (SBB), naysayers again predicted that the cultural divide between BCB and SBB would be a stumbling block for the merger. Yet again, the resolve of our people to make the mindset change for a successful merger has been clear. We completed the merger in a record 7 months, one month ahead of an already challenging schedule. The vast majority of SBB staff remain with us today as do SBB customers. Our current success in key consumer banking segments such as credit cards and microcredit bear testimony to the synergy of the merger in combining products originated by SBB with the large distribution network and customer base of BCB.

In 2007, we initiated the CIMB-Niaga Synergy programme to tap cross-border synergies. That set into motion a mindset change among both CIMB and CIMB Niaga staff, namely that in consumer banking, we should no longer be 2 banks acting in silos within our national borders. Instead, we should be thinking of how we can leverage on each other's strengths to build a strong regional network.

Chairman's Message



Dato' Sri Nazir Razak and Arwin Rasyid admiring Tan Sri Md Nor Yusof's photographs taken at the Group Annual Management Dialogue.

At CIMB, we learnt from CIMB Niaga's strengths in customer service with the first batch of 10 CIMB Niaga service ambassadors being posted to work at CIMB Bank branches throughout 2008. In Indonesia, CIMB Niaga leveraged on CIMB's strengths in credit cards and treasury to launch new products including the CIMB Niaga Platinum card in conjunction with MasterCard, and Star Choice, the first Rupiah-denominated principal bank guaranteed structured deposits. We also broke new ground by providing CIMB Niaga Preferred Circle and CIMB Club customers reciprocal privileges when they travel between both countries.

The issue of mindset change is not confined to the business activities of the Group. In the area of Corporate

Social Responsibility (CSR) also, we saw how focused programmes which emphasise sustainability and demand results such as Community Link and our role as Rakan Sukan Squash Malaysia have created value for the Group. This was amplified with the launch of CIMB Foundation in November 2007.

However, making CSR a success requires a mindset change from viewing CSR as largely ad hoc and donations-driven, to supporting a CSR agenda which emphasises long-term results. As a trustee of CIMB Foundation, I was greatly heartened by how our programmes have gained momentum, particularly Community Link which is driven by CIMB Bank and CIMB Islamic branches. In the 4th quarter of 2008, we received over 70

new grant proposals, far exceeding the 62 we received in the other 3 quarters of the year.

In 2008, we recognised the need to service our corporate clients as a universal bank, covering their financial needs in a more holistic manner. This meant that our investment bankers needed a mindset change - they had to become universal bankers. With the usual tenacity that we expect of our staff, our investment bankers underwent product training in consumer banking, business banking, insurance and even wealth management products, learning about products and services from life insurance to credit cards to cash management to foreign exchange hedging instruments to payroll management. Today, our Corporate Client Solutions team services our corporate clients throughout the region in a comprehensive manner, offering them the convenience of dealing with a single relationship manager on the vast financial needs of corporations and their employees.

In 2008 also, we enlarged our regional footprint with the acquisition of BankThai, and strengthened our network in Indonesia with the Niaga-Lippo merger. Today, we operate as a universal bank in Malaysia, Indonesia, Thailand and Singapore. From a universal bank, we have now to think of ourselves as a regional universal bank. Making this regional model work requires employees to make the mindset shift from regarding their home country as their primary market to regarding the whole of Southeast

Asia as our home market. The seeds of this mindset change have already been sown and germinated in various parts of our organisation with the various regional committees and initiatives which have been launched including the Global Employee Exchange Programme.

In all of the above examples, my fellow directors, the management and staff of the Group have demonstrated again and again our resilience, agility, tenacity, determination and commitment, together with the willingness to embrace change so that we are always aligned with the strategic direction of the Group. The paradigm of continuous self-improvement which has been such an integral part of the Group's DNA has also been a key success factor. In fact, the events of the day have made our mindset change an imperative for our growth strategy.

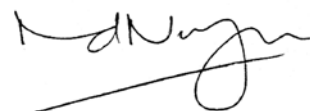
With the events still unfolding, there is many a prayer being said for Malaysia to be spared the worst of the crisis. However, backed with this knowledge of the agility of our organisation and our people, I view this period of global economic uncertainty as a time of great opportunity. I am optimistic that sometime in the future, CIMB Group will look back at this period as a time during which the Group was able to capitalise on opportunities and emerged from it even stronger than before.

I would like to thank my fellow directors on the BCHB Board and my fellow trustees on the Board of

Trustees for CIMB Foundation for their contribution, services and guidance to the Group, as well as the members of our International Advisory Panel in helping the Group chart and navigate its regional universal banking agenda. I would also like to make a special mention of our partners who form strategic alliances, and thank them for their commitment and efforts towards making our alliances a success.

The changes that we had undertaken Group-wide and our successes to date were made possible by the collective efforts of all our people, so ably led by the Group Chief Executive, Dato' Sri Nazir Razak. To get to where we are today, I am certain that not only a lot of hard work and effort had gone into the equation, but also that our people have had to make personal sacrifices for the benefit of the Group. For this, and for their dedication and commitment, 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



“We now have arguably the most comprehensive universal banking franchise and certainly the largest bank branch network, in Southeast Asia.”

In spite of the tough conditions, our Group’s earnings fell by only 2.6% year-on-year if we adjust for M&A related charges to account for the large gain on sale of our insurance businesses in 2007 and merger expenses for 2008 acquisitions.

Although we saw earnings decline sharply in investment banking and treasury & investments, our consumer bank turned in a massive jump in profits. Nevertheless, we had set ourselves a medium-term net ROE target of 18% - irrespective of M&A-related charges - which we revised to 16% in mid-2008 and we fell short of both when delivered only 12.3%. Of course, when set against our historical ROEs, it was still a commendable showing.

We ended 2008 with our heads held high, having navigated extreme capital market conditions and yet delivered commendable financial results while enhancing our franchise value by enlarging and improving our operations and continuing to maintain relative strength in our capital position.

Dear Shareholders.

As I reflect on the most traumatic year in the history of the modern world financial markets and the devastation it brought to the most venerable names in international banking and finance, I cannot help but feel relieved that we stayed focused on our core regional markets and business activities. We were also insulated from the full force of the global financial crisis by the sound fundamentals of the Malaysian and regional economies – our governments evidently learnt the lessons of the Asian Financial Crisis of 1997/98.

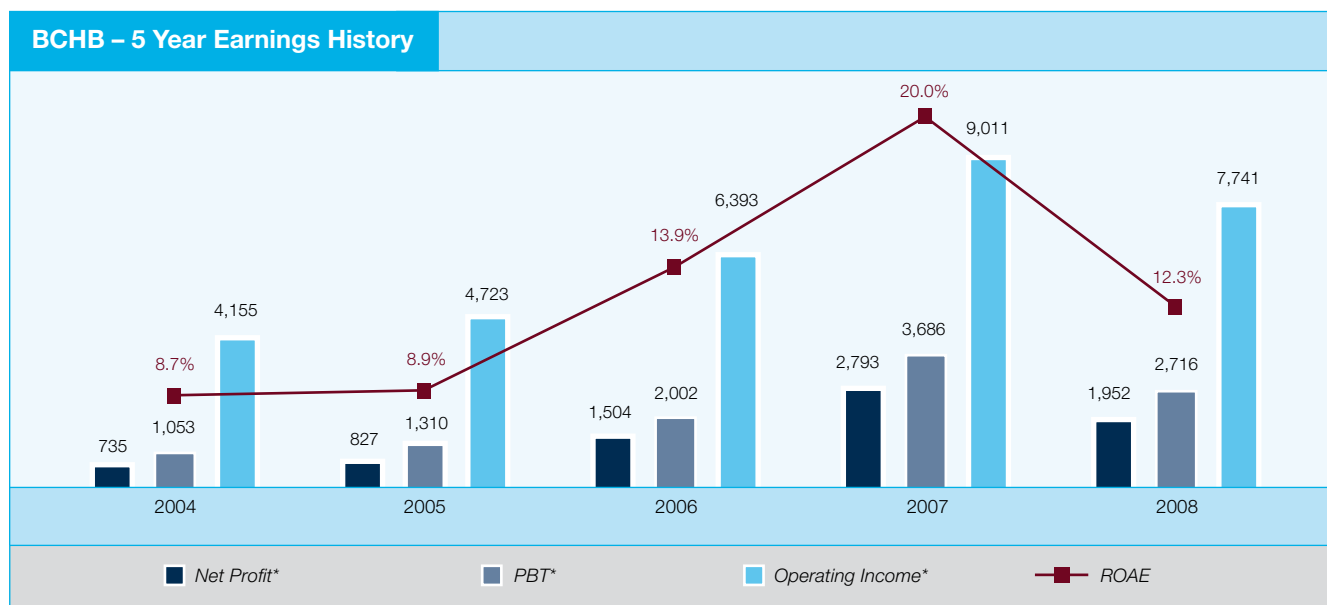
The global financial crisis has morphed into a full blown global economic crisis with world Gross Domestic Product (GDP) in 2009 expected to contract for the first time since World War II. All major economies in the region, except Indonesia, will have slipped into technical recessions by mid-2009, despite the gallant stimulus efforts of various governments. And no one can yet credibly predict how severe and protracted this downturn will be.

What we do know is that there will be extensive changes to rules and regulations of financial services that will have implications on all banking business models, and we must anticipate and prepare. We also know that a crisis is often also a time of opportunities and in that regard we are already seeing quite dramatic changes in the competitive

landscape for banks in the region that could benefit an emerging regional franchise like CIMB Group.

In 2008 regional financial markets were hit hard by the global financial crisis. The Kuala Lumpur Composite Index (KLCI) fell by 37% and Bursa Malaysia's average daily turnover was 43% lower than 2007. The Straits Times Index fell 49% and the Singapore Exchange total volume fell 44% year-on-year. The story in our other core equity markets, Jakarta, Hong Kong and Bangkok, were much the same.

In Malaysia, trading volumes for corporate bonds fell 39.9% year-on-year amidst very volatile movements in interest rate and credit spreads. And our non-Ringggit regional treasury activities, albeit small, also witnessed treacherous trading conditions.



* Amounts denoted in RM million

Market conditions also caused a drop in mergers and acquisitions (M&A) and primary issuance levels. As the banking group with the largest content of investment banking and treasury earnings, we looked particularly vulnerable.

I am therefore pleased to be able to advise that, in spite of the tough conditions, our Group's earnings fell by only 2.6% year-on-year if we adjust for M&A related charges to account for the large gain on sale of our insurance businesses in 2007 and merger expenses for 2008 acquisitions.

Although we saw earnings decline sharply in Corporate and Investment Banking by 31%, and Treasury and Investments by 26%, our consumer bank turned in a massive jump in profits. Nevertheless, we had set ourselves a medium-term net ROE

target of 18% (irrespective of M&A-related charges) which we revised to 16% in mid-2008 and we fell short of both when we delivered only 12.3%. Of course, when set against our historical ROEs, it was still a commendable showing.

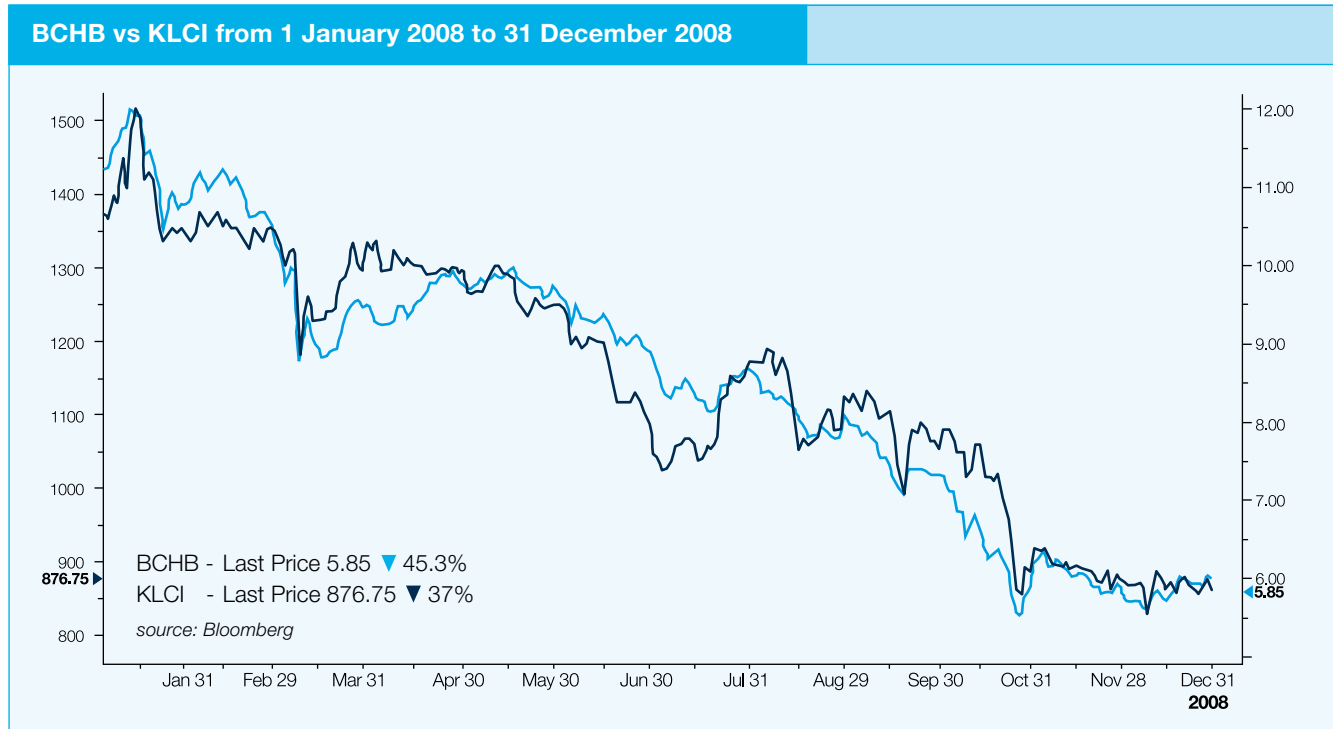
Our corporate theme for 2008 was "regionalisation, optimisation and innovation" in line with our long-term vision of becoming the most valued universal bank in Southeast Asia. I am pleased to report that on all 3 fronts your company made substantial progress. We acquired Bank Lippo and BankThai to enlarge our presence in Indonesia and complete our regional footprint with a full universal banking presence in Thailand. We realised more synergies within our Malaysian operations as well as cross-border between Malaysia and Indonesia. And we continued to innovate with new products in many different segments and markets.

We were constantly mindful of our capital position as we were making our expansionary moves. And fortunately, we were quick to anticipate that capital levels for banks would have to rise as markets and regulators digest the lessons from the global financial crisis. We therefore undertook various fund raising and capital management initiatives to ensure that we maintain a relatively robust capital position, post-acquisitions.

We ended 2008 with our heads held high, having navigated extreme capital market conditions and yet delivered commendable financial results while enhancing our franchise by enlarging and improving our operations and continuing to maintain relative strength in our capital position.

SHARE PRICE PERFORMANCE

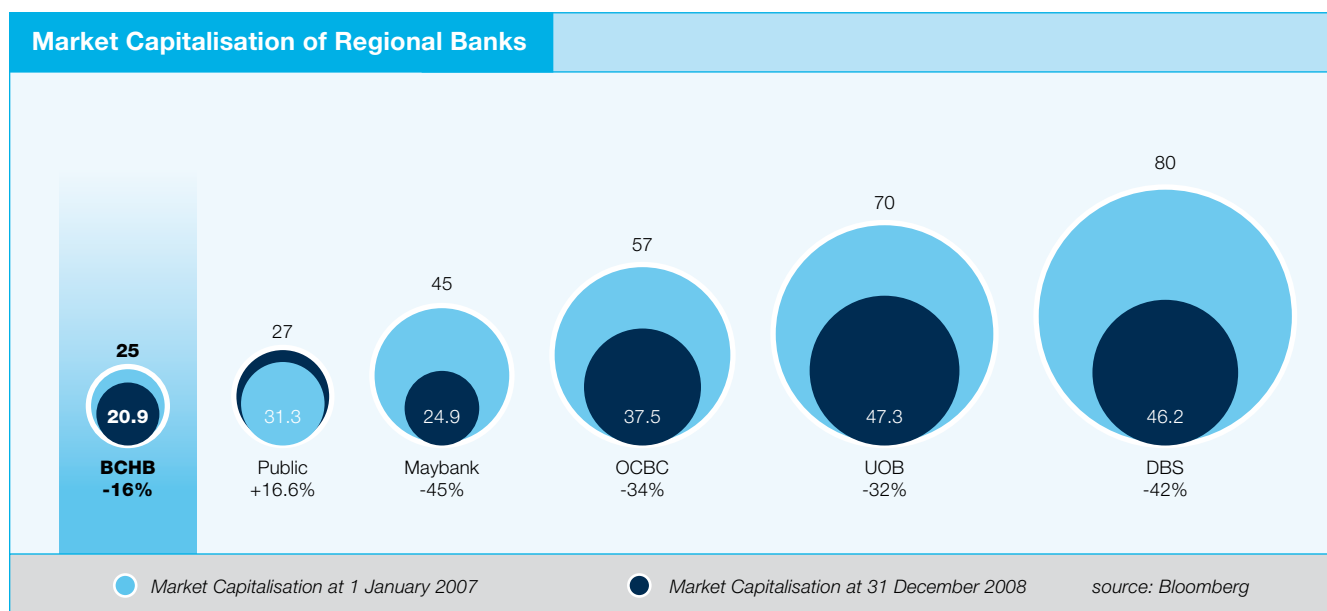
In 2008, BCHB's share price declined by 45.3% from RM10.70 on 1 January 2008 to RM5.85 as of 31 December 2008. We underperformed the KLCI in tandem with the battering that bank stocks took all over the world.



From a longer-term perspective, despite 2008 underperformance, BCHB's business transformation which began in June 2005 has underpinned significant outperformance of the KLCI.



The global financial crisis has seen massive value destruction for banks all over the world, and our region was not spared. As the chart below shows, over a 2-year period, BCHB has been one of the best performers in the region.



* Amounts denoted in RM billion

KEY ACCOMPLISHMENTS

Consumer Bank Turnaround

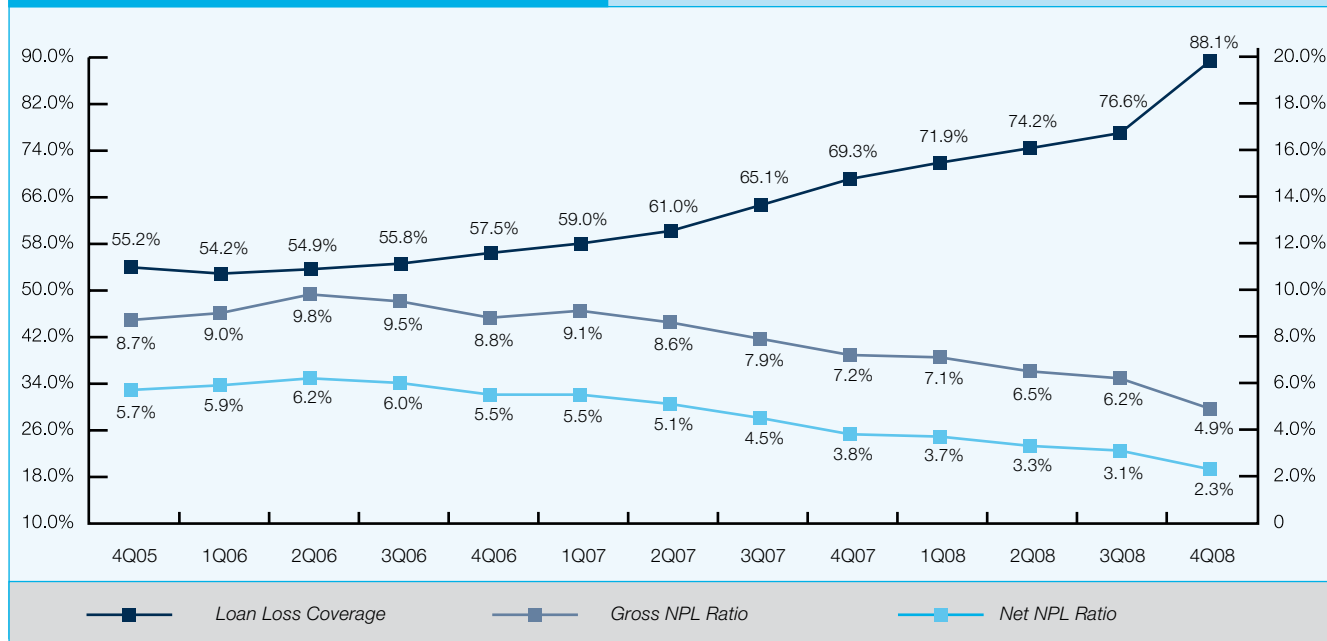
Our multi-year Malaysian consumer bank transformation initiatives translated into a dramatic turnaround in earnings in 2008 with PBT at RM706 million from a loss of RM7 million in 2007. Its contribution to Group PBT jumped from -1% to 25%. In 2008 we were the fastest growing retail mortgage and business premise lender, micro-credit lender and credit card player in the country.

Regionalisation

Our acquisitions of Bank Lippo, and BankThai (formally completed in January 2009) enlarged our presence in Indonesia and extended our universal banking platform to Thailand.

We now have arguably the most comprehensive universal banking franchise and certainly the largest bank branch network, in Southeast Asia.

Asset Quality Ratios Since 4th Quarter 2005



Asset Quality Improvement

The Group recorded significant improvements in its asset quality ratios. As at the end of 2008, net Non-Performing Loans (NPL) dropped to 2.3% from 3.8% the year before while loan loss cover improved from 69.3% to 88.1%. When we began the transformation of the Group in mid-2005 our net NPL ratio and loan loss cover stood at 6.4% and 47.5% respectively, and we placed asset quality improvement as a key priority. Credit processes, collections and recoveries improvement efforts have been vindicated by these improvements in asset quality indicators. In fact as at 31 December 2008, if we extract legacy assets managed by our internal “Bad Bank” i.e. Group Special Asset Management, our Group’s net NPL ratio would be even better, at about 1.2%.

Capital Strengthened

Despite 2 major acquisitions worth RM7.2 billion, the Group’s capital base was significantly strengthened in 2008 – we raised RM4.7 billion in capital through CIMB Bank capital hybrids and BCHB equity (as consideration for the acquisition of Bank Lippo), raising CIMB Bank’s Tier-1 ratio and Risk Weighted Capital-adequacy Ratio (RWCR) to 10.8% and 13.9% from 9.4% and 12.5% respectively at the beginning of the year, and maintaining BCHB’s company level gearing and double leverage within our target area of 35% and 120% respectively.

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 | |
| CIMB Investment Bank | AA2 |
| CIMB Bank | AA2 |
| MARC | |
| CIMB Bank | AA+ |
| BCHB | AA |

as at 31 December 2008



The Vice President of Indonesia and the Deputy Prime Minister of Malaysia at the launch of the Niaga-Lippo merger

Brand Value Increased

Marketing, enhancing and unifying the CIMB brand was a key pursuit in 2008. According to Interbrand in its "Malaysia's Most Valuable Brands survey 2008", there has been an 83% surge in our brand value from RM3.4 billion to RM6.3 billion. In the same survey, our rankings jumped 3 places to 3rd among Malaysian corporates.

Defended Investment Banking Market Shares

We maintained our standing as the top investment bank in Malaysia – we successfully held on to our pole positions in M&A advisory, primary bonds and stockbroking in terms of market shares. We also continued to gain prominence in regional markets, most notably in Singapore, Indonesia and Hong Kong.

Cross-border Synergies

In 2008 we reaped cross-border synergies in treasury, credit cards and branch service standards. CIMB Niaga launched 2 Rupiah principal bank guaranteed structured deposits and new credit card offerings leveraging on the Malaysian experience while CIMB Niaga supplied a team of service ambassadors to help improve customer service standards in our Malaysian branches.

CSR Intensified

CIMB Foundation, in its first full year of operations, disbursed approximately RM8.5 million for projects in its 3 core pillars of Community Development, Sports and Education. The Foundation funded over 130 projects in 2008, directly helping over 40,000 people. Over half of them were

beneficiaries of Community Link, the Foundation's flagship initiative, including over 6,000 children, 4,000 underprivileged individuals and 1,000 disabled persons.

CIMB-Principal Islamic Asset Management

We extended our partnership with Principal Financial Group (PFG) to establish a joint venture in Islamic funds management. Based in Kuala Lumpur, CIMB-Principal Islamic Asset Management is the global Shariah funds management arm of PFG and will leverage on the strong credentials of CIMB Islamic to tap the growing global institutional appetite for Shariah-compliant investing.



CIMB Group presents the first Ringgit Notes on loan to Bank Negara Malaysia at the launch of CIMB-Principal Islamic Asset Management

Awards and Accolades

We managed to bag an impressive haul of awards in 2008. We were named “Best Investment Bank in Malaysia” by Euromoney and Finance Asia while our Islamic Bank’s No.1 position in Asia was reaffirmed by Euromoney and Global Finance. We also garnered accolades in Private Banking, Equities and Fixed Income again.

The highlights for the year however were winning the “Most Innovative Retail Branch” in Asia Pacific by The Asian Banker and the “Best Cash Management Solution of the

Year in Southeast Asia” by Alpha Southeast Asia magazine as these were testaments to the successful transformation in two key areas of our business. We are also extremely proud to have won the “Best Employer’s” awards for the Banking & Financial Services Institutions category, the HR Excellence - “Gold Recognition” award and the HR Excellence - “Grand Award” at the recent Malaysia HR Awards 08-09 this year which underlined our standing as the employer of choice in Malaysia.

Key Management Changes

We made some excellent acquisitions of talent in 2008 including Arwin Rasyid as President Director of CIMB Niaga and Subhak Siwaraksa as President and CEO of BankThai. Major senior management changes were the appointments of 3 Deputy CEOs of CIMB Group - Dato’ Charon Wardini Mokhzani, Dr Gan Wee Beng and Lee Kok Kwan, Kenny Kim as Chief Financial Officer, Lim Tiang Siew (our ex-Chief Financial Officer) as Head of Group Internal Audit, and Ahmad Shazli Kamarulzaman as Head of Group Special Asset Management.

FINANCIAL PERFORMANCE

BCHB Group registered a net profit of RM1.95 billion, down 30% from the year before. This translates into a net ROE of 12.3% and net earnings per share of 57.8 sen. Operating income and PBT declined by 14% and 26% respectively. There were sharp improvements in credit charges – 30% lower than 2007, with specific provisions 47% lower and general provisions up 174% in line with the growth in loans.

For 2008, BCHB Group consolidated 3 months of ex-Bank Lippo's earnings and 42% equity-accounted 2 months of BankThai's losses.

To better assess the Group's performance in 2008, we have adjusted for the non-recurring gains and losses which resulted from our 2 mergers in 2008 and the sale of our insurance and asset management businesses in 2007. These "M&A-related charges" amounted to a net loss of RM112 million in 2008 and a total net gain of RM674 million in 2007. Adjusting for these M&A-related charges, the Group's net earnings declined by 2.6% from RM2.12 billion to RM2.06 billion.

| BCHB Group Financial Performance Snapshot | | | |
|---|--------------|--------------|--------------|
| RM million | FY08 | FY07 | Y-o-Y |
| Net interest income | 4,660 | 4,396 | 6% |
| Non-interest income | 3,083 | 3,906 | (21%) |
| Gain/(Loss) on disposal of subsidiaries | (2) | 709 | (100%) |
| Operating income | 7,741 | 9,011 | (14%) |
| Loan provisions | (795) | (1,127) | (30%) |
| - Specific | (544) | (1,036) | (47%) |
| - General | (251) | (91) | 174% |
| Other provisions | (66) | 19 | 455% |
| Overhead expenses | (4,122) | (4,227) | (2%) |
| PBT ^ | 2,716 | 3,686 | (26%) |
| Net profit | 1,952 | 2,793 | (30%) |
| EPS (sen) | 57.8 | 83.9 | (31%) |
| ROAE | 12.3% | 20.0% | (38%) |

^ Includes share of profit of jointly controlled/associated companies

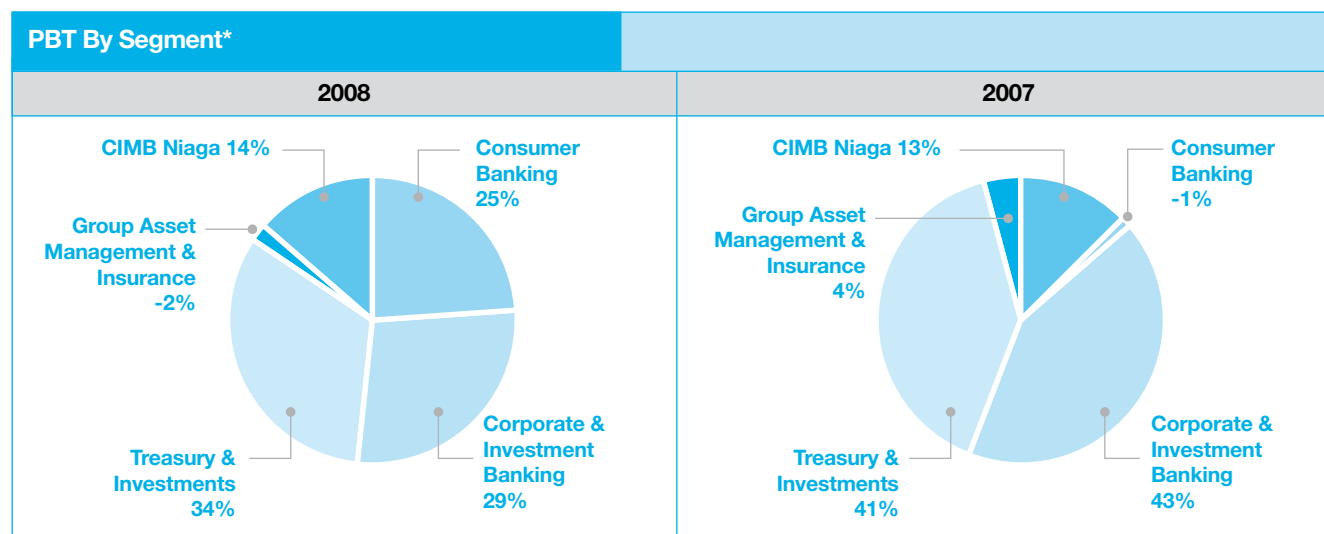
| M&A-Related Charges in 2007 and 2008 | | | |
|---|--------------|--------------|----------------|
| RM million | FY08 | FY07 | Y-o-Y |
| Net profit | 1,952 | 2,793 | (30.0%) |
| One-off (gains)/losses: | | | |
| (Gain)/Loss of disposal of subsidiaries | | | |
| - Insurance | - | (625) | |
| - Others | 2 | (84) | |
| CIMB Niaga merger costs | 69 | - | |
| SBB merger costs | - | 35 | |
| Share of loss in BankThai | 41 | - | |
| | 112 | -674 | |
| Core net profit | 2,064 | 2,119 | (2.6%) |
| Core EPS (sen) | 61.1 | 63.6 | (4.0%) |
| ROAE | 13.0% | 15.6% | (16.7%) |

Performance Review by Group Chief Executive

The Group's Malaysian consumer bank PBT surged from a RM7 million loss in 2007 to a PBT of RM706 million in 2008. This fully offset the decline in earnings from our Corporate and Investment Banking and Treasury and Investments businesses which saw PBT declining year-on-year by 31.4% and 26.3% respectively. Most of the drop in overall profits came from the restructuring of our insurance business. Excluding M&A-related charges, CIMB Niaga's PBT improved by a mere 2.3% to RM400 million, as ex-Bank Lippo's maiden contribution was negative.

| PBT By Segment* | | | |
|--------------------------------|-----------------|-----------------|-----------------|
| | FY08 RM 'mil | FY07 RM 'mil | Y-o-Y growth |
| Consumer Banking | 706 | (7) | >100% |
| Corporate & Investment Banking | 841 | 1,227 | (31%) |
| Treasury & Investments | 960 | 1,303 | (26%) |
| | 2,507 | 2,523 | (1%) |
| GAM & Insurance | (50) | 111 | (>100%) |
| CIMB Niaga | 400 | 391 | 2% |
| Core PBT | 2,857 | 3,025 | (6%) |
| Core net profit | 2,064 | 2,119 | (3%) |

* excludes M&A-related charges, includes fully allocated support and other costs



*excludes M&A-related charges, includes fully allocated support and other costs

Overall, the Group's earnings complexion changed dramatically as the Malaysian consumer bank contributed 25% of total PBT in 2008, compared to -1% in 2007. Corporate and Investment Banking and Treasury and Investments' shares of PBT were 29% and 34% respectively, from 43% and 41% in the year before.

Total gross loans grew by 21.3% and 13.7% after excluding ex-Bank Lippo's loans, comfortably exceeding our 12% target. We significantly reduced our net NPL ratio to 2.3% from 3.8% at the beginning of the year. We also made the prudent decision to increase loan loss coverage to 88.1%.

The Group's cost-to-income ratio increased from 50.3% to 52.9% after adjusting for M&A-related charges mainly due to the 6.7% year-on-year drop in revenues. Costs were proactively managed with overhead expenses and personnel costs declining by 3.7% and 11.1% respectively.

DIVISIONAL PERFORMANCE

The Group operates across many corporate 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”, our business lines are divided into 5 divisions - Consumer Banking, Corporate and Investment Banking, Treasury and Investments, Asset Management and Insurance, and CIMB Niaga.

BankThai and our Islamic banking results are incorporated within the 5 divisions, but are also discussed separately in this section.

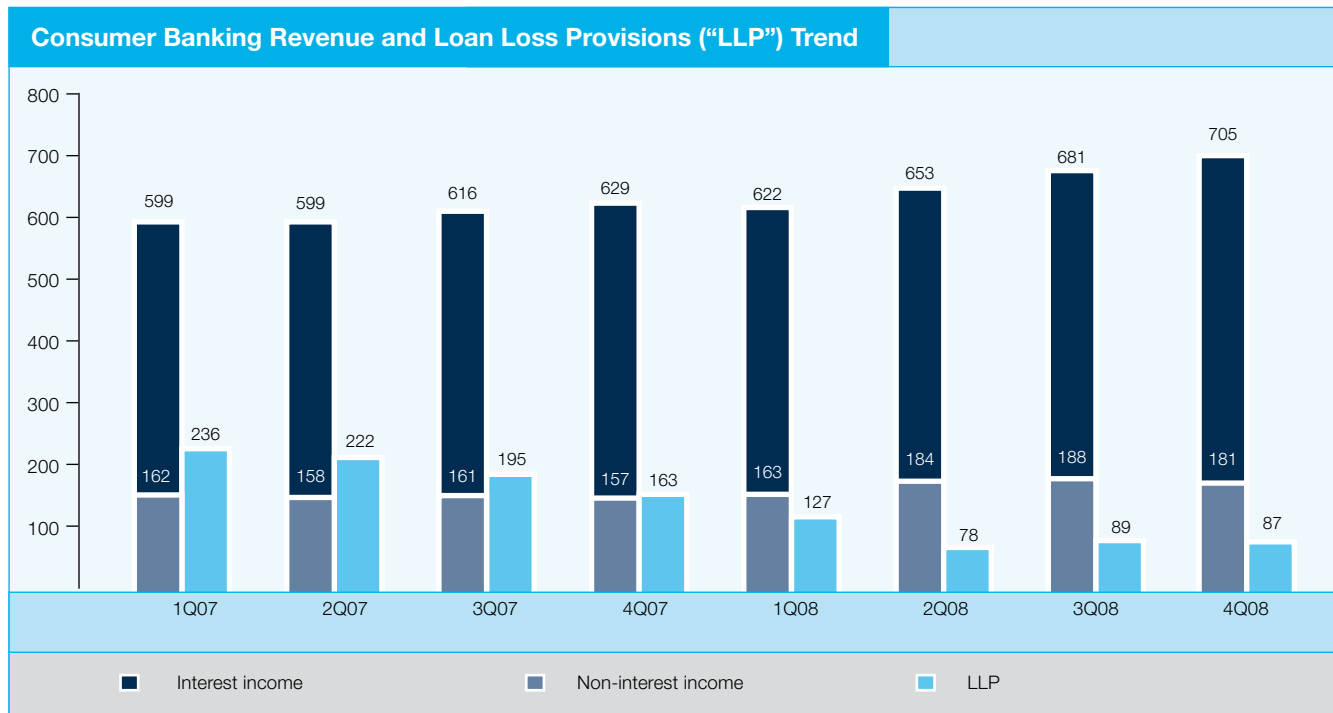
Consumer Banking

Consumer Banking has 5 main departments: Retail Banking caters to all our individual retail customers including our Hire Purchase monoline. Business Banking serves our base of small and medium enterprise (SME) and mid-sized corporate customers. Direct Banking and Cards houses the “Direct Access” monoline, the credit cards business and CIMB Express. Consumer Sales and Distribution oversees the main consumer distribution channels of the bank, including our entire branch network. And Group Special Asset Management is our internal “Bad Bank” to manage legacy NPLs.

We began our multi-year transformation of the consumer bank in June 2005 following the merger of CIMB Investment Bank and ex-BCB. Ex-SBB was added in June 2006. The

| Key Ratios | | |
|--|--------|--------|
| (% unless indicated) | 2008 | 2007 |
| ROAE | 13.0 | 15.6 |
| Net Interest Margin | 2.3 | 2.4 |
| Fee Income/Total Income | 18.3 | 17.6 |
| Non-Interest Income/Total Income | 39.8 | 47.0 |
| Cost/Income | 52.0 | 50.3 |
| Loan Loss Coverage | 88.1 | 69.3 |
| Gross NPL Ratio | 4.9 | 7.2 |
| Net NPL Ratio | 2.3 | 3.8 |
| NTA Per Share (RM) | 2.72 | 2.97 |
| Book Value Per Share (RM) | 4.87 | 4.46 |
| Average Shareholders' Funds (RM million) | 15,870 | 13,623 |
| Double Leverage (Company) | 118.9 | 116.0 |
| <i>Excludes M&A-related charges</i> | | |

transformation programme was holistic, encompassing almost every aspect and everyone. In 2006 we noted that the foundations were substantially in place after establishing a new organisation structure, rebranding and launching the reconfiguration of branches. In 2007 we saw a surge in sales and major improvements in certain segments. In 2008 these improvements translated into a dramatic turnaround in profitability, driven by higher revenues and a sharp drop in loan loss charges.



We are pleased with the improvements in our market shares and rankings in our preferred products as at end 2008. In 2008 gross consumer loans grew 12.2% to RM62 billion while retail deposits grew 18.4% to RM37 billion. We saw strong growth in key consumer loan segments such as mortgages, business premise loans, credit cards and micro-lending. Business banking and hire purchase loans contracted yet again in line with our more cautious view of credit risks and margins in these segments.

| Consumer Banking - Loans Growth | | | |
|---------------------------------|------------------------------------|------------------------------------|--------------|
| Products / Divisions | Gross loans as at 31/12/08 RM 'bil | Gross loans as at 31/12/07 RM 'bil | Y-o-Y growth |
| Consumer Banking | 62.0 | 55.3 | 12.2% |
| Mortgages | 24.2 | 19.1 | 26.3% |
| Hire Purchase | 11.2 | 11.8 | (5.0%) |
| Credit Cards | 2.7 | 2.2 | 18.8% |
| CIMB Express | 0.8 | 0.5 | 82.9% |
| Business | 13.9 | 14.0 | (1.2%) |

| Consumer Banking - Deposits Growth | | | |
|------------------------------------|------------------|------------------|--------------|
| Products / Divisions | 31/12/08 RM 'bil | 31/12/07 RM 'bil | Y-o-Y growth |
| Retail | 37.0 | 31.2 | 18.4% |
| - Current | 4.3 | 3.7 | 16.2% |
| - Savings | 9.3 | 8.1 | 14.8% |
| - Fixed & Structured Deposits | 23.4 | 19.4 | 21.0% |
| Business | 18.5 | 17.3 | 6.8% |

Although we can be pleased with consumer banking in 2008, we could have done even better if not for the “CTCS Crisis” we suffered due to 3rd party system failures experienced during the move to a new nationwide cheque clearing system. Many customers faced long delays in cheque clearing and this certainly affected our transformation momentum for about 2 months.

I continue to be convinced that our consumer bank can still get much better, hence the implementation of Transformation 2 (T2), an initiative launched at the end of 2007. T2 focuses on 3 major aspects - IT and operations infrastructure, upgrading the skills of our people and branding. A “Transformation Office” was set up under the Group CEO’s Office to oversee T2. I believe that a successful T2 will bring us to sustainable market leadership in product range, service and delivery standards in Malaysia which we would then “export” to the rest of the region.

Consumer Sales and Distribution

We made great strides in improving our sales capabilities and we emerged as No. 1 in Malaysia in terms of growth rate for retail loans and deposits.

The efficiency of our distribution network was also improved as we moved more customers towards the use of self-service terminals (SSTs). With the higher availability of SSTs, improved uptime and a wider range of self-service options, only 14% of transactions were conducted over-the-counter in 2008 compared to 32% in 2006. Average queue times

| Consumer Banking Market Shares Improved in Preferred Areas | | | | |
|--|-------------------|----------|----------|-----------------|
| Products / Divisions | | 31/12/08 | 31/12/07 | Ranking |
| Mortgage | - residential | 12.8% | 11.0% | 2 [↑] |
| | - non-residential | 12.9% | 11.1% | 2 [↑] |
| Hire Purchase | | 9.8% | 11.2% | 4 |
| Credit Cards | - by loan base | 10.5% | 9.6% | *3 [↑] |
| | - card base | 10.1% | 8.8% | |
| Retail Deposits | | 9.2% | 8.7% | 3 [↑] |
| SME Loans | | 12.6% | 12.7% | 3 |

*as at end September 2008

source: Bank Negara Malaysia and published data from banks

in branches fell to 4.36 minutes (compared to 7.09 minutes in 2005). In terms of the physical branch network, we continued to right-size the network further and closed the year with 368 branches compared to 383 on 1 January 2008.

To enhance our communication with our staff through the branch network, we introduced video conferencing facilities which allow for live 2-way communications between all branches and head-office. This allows us to conduct briefings to branches easily, frequently and at lower cost.

Retail Banking

We continued to stir the market with innovative products and campaigns. In line with our aim of leveraging on synergies within CIMB Group to differentiate ourselves from competitors, Retail Banking launched several innovative loan and deposit products including the revolutionary “Max InvestSave” a long term Shariah-compliant deposit product which combines the flexibility

of a savings account with the attractive returns of an investment product. Another product was the “Eco-Save Account”, a paperless Shariah-compliant e-account offering better rates and where a part of our profit is channeled to causes that help to conserve the environment. Retail Banking also repeated the “Dream. Deposit.Drive” campaign and in early 2008, 3 lucky customers drove away a Mercedes Benz each.

We launched our partnership with International Currency Exchange (ICE) with the unveiling of our co-branded bureau de change outlet at Kuala Lumpur International Airport. The CIMB-ICE bureau de change offers innovative retail foreign exchange products and services to travellers such as a rate protection guarantee and a bureau de change privilege card for loyal customers.

In online banking, CIMB Clicks saw tremendous growth, with its user base increasing more than 70% in the course of the year from 402,000



to 686,000 customers. In priority banking, CIMB Club members and CIMB Niaga's Preferred Circle members began to enjoy reciprocal recognition and services throughout the Group's branch network in both Malaysia and Indonesia.

We continued to be cautious about hire purchase. Having seen a turnaround and a return to profitability in 2007, we continued to consolidate and focus on asset quality. As a result, our hire purchase loan portfolio continued to shrink, by 5.0% in 2008. Net NPLs dropped further from 2.2% in 2007 to 1.4% in 2008 and LLPs for this segment fell by a massive 73%. As hire purchase remains challenged by fierce price competition, we remain selective in our lending.

Business Banking

Our loans declined by 1.2% as Business Banking continued its multi-year portfolio consolidation. We continued to exit unprofitable legacy relationships and optimise pricing of credit. The drive to improve deposits went well with business deposits increasing by 6.8% for the year. LLP also improved as our focus on asset quality over the last 2 years began to bear fruit. The division also initiated

a business credit system to improve end-to-end credit processes and enhance risk management at the onset of the relationship with the customer.

The division continued to proliferate Shariah-compliant products targeted at SME customers. Islamic business deposits grew 90% while Islamic financing grew 113% in 2008, whereas for current accounts, new Islamic current accounts were opened at a rate 6 times that of the previous year. The division also leveraged on the Group's strength in Treasury to offer customers fixed rate loans for longer tenors, enabling customers to better deal with the volatile interest rate environment.

Direct Banking and Cards

The division continued to see rapid growth in 2008. We launched a number of new cards last year including the CIMB Petronas MasterCard and the exclusive "by invitation only" CIMB Enrich World MasterCard. We also increased our partnership with professional bodies such as the Bar Council, the Malaysian Medical Accountants and the Association of Chartered Certified Accountants through affinity co-

branded cards. Shariah-compliant credit cards also made their debut in 2008 with the launch of the CIMB Islamic credit card.

The number of credit card applications received through the CIMB Bank branch network continued to increase rapidly and was 87% higher than 2007. There was a marked increase in the card issuing side of the business with the credit card base increasing by 23% accompanied by loans growth of 19%. Our market share of the industry card base grew by 1.3% and moved us into 3rd position in terms of market share in Malaysia. The merchant acquiring side of the business also grew rapidly by 28% compared to the previous year.

Card spending grew 40% in 2008. Among our major marketing efforts in credit cards were the creation of a large presence at the "Flying Emporium" shopping mall at KLIA's domestic terminal and the "Perfect Livin' exhibition" which enabled cardholders to redeem their points at a homes and living fair as well as enjoy attractive discounts and rebates.

CIMB Express, our micro-credit segment continued to be the fastest-

growing asset base of the Group. Gross loans in this segment grew 83% in 2008, ending the year at RM849 million. Among the new initiatives introduced in 2008 were the launch of Awam-i, a Shariah-compliant product targeted at civil servants, the bundling of Xpress Cash with CIMB Aviva's insurance offerings and a nationwide rollout of the 24-hour loan approval process.

Group Special Asset Management (GSAM)

GSAM, internally dubbed the "Bad Bank", focuses on the recovery of legacy NPLs. The Bad Bank primarily handles accounts above 12 months in arrears. As at 31 December 2008, the Bad Bank portfolio amounted to RM4.6 billion.

In 2008, GSAM reduced its gross NPL portfolio by 30.6% from RM5.2 billion to RM3.6 billion while net NPLs reduced by 49.0% from RM2.6 billion to RM1.3 billion. Clearly the Bad Bank had a very good year indeed.

GSAM's CIMB PropertyMart which was launched in 2007 as a one-stop centre which markets and sells collateral and acquired properties, sold RM224.2 million of properties, a 50% increase from 2007.

A major initiative of the "Bad Bank" in 2008 was to complete a sale of a corporate NPL portfolio amounting to RM1.1 billion. Following a competitive bidding process, the successful bidder was Sinesinga Sdn Bhd, a subsidiary of Standard Bank London Holdings plc.

Corporate and Investment Banking

2008 was a challenging year for investment banking. Despite this, the Group reinforced its leadership in the regional markets.

We were the No.1 M&A advisor in Malaysia, and in Singapore we ranked 1st for mid-market transactions and 6th overall. In Indonesia, we climbed the M&A league tables and ranked 7th, while in Hong Kong, we continue to punch above our weight and rank 3rd for M&A advisory for mid-market transactions despite only having 8 professionals.

International recognition of our M&A expertise is reflected by the fact that we are frequently sole advisers to non-Malaysian companies. In 2008 we closed the RM3.9 billion acquisition of 25% of RHB Capital Berhad on behalf of Abu Dhabi Commercial Bank and the RM4.9 billion privatisation of Magnum Corporation Berhad by the private equity firm CVC Capital Partners. We represented Digi.com Berhad (an associate of Telenor of Norway) in their RM685 million issuance of new shares in relation to the formation of an alliance with TIME dotCom Berhad and their related companies, which included the transfer of the 3G spectrum assignment to DiGi.com Berhad. Other notable Malaysian transactions include the RM28 billion demerger of the Telekom Malaysia Berhad group of companies and the restructuring of UEM World Berhad group of companies which resulted in the demerger of UEM Land Berhad.

CIMB's Leading Position Across the Malaysian Capital Market

| Sector (by value) | Rank | Market share |
|-------------------|------|--------------|
| M&A Advisory | 1 | 35.4% |
| IPO Advisory | 3 | 6.5% |
| Stockbroking | 1 | 11.4% |
| Primary Bonds | 1 | 26.5% |
| Sukuk Issuance | 1 | 37.1% |

source: CIMB data, Bloomberg

CIMB's Rankings Across Regional Capital Markets

| Sector (by value) | Rank | Market Share |
|-------------------|------|--------------|
| Singapore | | |
| M&A Advisory | 1 | 8.9% |
| Stockbroking | 8 | 6.4% |
| Indonesia | | |
| Stockbroking | 2 | 5.8% |
| Rupiah Bonds | 4 | 6.3% |
| M&A Advisory | 5 | 6.8% |
| IPO Advisory | 8 | 1.6% |
| Thailand | | |
| Stockbroking | 38 | 0.3% |
| Hong Kong | | |
| M&A Advisory | 3 | 3.6% |

source:
Bloomberg, Thomson Reuters,
stock exchange data

Key M&A Deals – Domestic

Telekom Malaysia Berhad

Telekom Malaysia Berhad's RM28 billion demerger of its fixed-line voice, data and broadband services, and its mobile businesses; the subsequent listing of TM International Berhad on Bursa Malaysia; and the acquisition by TM International Berhad from Khazanah Nasional Berhad of its equity interests in Sunshare Investments Ltd and PT Excelcomindo Pratama Tbk.

UEM World Berhad

UEM World Berhad's RM1.7 billion restructuring and M&A transaction involving the restricted offer for sale of shares in its listed subsidiaries in Malaysia, the reorganisation of UEM Land Berhad, the dividend-in-specie of shares in UEM Land, the listing of UEM Land on Bursa Malaysia, and other related transactions.

KL-Kuala Selangor Expressway Berhad

KL-Kuala Selangor Expressway Berhad's RM1.4 billion privatisation of the KL-Kuala Selangor Expressway, on a build, operate and transfer basis.

The equity capital markets were essentially closed in the second half of 2008. Amounts raised through IPOs in Singapore and in Malaysia were 78% and 68% lower respectively than in 2007. Nevertheless, we brought to market 4 new listings in Malaysia, as well as advised on the listing of Asia's first Islamic ETF, the MyETF, and in Singapore we underwrote 4 IPOs including the first sponsored listing on the newly formed SGX-Catalist board. We were the joint book runner of the USD550 million exchangeable sukuk issued by a special purpose subsidiary of Khazanah Nasional Berhad and exchangeable into shares in Parkson Retail Group Ltd, a company listed on the Hong Kong stock exchange, in conjunction with which we also placed USD129 million of shares in Parkson Retail Group. Media Chinese International Ltd, a dual listing in Malaysia and Hong Kong and the first under the new Bursa Malaysia rules, was also advised by us.

Our corporate banking business, in Malaysia and in the region, is tightly integrated with our investment banking business and we provided the acquisition and the bridge financing for many of the M&A and capital market transactions that we advised on or underwrote. Excluding Indonesia, gross corporate loans grew by 19.7% to RM36.7 billion. With the tightening US dollar liquidity and the volatile US dollar interest rates in 2008, we reduced our non-Ringgit loans (which are predominantly US dollar denominated). However, our international loan syndication business made good progress and we lead managed over USD1 billion in syndicated loans in 2008.

Transaction banking, which includes cash management and trade finance, is an important growth area for us. Our cash management franchise continues to improve and recognition of this can be seen by the awards we have won and the increase in corporate

customer deposits. The number of customers of Biz-channel, our on-line cash management portal, grew by 20%. Our securities services business, which includes our trustee, custodian, nominee, agency and fund accounting services also grew in 2008.

Our equities business was challenged by the fall in the equity markets, particularly in the 2nd half of 2008. We nevertheless managed to improve our market shares in Malaysia and Indonesia, where we were the No. 1 and No. 2 stockbroker respectively. For the 2nd year in a row, CIMB dominated the AsiaMoney Brokers Poll for Malaysia, and was voted by domestic and foreign institutional investors as the best broker in 14 out of 19 categories. In 2008 we were ranked the 3rd most improved brokerage in Singapore, Indonesia and Thailand. In Singapore we were also assessed as having the 2nd most independent research. Even though we are predominantly a Southeast

Asian equities house, Institutional Investor ranked us 18th among Asia's best overall sales teams, making us the highest ranking Southeast Asian bank in their list.

In retail equities the division worked with our consumer bank in Malaysia to introduce Clicks Trader to offer extremely low brokerage rates for transactions on Bursa Malaysia. In Singapore we introduced low introductory brokerage rates as a means of retail client acquisition. We also started a campaign to increase our retail broking distribution in Malaysia, Singapore and Indonesia through the recruitment of more dealers and commission-based remisiers.

We continued to win multiple awards in investment banking, equities and transactional banking. Highlights include the awards for "Best Investment Bank" by Finance Asia for the 8th consecutive year and by Euromoney for the 2nd consecutive year. We were also named "Best Equity House" in Malaysia by AsiaMoney and Finance Asia. Additionally, we won the "Best Cash Management Solution of the Year in Southeast Asia" by Alpha Southeast Asia magazine, and were voted "The Best Local Cash Management Bank" by all 3 categories - small, medium and large-sized corporates - in AsiaMoney's poll, and many other awards and accolades.

Key M&A Deals – Overseas / Cross Border

Bumiputra-Commerce Holdings Berhad

Bumiputra-Commerce Holdings Berhad's RM4.1 billion (equivalent) merger of its indirect subsidiary, PT Bank Niaga Tbk and PT Bank Lippo Tbk, an indirect subsidiary of Khazanah Nasional Berhad.

The Straits Trading Company Limited

The Straits Trading Company Limited's SGD1.7 billion voluntary conditional offer by The Cairns Pte. Ltd.

China Resources Gas Group Limited

China Resources Gas Group Limited's (CRGG) HKD3.8 billion acquisition of China Resources Gas Limited, and CRGG's HKD3.9 billion rights issue.

Abu Dhabi Commercial Bank P.J.S.C

Abu Dhabi Commercial Bank P.J.S.C's RM3.9 billion acquisition of 25% equity stake in RHB Capital Berhad from the Employees Provident Fund Board.

AsiaMoney Brokers Poll for Malaysia Awards

Best for Overall Country Research

Best Research House Coverage

(Strategy; Macroeconomics; Capital Goods; Consumer Services; Food, Beverage & Tobacco; Utilities)

Best for Roadshow and Company Visits

Most Improved Brokerage in the last 12 Months

Best in Sales Trading

Best Execution

Best Overall Sales Service

Best Local Brokerage

Best Analyst (Terence Wong)

Treasury and Investments

The Treasury division is responsible for the Group's markets businesses in interest rates, credit, foreign exchange, corporate bonds and commodities, and, the intermediation into various loan and deposit products and market segments including consumer, business and corporate. Treasury is also responsible for the asset and liability management function and capital management for BCHB Group and its banking subsidiaries.

In 2008, our Treasury franchise was affected by dire global market conditions and the imposition of a windfall tax on independent power producers in Malaysia which unsettled the Ringgit debt markets. These affected the division's main revenue drivers – debt capital markets and cross market trading franchises. Although our foreign exchange and interest rate market-making franchises were active, these were relatively new businesses and could not fully offset the slowdown in the other businesses.

However, despite the Group having one of the largest bond and capital market operations in Southeast Asia, through prudent management of our treasury operations, we minimised the exposure of the Group to the meltdown in capital markets and had no direct exposure to USD mortgages (sub-prime, Alt A or prime) whether through cash or derivative products.

As we were very bearish on markets since late 2007, we kept open market risk positions in interest rates, foreign exchange and commodities relatively flat throughout 2008. In addition, we had significantly reduced

credit and counterparty exposure including suspension of credit lines to counterparties such as Bear Stearns and Lehman Brothers since late 2007. We also ensured that derivative counterparty risks with foreign banks were cash-collateralised and we were relatively conservative in our liquidity management throughout the year which allowed the Group to benefit from a widening of credit spreads especially in the US Dollar balance sheet as we were in a surplus liquidity position.

In capital management, the division ensured that CIMB Bank's Tier 1 capital requirements and its RWCR were well above the targeted 8% and 12% respectively. The Group successfully raised RM4.7 billion via CIMB Bank capital hybrids and BCHB equity and raised CIMB Bank's Tier -1 ratio and RWCR to 10.8% and 13.9% from 9% and 12.2% respectively and maintaining BCHB's company level gearing and double leverage within our target ranges of 35% and 120% respectively.

In the corporate bond origination and market making business, we maintained our No. 1 position in debt primary market issues and climbed to 4th place in Indonesia (from 14th in 2007). On Islamic bonds, we topped the global league tables in Islamic sukuk issuance. We also led the market in several landmark bond transactions, and were pleased with our various accolades for our innovations in debt capital markets. We were named "Best Domestic Debt House (Malaysia)" by AsiaMoney, "Best Bond House (Malaysia)" by Alpha Southeast Asia

and FinanceAsia, and swept 8 awards at the RAM League Awards 2008.

Management of the Group's loan and deposit balance sheet continued to be a key focus of Group Treasury. In asset and liability management, we managed to maintain CIMB Bank's net interest margin and expand CIMB Niaga's net interest margin amidst highly volatile interest rate, credit and liquidity market conditions during the year. The division's Derivatives and Government Bond Market Making desk was able to effectively hedge the interest rate risks in the loan deposit balance sheet as well as help pioneer product innovation for our consumer bank.

We also made markets in interest rates to facilitate corporate and institutional client transactions and hedges. In addition, the unit also spearheaded the first cross-border credit-linked note for the Group, giving local investors Ringgit return on exposures to Indonesian credit, and also extended the term structure of the Ringgit interest-rate curve out to 20 years to facilitate customer trades and internal hedging for longer tenor fixed rate loans. We also emphasised capacity building in 2008 with a new framework being put in place for Negotiable Instruments of Deposit and Negotiable Islamic Debt Certificates.

Forex (FX) corporate sales for spot, swaps, forwards and options continued to be a growth area. To complement our FX sales efforts, we rolled out CIMB Treasury Online to the bank branches and Trade Service Centres. This electronic FX platform is a tool

for growth as it increases efficiency in FX dealing and facilitates better data capture and client information management. The FX sales business was also rolled out to Singapore and Indonesia in 2008. The commodities hedging business continues to expand as commodity prices continue to be highly volatile.

The structured investments landscape is getting more competitive as the number of competitors have increased in tandem with the growth of the market. In the area of structured investments, the Group continues to be a market leader in Malaysia, riding on the consumer bank's large distribution network. We also launched 2 market linked bank guaranteed Rupiah

deposits in Indonesia – Dynamic Duo Star and the X-tra Range Accrual, both of which were well received by customers.

We were gratified when our innovations in FX and structured investments were recognised by the market when we were voted “Best Domestic Provider of FX Service” and “Best for Innovative FX Products and Structured Ideas for Malaysia” in AsiaMoney's FX poll among corporates. In addition, we were also voted the “Best Domestic Provider for Local Currency Structured Products – Structured Interest-rate Products” in AsiaMoney's poll as well as being named the “Best Derivatives House for Malaysia” by The Asset.

In addition to that, in recognition of our market leadership in derivatives, structured products and asset-liability management, the Group was named by Asia Risk as “House of the Year for Malaysia” for the 3rd year in a row as well as “Islamic Products House of the Year”.

ASSET MANAGEMENT AND INSURANCE

The Group's assets under management in 2008 shrank 10% from RM21.3 billion to RM19.2 billion due to dampened prices in equity markets globally and postponement of new wholesale funds.

In terms of retail funds, CIMB-Principal's earnings and growth of assets under management were adversely impacted by the operating environment. Nevertheless with our constant emphasis on educating investors, we were pleased when CIMB-Principal won the “Most Innovative Award for Investor Education” by Asia Asset Management. This “Best of The Best Regional Award” recognises CIMB-Principal's education initiatives in 2008 to create awareness amongst investors on unit trust investments.

Our partnership with the Principal Financial Group (PFG) was further cemented when we launched a new joint venture to set up CIMB-Principal Islamic Asset Management, the global Islamic funds management franchise for both CIMB Group and PFG. Structured as a 50:50 partnership, this joint venture is a perfect embodiment of “partnership synergy” - combining PFG's 130 year old track record in

| Debt Origination – Landmark Transactions |
|---|
| Singapore's 1st Sukuk Programme by a corporation |
| City Developments Limited's SGD1.0 billion Multi-Currency Islamic Trust Certificate Programme. |
| Islamic Development Bank's 1st local currency Sukuk |
| Islamic Development Bank's RM1.0 billion Trust Certificate Issuance Programme. |
| CIMB's 1st Islamic Transaction in Indonesia |
| PT Arpeni Pratama Ocean Line Tbk's IDR600.0 billion bonds and IDR150.0 billion Ijarah MTNs. |
| CIMB's 1st Thai Baht Mandate for Toyota Leasing |
| Toyota Leasing (Thailand) Company Limited's THB1.2 billion Guaranteed Debentures. |
| Sukuk exchangeable into Hong Kong-listed shares |
| Khazanah Nasional Berhad's USD550.0 million Exchangeable Trust Certificates (Islamic Exchangeable Sukuk) issuance with concurrent USD129.0 million delta hedge placement. |

global funds management and CIMB's global leadership in Islamic finance to create a new force in global Islamic funds management. This partnership, headquartered in the Malaysia International Islamic Financial Centre, will raise Shariah-compliant funds from customers from all over the world to be principally managed from Malaysia by a high calibre team of global portfolio managers.

CIMB Private Equity and Venture Capital ended the year with assets under management of RM850 million across 9 different funds. With the difficult economic environment in the year, we took the decision to write-down troubled portfolio companies, review exit plans that were in the works and defer several new fund initiatives.

We undertook 8 transactions for a total investment amount of approximately RM100 million bringing the number of portfolio companies to more than 50. Among notable deals was the joint venture with Alam Maritim Resources

Berhad to set up a RM252 million joint venture company to acquire and operate offshore support vessels for the oil and gas industry.

In addition, through our 2 agriculture-focused funds, we were active in early-stage to mid-stage financing of agricultural ventures. We made 7 investments in companies which were involved in a range of agro-based businesses such as halal meat processing, marine fish farming and hydroponic farming. One of our investees won a "special innovative" award at the World Halal Forum 2008 for its halal food processing business.

Our real estate investments under CIMB-Mapletree and strategic investments under CIMB Standard had a relatively quiet year due to the uncertain economic environment.

2008 was primarily a year of transformation for the Group's insurance business in Malaysia following our joint venture with Aviva

and bancassurance tie up with Allianz in late 2007.

CIMB Aviva launched the EasyLife range of bancassurance products in October 2008, providing our customers with a range of savings, investment and protection products tailored around the different needs of males, females and families. Further conventional and Takaful protection, savings and investment products will be added to this platform in 2009.

In parallel CIMB Aviva has created a robust telemarketing infrastructure providing customers with a choice of channels to access insurance solutions.

CIMB Aviva's new management decided to exit businesses where there was no obvious value to be created or synergy with CIMB Group. In particular CIMB Aviva is in the process of running-off its motor insurance book of business which has been consistently unprofitable. This led to a Voluntary Separation Scheme being offered in October 2008, which was accepted by 200 staff.

The Allianz partnership has continued to be successful with a significant increase of 41% in fee income generated through this partnership in 2008 compared to 2007. In addition, the partnership ensures the best protection for the Group and our customers. Through the partnership the Group has strived to ensure all our loan collateral and our customers are afforded with the best protection, and when in the unfortunate occasion that disaster has struck, the speed at

| Innovative Retail Funds Launched in 2008 | |
|--|--|
| Islamic Equity | |
| <ul style="list-style-type: none"> • CIMB Islamic Global Emerging Markets Equity Fund • CIMB Islamic Global Equity Fund • CIMB Islamic DALI Equity Theme Fund | |
| Islamic Money Market | |
| <ul style="list-style-type: none"> • CIMB Islamic Money Market Fund | |
| Geographical Focus | |
| <ul style="list-style-type: none"> • CIMB-Principal MENA Equity Fund | |
| Sector Focus | |
| <ul style="list-style-type: none"> • CIMB-Principal Asia Infrastructure Equity Fund | |

which Allianz has been on hand to pay claims has impressed our customers.

In November 2008, we announced the formation of CIMB Insurance Brokers with the purchase of Affin Brokers. The role of CIMB Insurance Brokers is essentially to afford the Group and our corporate customers the same security and quality of protection as we have afforded our retail and business customers through our partnership with Allianz.

CIMB Niaga

The merger between Bank Niaga and Bank Lippo was the major event for the Indonesian banking industry in 2008. While the RM8.6 billion merger was to comply with Bank Indonesia's Single Presence Policy (SPP), the merger created Indonesia's 6th largest bank, with over 11,000 employees, 665 branches and over 1,200 ATMs. The merger, which was launched in June 2008, received regulatory approvals to enable the merged entity to take effect on 1 November 2008. The merged entity was rebranded "CIMB Niaga" and branches will be progressively rebranded throughout 2008/9.

Under the terms of the Niaga-Lippo merger, BCHB Group issued 207,096,186 new shares at RM5.85 per share and invested RM2 billion in the General Offer to minority shareholders. Together with the historical cost of our Bank Niaga holdings, the price-to-book value of our CIMB Niaga holdings is 1.92 times as at 31 December 2008.

Despite the distractions of the merger, CIMB Niaga showed good asset growth in 2008. Loans grew 23% year-on-year, with mortgages, auto loans and SME loans showing strong growth and if we include ex-Bank Lippo, our total loan growth in Indonesia was 20%. The bank maintained its position as the No. 2 mortgage lender, although its market share declined to 11%. Credit cards grew 8% in the year while sales volume grew 37%. Islamic financing also showed a marked increase of 38% to reach a total loan portfolio of IDR1.01

trillion. Gross NPL ratio improved from 3.0% to 2.5% at the end of 2008, below the industry average of 3.2%. Deposits grew 11%.

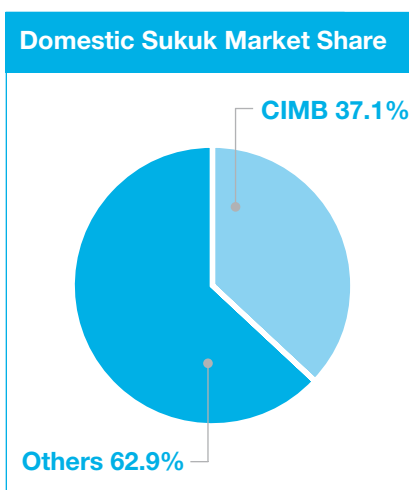
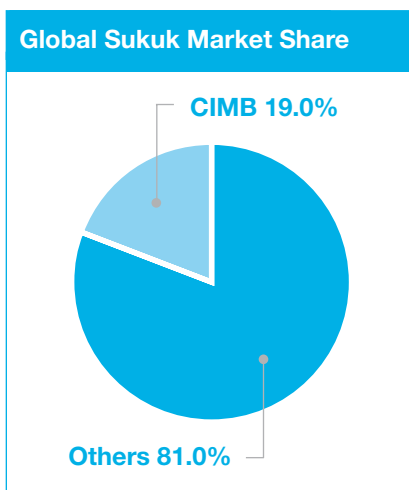
Islamic Banking

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

In 2008, the Group maintained its leadership of sukuk issuance, both globally as well as in the domestic market with market shares of 19% and 37.1% respectively.

We continue to make headlines in the regional sukuk market by arranging two sukuk deals in Indonesia - IDR150 billion for PT Arpeni Pratama Ocean Line Tbk and IDR400 billion for PT Bank Syariah Muamalat Indonesia Tbk. In Singapore, we secured a SGD1 billion multicurrency sukuk mandate with the first tranche of SGD100 million closed in early 2009. We also arranged the USD550 million Khazanah Nasional Berhad exchangeable sukuk issue and successfully closed the first local currency sukuk programme for the Islamic Development Bank of RM1 billion.

We also saw strong performance in our Islamic Treasury business with the introduction of several new innovations such as the Islamic Profit Rate Swap using Commodity Musawammah and Commodity Murabaha, the Islamic





Signing the share sale agreement for the purchase of BankThai

FX Option as well as the Islamic FX Swap. We also expanded the regional footprint of our Islamic Treasury business when we launched our Commodity Murabaha account in Hong Kong last year. This is the 3rd regional financial centre in which we have introduced this business after London and Singapore.

The Group's total Islamic banking assets grew significantly from RM10.6 billion in 2007 to RM20.7 billion in 2008, registering a healthy growth of 94.9% year-on-year. Correspondingly, on the deposits side, the Group's Islamic deposit grew by 81.5% from 2007 to RM15.4 billion in 2008.

In consumer banking, the Group recorded strong growth following the heightened awareness of our products and implementation of IT systems which enabled CIMB Islamic to operate on a full dual banking basis

alongside conventional products within every retail banking branch.

There was also rapid proliferation of Islamic consumer banking products particularly with the launch of Awam-i, a micro-credit product catering to civil servants, and Islamic credit cards.

Although we only entered Islamic retail financing in 2006, CIMB Islamic's share of Islamic retail financing assets grew to 9.6%, an increase from 5.7% in 2007 and 4% in 2006. Retail deposits grew 71%, from RM839 million in 2007 to RM1.4 billion in 2008.

We were also very encouraged by the response to our suite of Islamic banking products targeted at SMEs. Business Banking Islamic finance saw a 113% growth in 2008 from RM468 million to RM999 million whereas deposits grew 90% from RM736 million to RM1.4 billion for the same period.

2008, was another year of accolades for CIMB Islamic, and it was a proud moment for all of us when CIMB Islamic was named the "Best Islamic Bank in Asia" by Euromoney and Global Finance, and won "The Asian Banker Achievement Award for Islamic Finance" by The Asian Banker. In asset management, CIMB Islamic was also named "Best Fund House of the Year" by Asia Asset Management. The CEO of CIMB Islamic was named "Best Individual Islamic Banker 2008" by Islamic Finance News.

BankThai

We completed our acquisition of an initial 42% of BankThai on 5 November 2008. A Mandatory General Offer was triggered and when completed on 6 January 2009, our stake in BankThai increased to 92% for a total investment of RM1.3 billion. We invested a further RM506 million to recapitalise the bank in end March 2009.

BankThai is a “turnaround” situation as the bank has been capital-impaired for some months and its business model remains weak. We believe that we can quite quickly make headway in the Thai corporate banking and capital markets but the consumer bank will take some time to rebuild. In the longer term, we are optimistic that we will become a significant universal banking presence in Thailand and that BankThai will be a key component of our regional franchise.

KEY SUPPORT SERVICES

Group Strategy and Finance

Group Strategy and Finance was formed following the merger of Group Strategy and Group Finance divisions in early 2009.

The division spearheaded the Group’s 2 major acquisitions in 2008 – the Niaga-Lippo merger and the BankThai acquisition. In addition, it is also leading the proposed purchase of a small stake in the Bank of Yingkou, China. We leveraged on our experience in our merger integration exercise with SBB to address the challenges posed by the concurrent implementation of the Niaga-Lippo and BankThai projects in different markets.

In terms of new regional businesses, the division also initiated the Group’s bancassurance business in Indonesia through the acquisition of PT Asuransi Jiwa John Hancock. It is envisaged that the bancassurance business will find synergies with CIMB Niaga.

We continued to emphasise “Blue Ocean” thinking through firm-wide contests, aimed not only at creating an

innovation mindset in the organisation but also at putting innovation at the centre stage of the organisation. This encouraged staff participation from all parts of the organisation as anyone who had a good idea could enter the competition. We were most encouraged by the enthusiastic response to our Blue Ocean Strategy contests, with 165 entries submitted in 2008 compared to 60 in 2007.

We achieved an important milestone by launching the maiden Blue Ocean products - Max InvestSave and Eco-Save accounts were launched in September 2008. The next phase of this initiative will involve a regional roll-out to extend it to CIMB Niaga and BankThai.

The finance section of this division completed several key projects to further enhance the financial planning, monitoring and reporting functions of the Group. And we continued to make progress in harmonising accounting practices throughout the Group. We also began work on a new system for our firm-wide General Ledger which will go live progressively in 2009 to better cater for the Group’s needs in view of the major organisational changes in the past 3 years. To more effectively manage costs, a Group-wide allocation of costs to all support divisions was also introduced. We also continued our work on preparing the Group for compliance with the FRS 139 accounting standard on fair value accounting which is due to come into force in 2010.

Tax savings continued to be a major focus of the Group. Through our internal tax department, we reduced the Group’s tax bill substantially via

a combination of tax savings and refunds.

Group Risk Management

This was an extremely challenging year for Group Risk Management with the escalation of the global financial crisis. Our risk managers had to be tough and unyielding in their review of parameters such as counterparty, country limits, and foreign bond trading limits to manage risks which had escalated due to the global financial crisis. Thankfully, our prior work in embedding a risk management culture in all frontline sales people paid off at this critical juncture. As global market conditions deteriorated, we remained relatively unscathed, and for this, due credit must be given to the risk managers in the front and middle offices of the Group.

In addition to dealing with the extraordinary conditions, Group Risk Management continued with its capacity building work. One of our key projects remained the implementation of the Basel II framework, completing several scorecard models, credit rating models and major system enhancements. We also enhanced our capabilities in several areas including setting up a new Retail Portfolio Analytics unit which focuses on retail portfolio management and improved turnaround time for corporate and capital markets lending proposals.

Group Corporate Resources

It was a hectic year for Group Corporate Resources which comprises Human Resources, Knowledge Management, Property and Administration and the Sports and Recreation Departments.

In Human Resources, people development was an important aspect, particularly with the implementation of Project Oasis which forms part of the Transformation 2 initiative. We increased our staff training expenditure in Malaysia by 45% as we embarked on innovative learning programmes such as the year-long Forward Banking Leadership programme. In addition our staff had fun with new training initiatives like the Smart Banker Quiz which incorporated learning and teamwork exercises in the programme.

As part of talent management, we also introduced the “Striving for Leadership Excellence” series, a training programme targeted at the Group’s up and coming leaders. In this

half-day programme, groups of our employees discuss among themselves various aspects of leadership before I conduct an interactive session with them to recount and share my own thoughts and experiences relating to the topic.

In the area of employer branding, we went to secondary schools throughout Malaysia with the “Way Forward with CIMB” which had our top bankers giving career advice to students in Forms 5 and 6. At tertiary level, we collaborated with the University of Malaya to offer classroom training and internship placements to fresh graduates to improve their exposure and chances of employment. We also partnered with the Wall Street Journal Asia to launch the “Dow Jones Future

Leadership Programme” for the first time in Malaysia, a programme which reaches out to over 5,000 students at 13 leading colleges and universities in Malaysia. We also sponsored our inaugural HR conference to share with our corporate clients our HR practices and discuss key HR challenges.

Our Knowledge Management department was also instrumental in enhancing internal communications throughout our expanding regional workforce. We rolled out CIMBnet, the Group intranet, to CIMB Niaga in November 2008 and also made CIMBnet available through the internet for ease of reference by our staff. Enhancements were also made to the HR e-channel to make it easy for all staff Group-wide to access HR



Striving for Leadership Excellence series - Dato' Sri Nazir Razak shares his leadership stories with CIMB Group management

materials and applications. Knowledge Management was also responsible for developing websites for the Group's business units as well as microsites for various campaigns and events. Self-learning through CIMBnet was also a major initiative with reading materials and assessment tools made available online, and the consolidation of our online knowledge centre for the benefit of all staff.

Among the highlights of the year in sports and recreation were the Group-wide Annual Dinners at the beginning of the year and the Hari Raya Open House held after the Ramadan month. In sports the Group had remarkable achievements including emerging champions in the KLFA Super League, the Telekom Malaysia/MSN Futsal Tournament, and the MMU Masters Badminton Championship. In addition we had strong showings in the National Banks Sports Council and the Malaysian Investment Banking Association Games, topping the field in several of the sports competed.

Efficiency and productivity were also issues we dealt with particularly in introducing the HR Online Help Desk Management System and e-Payslip. We appointed advisors to review our spend management for common administrative expenditure such as renovations, electrical works, printing, courier and security services, which resulted in the introduction of several measures to reduce costs. We also introduced a series of simple measures to promote a more cost-conscious attitude among employees in reducing wastage, recycling and conserving energy at work.

Group Administration's efforts were also focused on fitting out Menara Bumiputra-Commerce as the building nears completion. The iconic building will house CIMB Bank's headquarters upon completion.

Regionalisation efforts were also a focus area of the division. In addition to the Global Employee Exchange Programme launched last year, we introduced a Group-wide orientation programme in which new recruits throughout the Group attended a common orientation programme while senior recruits from our regional offices underwent a familiarisation programme. In addition, we introduced regional talent review to provide employees a better benchmark in relation to their regional peers.

We were pleased when our efforts in human resource excellence were rewarded with CIMB Niaga winning the "HR Excellence Award" from SWA Magazine and Management Institution of the Faculty of Economics, University of Indonesia and CIMB Group winning the "Best Employer in Banking and Financial Services", as well as the "HR Excellence" awards (Gold Recognition and Grand Award) in the Malaysia HR Awards 08-09.

Group Information and Operations Division (GIOD)

In 2008, GIOD's focus was on optimising the operations and IT systems of the Group. Regionalisation was also a focus area with all departments engaging their regional counterparts in various modes.

Information Technology had an active year expanding the Group's capacity

| BCHB Group workforce by country | | |
|---------------------------------|---------------|------|
| Country | Employees | % |
| Malaysia | 19,384 | 55.5 |
| Indonesia | 11,835 | 33.9 |
| Thailand | 3,041 | 8.7 |
| Singapore | 552 | 1.6 |
| Other countries | 125 | 0.4 |
| Total | 34,937 | |

while working on reducing costs. The Wide Area Network for an enlarged branch and head office network was upgraded for increased efficiency. To cater for growing business volumes while managing costs, the Group invested in server consolidation. This open-system architecture offers several benefits - higher speed, robust capacity and stability plus increased efficiency, while consuming less power.

In Operations, GIOD expanded the successful hubbing of Information Technology and business process outsourcing through iCIMB (MSC) Sdn Bhd to both the domestic and regional operations within the Group. This shared services modus operandi, which leverages on cost synergies and better governance, enabled frontline business units to focus on sales and create better customer experience in all our touch points. Operations continued to be streamlined and re-engineered in line with Lean Sigma principles utilising Business Process Management (BPM) tools.

As part of our legal and compliance framework, key emphasis was placed

in promoting a compliance culture through self-assessment testing. In this aspect, Project ShARP was implemented successfully throughout all CIMB Bank branches, and business and processing centres. A centralised regional compliance database was set up to better manage conflicts of interests in view of the growing size and complexity of the Group. Centralisation was also a theme in dealing with litigation as well as securities margin monitoring. We were pleased that the Group's efforts in designing and implementing its anti money-laundering programme won the MIS IT Excellence Award for Knowledge Management.

GIOD was also heavily involved in the work of the Transformation Office particularly "Project Optimus", which outlined the Group's 3-year IT strategy, blueprint and masterplan, aligning it closely with the Group's long-term goals. The project's primary deliverables are to provide the platform for customer centricity, while executing various IT modernisation initiatives.

We have started reaping the benefits of focusing on customer centricity, when our Call Centre won 5 awards including the "Gold Prestige Award for the Best Emerging Contact Centre" under the GLC category in the Call Centre Association Malaysia Awards 2008. An additional notable milestone was the recognition and award by Financial Insights Innovation Asia that we received for the Account Services Automation Project which introduced a paperless processing system.

Group Corporate Communications

Among the major initiatives of Group Corporate Communications was the implementation of Project Trinity, which is a "Transformation 2" branding initiative aimed at instilling the CIMB brand values and brand identity amongst employees, increasing effectiveness of all communications touch points and managing the brand interaction with customers and employees. Project Trinity initiatives are underpinned by a strong communications framework and infrastructure which apply not only domestically but may also be replicated regionally.

Another major project was the rebranding exercise for Bank Niaga following the merger with Bank Lippo, leading to the launch of the "CIMB Niaga" brand on 1 November 2008, an exercise involving more than 11,000 staff, 665 branches and over 1,200 ATMs.

The Group continued to be associated with the sponsorship of world class entertainment events in Malaysia. In 2008, we were sponsors of Disney's High School Musical on Ice, as well as the Broadway musical, Beauty and the Beast.

As a measure of the success of our efforts in nurturing our brand, the CIMB brand was ranked 3rd by Interbrand in the Malaysia's Most Valuable Brands survey, an improvement of 3 places over the previous year's results. The brand was valued at RM6.3 billion, a gain of 83% from the previous year, the biggest gainer among the brands in the survey.

In addition, we were pleased when the Group's Annual Report for 2007 won the "National Annual Corporate Report Awards (NACRA) for Best Design".

Corporate Social Responsibility ("CSR") and CIMB Foundation

In 2008, the Group made its first donation to CIMB Foundation of RM33 million, being the first segment of our pledge to fund the Foundation with RM100 million over 3 years. The Group's regional entities spent an additional combined total of RM7.2 million on CSR activities.

In its first year of operations, CIMB Foundation spent approximately RM8.5 million on more than 130 charitable projects in its 3 focus areas – community development, sports and education. An estimated 43,000 people have benefited from the activities of the Foundation.

Among the core projects of the Foundation is Community Link, a innovative programme run in partnership with CIMB Bank and CIMB Islamic branches nationwide. A total of 128 projects were initiated in 2008 with a total budget of RM4.1 million to benefit communities in the vicinity of our branches.

Another core project is the partnership with the National Sports Council and the Squash Racquets Association of Malaysia as Rakan Sukan Squash. Initiated in 2005, the partnership continues to spawn young talent and a pipeline of future champions through the CIMB National Junior Squash Circuit which focuses on the under-9, 11 and 13 age groups. The

partnership also brings 2 world class tournaments to Malaysia each year – the CIMB KL Open and the CIMB Malaysian Open.

The Foundation's core project in education is the CIMB Niaga scholarship, which enables Indonesian students to pursue tertiary education at Malaysian universities. The first batch of CIMB Niaga scholars are currently enrolled in Universiti Kebangsaan Malaysia pursuing undergraduate studies in Business Administration. The programme is currently in its 2nd cycle and attracted over a thousand applicants for the 2009 intake.

In addition to CIMB Foundation's activities, in line with the Group's policy to give back to the communities in which it operates, the Group also made a donation of SGD1.5 million to the Singapore Symphony Orchestra (SSO) for the SSO's development programmes. The Group also sponsored the CIMB Singapore Women's Squash Masters tournament in 2008 for the 2nd year running.

In Indonesia, CIMB Niaga was also active in CSR with education being its primary focus. A total of IDR7.3 billion was spent on scholarships and other CSR initiatives. In addition, the Bank's participation in the "Ayo Ke Bank" financial education programme in partnership with Bank Indonesia amplifies the bank's commitment to education.

I am also pleased to note that our sponsorship of Datuk Nicol David continues to be very successful. In 2008, she won all 10 Women's International Squash Players



Dato' Sri Nazir Razak and Datin Sri Azlina Aziz sharing a light moment with beneficiaries of CIMB Foundation

Association (WISPA) tournaments she entered, maintaining a 68-match winning streak. Datuk Nicol continues to be an inspiration to all of us at CIMB, and I'm sure, to all Malaysians.

While I am proud of the many accolades which the Group has won for its business activities, I am equally proud of the many success stories of projects funded by our CSR activities.

PROSPECTS, STRATEGIC PRIORITIES AND GOALS

PROSPECTS FOR 2009 Global economy

The global financial crisis has evolved into a full-fledged economic crisis, pushing the global economy into the worst ever post-war slump. Faced with extreme distress in global credit markets, slumps in

equity and asset prices as well as falling consumer confidence, major developed economies are already in deep recession.

Forceful fiscal stimulus and monetary easing should help to limit the decline in global output. However we expect the pick-up in global growth to be gradual as restructuring of the banking sector and the normal functioning of the credit markets are preconditions for a sustained global economic recovery. And be it for ideological or political reasons, many western governments are struggling to do the necessary.

Although Asia's economic fundamentals are relatively strong, it remains dependent on exports to the US and its decline will have spillover impact on domestic demand too. Even if Asia will suffer less in the near-term, the US consumer is unlikely to be the world's

| Priorities for 2009 | |
|--|---|
| 1. Regional Operating Model | Integrate our various banks into a cohesive regional platform and extract more cross-border synergies. |
| 2. CIMB Niaga Merger Integration | Integrate and unify the Niaga and Lippo franchises. |
| 3. BankThai Transformation | Turn around BankThai via recapitalisation, reinforcing management, re-branding, re-engaging customers and the introduction of new products and better services. |
| 4. Project Optimus | Address legacy IT issues, standardisation and consolidation of IT platforms with the ultimate aim of enhancing customer experience at branches. |
| 5. Dual Banking | Increase suite of Shariah-compliant products to complement our conventional offerings. |
| 6. Capital Management | Proactive and prudent management of our capital ratios and credit ratings. |
| 7. Product Bundling and Cross-selling | Offer customers custom-packaged solutions to fulfill their individual needs by leveraging on cross-divisional teamwork. |
| 8. Cost Management | Constantly review and streamline our operations to increase efficiency and reduce cost to revenue ratios. |
| 9. Asset Quality | Focus on managing credit risk by identifying and engaging threats preemptively. |

growth engine for some time, if ever, and Asia has yet to find an alternative engine.

Regional economies

The Singapore economy is already in recession, with a full year contraction of 3.0-5.0% for this year (+1.2% in 2008). In Indonesia, domestic demand appears quite resilient to support overall GDP growth at 3.5% in 2009 (6.1% in 2008). As for Thailand, we expect the economy to contract by 1.5% in 2009 (+2.6% in 2008), dragged down by the uncertain domestic political environment.

Malaysian economy

Faced with the worsening external environment as well as flagging domestic demand, the Malaysian economy is set to contract this year.

In 2009, all sectors will have it tough. The manufacturing sector is expected to contract sharply due largely to the sagging demand for electronics. The construction sector is estimated to grow only moderately, underpinned by the accelerated implementation of infrastructure and economic-social projects identified under the stimulus package.

Bank Negara Malaysia has begun to ease monetary policy aggressively to complement the Government's mega stimulus plans. Major risks to the economic outlook is a sharper or protracted global recession, persistent global credit market stress with

volatile capital flows and constraints in the implementation capacity of the government machinery.

Strategies and Priorities

We are bracing ourselves for a difficult operating environment in 2009 as we will have to contend with lingering volatility in financial markets, and the lag effect of declining exports and foreign direct investments on asset quality. We will remain focused on our long-term agenda of strengthening the foundations of our regional franchise. Indeed the retreat of global banks from Southeast Asia is an outcome of the crisis that presents great opportunities for a regional franchise like ours, so we should accelerate our efforts to integrate our new acquisitions. We will continue to extract internal and cross-border synergies to grow new markets for existing products or simply improve efficiencies. We will be very vigilant about managing our assets and other risks and of course, strive to reduce costs where possible.

In line with our paradigm of continuous self-improvement, we will constantly search for better and more innovative solutions to create value especially via cross-selling, product bundling and dual banking. Through Project Optimus, we will further strengthen our capabilities in our consumer operations by upgrading and streamlining our IT infrastructure across the region.

Targets for 2009

We are optimistic that we will still perform reasonably well in 2009 despite the gloomy operating environment. We have de-risked our treasury balance sheets significantly and believe that our prudent lending practices in recent years will minimise the impact of credit deterioration on earnings. New business flows will continue but at a slower rate and there is flexibility in our cost structures to offset lower revenues.

| Targets For 2009 | |
|-----------------------|---------------------------|
| ROE | > 12.5% |
| TSR | > KLCI |
| Dividend | 18.5 sen (single tier) |
| Total Loans Growth | 8% |
| Retail Deposit Growth | 18% |
| Loan Loss Charge | 0.9% |
| Tier 1 (at bank) | 10% |
| RWCR (at bank) | 12.5% |
| Double Leverage | 115% - 120% |
| Gearing (BCHB) | < 35% |

ACKNOWLEDGEMENTS

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

The many successes and accolades the Group has received are possible only with the efforts and sacrifices of my extremely talented and committed colleagues throughout the Group in 10 countries. I would like to thank all of them for their unwavering commitment to our agenda of making BCHB Group the most valued universal bank in Southeast Asia.



Nazir Razak
8 April 2009









Indonesia



Staff Strength:

11,835

Corporate Information

As at 16 April 2009

BOARD OF DIRECTORS

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

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

Dato' Sri 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

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
(Resigned on 10 July 2008)*

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

COMPANY SECRETARIES

Datin Rossaya Mohd Nashir
(LS 0007591)

Idrus Ismail
(LS 0008400)
(Resigned on 15 December 2008)

REGISTERED OFFICE

5th Floor, Bangunan CIMB
Jalan Semantan
Damansara Heights
50490 Kuala Lumpur
Tel : 603 - 2093 0379
Fax : 603 - 2093 9688

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

Dato' Mohd Shukri Hussin
Executive Director, BCHB

Dato' Charon Wardini Mokhzani
*Deputy Chief Executive Officer,
Corporate and Investment Banking*

Dr Gan Wee Beng
*Deputy Chief Executive Officer,
Group Risk Management*

Lee Kok Kwan
*Deputy Chief Executive Officer,
Group Treasury and Investments*

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

Kenny Kim
*Group Chief Financial Officer
Group Strategy and Finance*

GROUP MANAGEMENT COMMITTEE (CONTINUED)

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

Badlisyah Abdul Ghani
Islamic Banking

Peter England
Retail Banking

Sulaiman Mohd Tahir
Consumer Sales and Distribution

Tan Leng Hock
Business Banking

Abdul Karim Md Lassim
Auto Finance

Jean Yap Yoke Yuen
Direct Banking and Cards

Raja Noorma Othman
Group Asset Management

Iswaran Suppiah
Group Information and Operations

Hamidah Naziadin
Group Corporate Resources

Peter Miller
Group Insurance

Ahmad Shazli Kamarulzaman
Group Special Asset Management

Lim Tiang Siew
Group Chief Internal Auditor

HEADS OF INTERNATIONAL SUBSIDIARIES

Arwin Rasyid
*President Director
PT Bank CIMB Niaga Tbk*

Subhak Siwaraksa
*President/Chief Executive Officer
BankThai Public Company Limited*

GROUP SHARIAH COMMITTEE

Sheikh Professor Dr Mohammad Hashim Kamali
Chairman

Sheikh Nedham Yaqoobi

Sheikh Dr Haji Zainudin Jaffar

Sheikh Dr Haji Mohd Nai'm Haji Mokhtar

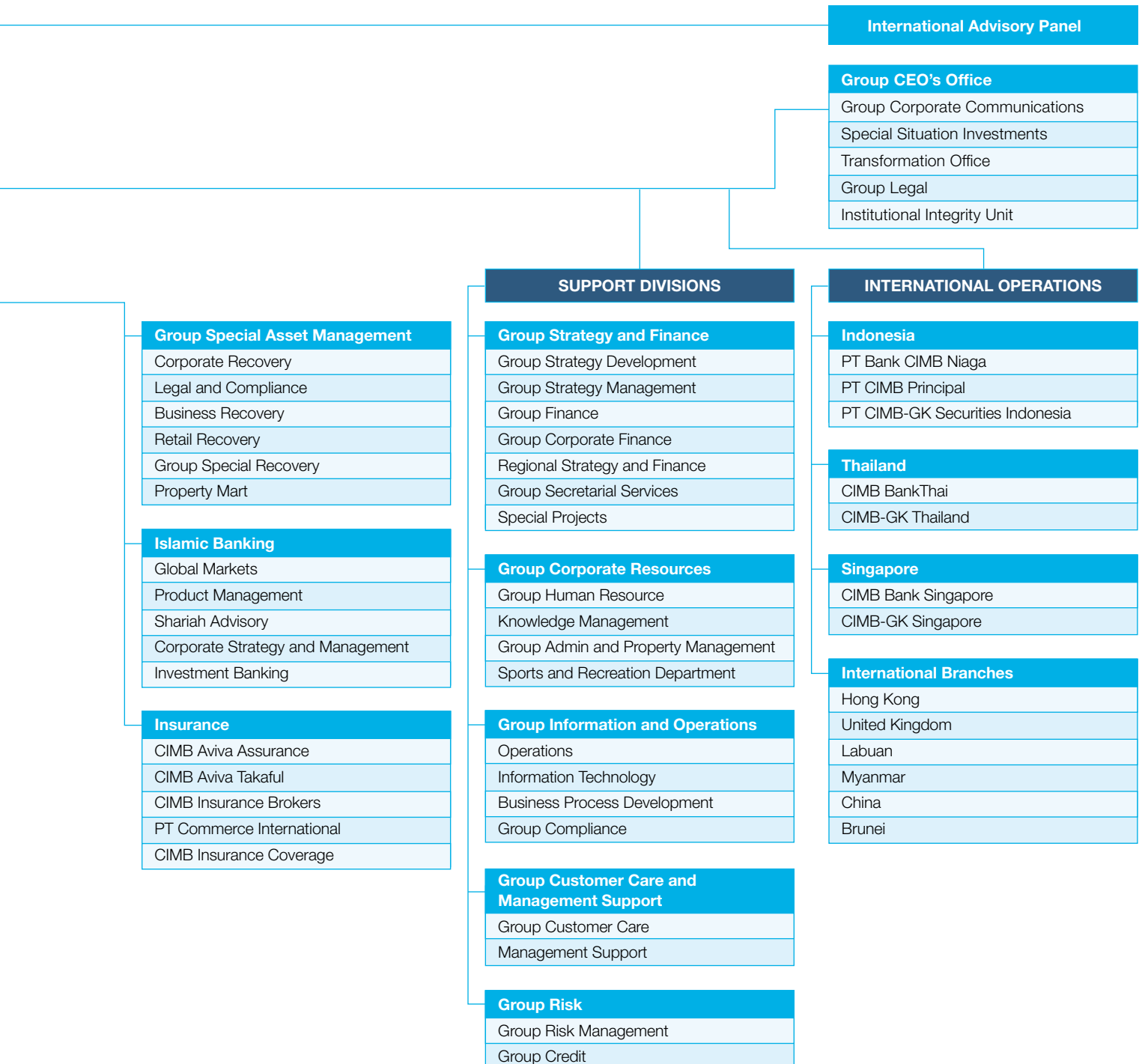
Sheikh Associate Professor Dr Shafaa'i Musa

Sheikh Dr Yousef Abdullah Al Shubaily
(Appointed on 28 October 2008)

Corporate Organisation Chart

As at 16 April 2009





Board of Directors



From left to right:
Hiroyuki Kudo
Dato' Mohd Shukri Hussin
Dato' Robert Cheim Dau Meng
Dato' Zainal Abidin Putih
Dato' Sri Nazir Razak



From left to right:
Tan Sri Dato' Md Nor Yusof
Tan Sri Dato' Seri Haidar Mohamed Nor
Datuk Dr Syed Muhamad Syed Abdul Kadir
Dato' Hamzah Bakar
Cezar Peralta Consing

Board of Directors' Profiles



TAN SRI DATO' MD NOR YUSOF

Tan Sri Dato' Md Nor Yusof, a Malaysian, aged 61, 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 Airline System Berhad after serving a period as adviser to the Ministry of Finance.

Tan Sri Dato' Md Nor has 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 (M) 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 13 Board meetings held in 2008.

TAN SRI DATO' SERI HAIDAR MOHAMED NOR

Tan Sri Dato' Seri Haidar Mohamed Nor, a Malaysian, aged 69, 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 Magistrates 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 of State Legal Adviser in Pulau Pinang and Perak.

After becoming Chief Registrar of the Supreme Court in Kuala Lumpur in 1983, he was elevated to the Bench and served as a Judge of the High Courts in Kuching, Johor Bahru and Kuala Lumpur until January 1998. He was appointed a Judge of the Court of Appeal and then the Federal Court of Malaysia 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 13 Board meetings held in 2008.

Board of Directors' Profiles



DATO' SRI NAZIR RAZAK

Dato' Sri Nazir Razak, a Malaysian, aged 42, 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' Sri Nazir graduated from the 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 (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 the bank's stockbroking arm where he rose to the position of Executive Director. He moved back to CIMB Investment Bank as Deputy Chief Executive on 1 June 1996 and became Chief Executive on 1 June 1999. He assumed the position of Group Managing Director/Chief Executive Officer of BCHB Group on 7 November 2006.

Dato' Sri Nazir is a member of the National Economic Council, the Employees Provident Fund's Investment Panel, the Securities Commission's Capital Market Advisory Council, Bursa Malaysia's Securities Market Consultative Panel, the MasterCard Asia/Pacific Regional Advisory Board and the Asia Business Council. He holds directorships in Multimedia Development Corporation and Malaysian Electronic Payment System (1997) Sdn Bhd. He is an Executive Committee member of the Malaysia International Islamic Financial Centre. He is also a trustee of both the Rahah Foundation and the Pride Foundation.

Dato' Sri 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' Sri Nazir was named one of Asia's 50 most influential figures of the last decade (1996-2006) by Finance Asia magazine. In 2008, Institutional Investor ranked Dato' Sri Nazir second in its Asia's Best CEO (Bank) survey.

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' Sri Nazir attended 12 of the 13 Board meetings held in 2008.

DATO' MOHD SHUKRI HUSSIN

Dato' Mohd Shukri Hussin, a Malaysian, aged 54, 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 President Commissioner of CIMB Niaga.



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

He is also a Director of CIMB Group, CIMB Bank, CIMB Islamic Bank, Commerce Capital (Labuan) Limited, CIMB Aviva Assurance Berhad, CIMB Aviva Takaful Berhad, PT Commerce International 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 all the 13 Board meetings held in 2008.

Board of Directors' Profiles



DATO' HAMZAH BAKAR

Dato' Hamzah Bakar, a Malaysian, aged 65, 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 a Director of Scomi Group Berhad. 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 and 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, Northern Ireland and a Master of Arts degree in Public Policy and Administration, with Development Economics, from the University of Wisconsin, United States of America.

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 12 of the 13 Board meetings held in 2008.

DATUK DR SYED MUHAMAD SYED ABDUL KADIR

Datuk Dr Syed Muhamad Syed Abdul Kadir, a Malaysian, aged 62, 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 is the Chairman of CIMB Islamic Bank, CIMB Islamic Investment House BSC (C), Bahrain and CIMB-Principal Islamic Asset Management Sdn Bhd. In addition, he is a Director of CIMB Group and CIMB Bank. 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 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 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 in 1977 and proceeded to obtain a Ph.D (Business Management) from Virginia Polytechnic Institute and State University, United States of America in 1986. In 2005, he obtained a Bachelor of Jurisprudence (Hons) degree from the University of Malaya and obtained a Certificate in Legal Practice in 2008.

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 13 Board meetings held in 2008.



DATO' ZAINAL ABIDIN PUTIH

Dato' Zainal Abidin Putih, a Malaysian, aged 63, 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 and 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 and 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 all the 13 Board meetings held in 2008.

CEZAR PERALTA CONSING

Cezar Peralta Consing, a Philippine national, aged 49, 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 specializing 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, United States of America.

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 12 of the 13 Board meetings held in 2008.



DATO' ROBERT CHEIM DAU MENG

Dato' Robert Cheim, a Malaysian, aged 58, 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, as well as a Director of CIMB Group, BankThai Public Company Limited and CIMB-GK Pte Ltd. He is also currently the Chairman and Independent Non-Executive Director of Tanjong Plc.

Dato' Robert Cheim joined Commerce International Merchant Bankers Berhad (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 13 Board meetings held in 2008.

HIROYUKI KUDO

Hiroyuki Kudo, a Japanese, aged 54, 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 11 of the 13 Board meetings held in 2008.



Company Secretary's Profile



DATIN ROSSAYA MOHD NASHIR

Company Secretary

Datin Rossaya Mohd Nashir, aged 40, was appointed Company Secretary of BCHB on 15 November 2007. She joined Commerce International Merchant Bankers Berhad (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 set up and headed the Secretarial Department in July 2004 and was appointed the Company Secretary of CIMB Group on 18 August 2005. She

is a member of CIMB Group's Regional Legal Committee and a director of several subsidiaries in the CIMB Group.

Datin Rossaya currently oversees the corporate secretarial function in the BCHB Group. In addition to her core duties and responsibilities as Secretary to the Board, her extended responsibilities also include, amongst others, advising and acting as a primary contact for Board processes for the enlarged Group, facilitating the Board's oversight on all operating subsidiaries, both domestic and globally, and ensuring, where applicable, the required disclosures by operating subsidiaries in compliance with the Group's policies and governance framework. She also serves as Secretary to various Board Committees and the Group Management Committee.

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.

Group Management Committee's Profiles

DATO' CHARON WARDINI MOKHZANI

Deputy Chief Executive Officer, Corporate and Investment Banking

Dato' Charon Wardini Mokhzani, aged 45, is the Deputy Chief Executive Officer, Corporate and Investment Banking, CIMB Group. Dato' Charon heads the Corporate and Investment Banking Division and Co-Heads the Corporate Client Solutions Division of the Group. He was appointed as Deputy Chief Executive of Commerce International Merchant Bankers Berhad (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 and CIMB-Mapletree Management Sdn Bhd and a Director of CIMB-GK Pte Ltd and CIMB Bank (L) Limited.



He is a council member of the Malaysia Investment Banking Association and the Institute of Bankers Malaysia and a Director of Akademi IBBM Sdn Bhd. He is also a Director of Cagamas Holdings Berhad and a member of the Board of the Yayasan Tuanku Syed Putra Perlis.

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.

Dato' 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.

Group Management Committee's Profiles



DR GAN WEE BENG

Deputy Chief Executive Officer, Group Risk Management

Dr Gan Wee Beng, aged 61, is the Deputy Chief Executive Officer, Group Risk Management of CIMB Group, heading the Group Risk Management Division. He was also appointed as Executive Director of CIMB Bank on 2 May 2006.

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 and 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 Ph.D from the University of Pennsylvania, United States of America.

LEE KOK KWAN

Deputy Chief Executive Officer, Group Treasury and Investments

Lee Kok Kwan, aged 43, is the Deputy Chief Executive Officer, Group Treasury and Investments, CIMB Group. He joined Commerce International Merchant Bankers Berhad (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 market risk measurement framework necessary to commence trading activities. In 1997, he was appointed Treasurer/Head of Debt Markets and Derivatives with the mandate to build and develop the investment 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 2003, with the listing of CIMB Berhad, he was appointed to the Group CEO's Office responsible for strategy and structuring the firm's larger capital market transactions.



In 2005, after the merger with Bumiputra-Commerce Bank and the acquisition of GK Goh's stockbroking businesses, Kwan moved to his current position as Group Treasurer where his responsibilities include the group's domestic and regional businesses in interest rates, credit, foreign exchange, commodities and derivatives, the Asset Liability Management function of the commercial and consumer banks, loan and deposit product development, the debt capital markets origination business and capital management and debt gearing structure of the BCHB Group and its banking subsidiaries.

Prior to joining the Group, 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 in 1996, 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.

Group Management Committee's Profiles



KENNY KIM

Group Chief Financial Officer

Group Strategy and Finance

Kenny Kim, aged 41, is currently the Group Chief Financial Officer and Head of Group Strategy and Finance 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 Merchant Bankers Berhad (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 Merchant Bankers Berhad, 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 CIMB's acquisition of BCB, SBB, Bank Niaga, Bank Lippo and BankThai. He is responsible for overseeing the CIMB Group's overall finance functions and also its domestic and regional strategy development and implementation. This includes the regional integration of all the business under the CIMB Group.

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.

TUNKU DATO' AHMAD BURHANUDDIN*Group Customer Care and Management Support*

Tunku Dato' Ahmad Burhanuddin, aged 47, was appointed as the Executive Director of CIMB Bank on 2 May 2006 and currently heads the Group Customer Care and Management Support Division. He also oversees Government and Multinational Corporations Relations under the Corporate Client Solutions Division.

Tunku Dato' Ahmad Burhanuddin has been with the Group since 1984 and has 24 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, CIMB Wealth Advisors Berhad, Commerce Agro Ventures Sdn Bhd and CIMB Insurance Brokers Sdn Bhd (formerly known as Affin Insurance Brokers Sdn Bhd) which are subsidiaries of the Group.



Group Management Committee's Profiles



BADLISYAH ABDUL GHANI

Islamic Banking

Badlisyah Abdul Ghani, a Malaysian, aged 36, joined CIMB Group in 2002 and was attached to the corporate finance division prior to his appointment as the Group Head of Islamic banking in the same year, a position he holds until now. He was appointed Executive Director and Chief Executive Officer of CIMB Islamic Bank, CIMB Group's Islamic banking flagship on 28 February 2006.

He is also a Director of CIMB Islamic Investment House BSC (C), Bahrain and CIMB Islamic Funds LCC Limited, Brunei. Prior to CIMB Group, he was attached to an offshore banking subsidiary of a premier Malaysian Islamic financial group in structured finance, capital market and syndications.

He chairs the Islamic Capital Market Committee of the Malaysian Investment Banking Association and sits in various other industry committees including the Listing Committee of the Labuan International Financial Exchange, Exchange Committee of the Labuan International Financial Exchange, Islamic Capital Market Consultative Committee, Bursa Malaysia and the Working Group on Islamic Accounting Standards, Malaysian Accounting Standards Board.

He is a lifetime member of ANSARA Taiping and was the founding Vice-Chairman of the United Kingdom and Eire Council for Malaysian Students (UKEC). Badlisyah holds a Bachelor of Laws degree from the University of Leeds, United Kingdom.

PETER ENGLAND*Retail Banking*

Peter England, aged 48, joined 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. Before coming to Asia, Peter worked for the State Bank of New South Wales, 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*Consumer Sales and Distribution*

Sulaiman Mohd Tahir, aged 46, is the Head of Consumer Sales and Distribution Division since July 2005 and was given the task to lead the entire sales and distribution channels for CIMB Bank. His responsibilities expanded with the merger between BCB and SBB 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.



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 and Distribution Division in January 2005.

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

Group Management Committee's Profiles



TAN LENG HOCK

Business Banking

Tan Leng Hock, aged 50, is the Head of Business Banking in CIMB Bank following the merger of SBB with BCB. He has been in commercial banking since 1980 and has had 29 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 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 Head Office, leading the salesforce at the Commercial Banking Centres and the team at the Trade Finance Centres.

He has previously served as a Director in BHLB Trustee Berhad between 2001 and 2007 and also chaired the Audit and Risk Management Committee of BHLB Trustee Berhad between 2003 and 2005. He currently serves as the Chairman of Kooperasi Serbaguna Bekas Kakitangan BHL Bank, a position that he has held for more than 10 years.

In 2006, he was appointed to the Commerce Agro Investment Committee, which approves investments made by Commerce Agro Ventures Sdn Bhd and Commerce-KNB Agro Teroka Sdn Bhd. More recently, in March 2008, he was appointed as a director of CIMB Factor Lease Berhad.

He graduated from the University of Birmingham, United Kingdom with a Bachelor's degree in Commerce.

ABDUL KARIM MD LASSIM*Auto Finance*

Abdul Karim Md Lassim, aged 49, is the Head of Auto Finance in the Retail Banking Division.

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. Following 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 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.

Presently, he is the Honorary Secretary of the Association of Finance Companies of Malaysia and the Treasurer for the Association of Hire Purchase Companies Malaysia.



Group Management Committee's Profiles



JEAN YAP YOKE YUEN

Direct Banking and Cards

Jean Yap, aged 47, is presently responsible for credit cards, direct banking and micro credit loan financing for CIMB Group. Prior to 2007, Jean was the Head of Credit Card in SBB for 9 years and in United Overseas Bank for 7 years. She was Head of Card Operations in Citibank for a year and in Diners Club for 3 years.

Jean and team have grown the credit cards business to become the second largest card issuer and acquirer among the local banks in Malaysia. CIMB is currently the largest MasterCard issuer in Malaysia.

Jean is a member of the Malaysian Institute of Accountants and an associate of the Chartered Institute of Management Accountants.



RAJA NOORMA OTHMAN

Group Asset Management

Raja Noorma Othman, aged 50, 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, United States of America under a twinning programme with Institut Teknologi Mara.

ISWARAAN SUPPIAH*Group Information and Operations*

Iswaraan Suppiah, aged 45, 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 and Compliance with CIMB Berhad. He currently oversees CIMB Group's entire operations, information technology 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 45, is currently Head of the Group's Corporate Resources Division. This division encompasses Group Human Resources, Group Administration and 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. Prior to joining the Group, Hamidah was attached to another financial institution.



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. Her notable achievements also include leading the human resource team to win the National HR Excellence Award 2002 and most recently, the Malaysian Best Employer Award 2008 (for Banking and Financial Services Institution), the Malaysian HR Excellence Gold Award 2008 and the Malaysian HR Excellence Grand Award 2008.

She holds a Bachelor of Laws degree from the University of Wolverhampton, United Kingdom.

Group Management Committee's Profiles



PETER MILLER

Group Insurance

Peter Miller, aged 43, 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 Berhad and CIMB Aviva Takaful Berhad to represent the Group's interests in its joint-ventures with Aviva.

Peter joined 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.

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 graduated with a Bachelor of Science (Hons) degree in Mathematics from Leicester University, United Kingdom in 1986.



AHMAD SHAZLI KAMARULZAMAN

Group Special Asset Management

Ahmad Shazli Kamarulzaman, aged 37, joined CIMB in January 2006 and is presently the Head of Group Special Asset Management (GSAM), CIMB's "Bad Bank" division. Since joining the Group, he has held various positions including Head, Business Recovery and Head, Group Special Recovery. He is also a member of the Regional Special Asset Management Committee and a Director of CIMB Factorlease Bhd.

Prior to joining CIMB, Ahmad Shazli was with Pengurusan Danaharta Nasional Berhad (Danaharta), where he was one of its pioneers which started the national asset management company during the 1998 Asian Economic Crisis. During his tenure with Danaharta, he oversaw the acquisition of Non-Performing Loans (NPL) from financial institutions, corporate debt restructuring and recovery, and NPL management.

Before joining Danaharta Ahmad Shazli was with Amanah Merchant Bank Berhad, where he was involved in structured debt and project finance, bonds and private debt securities, and corporate banking.

Ahmad Shazli holds a Bachelor of Science (Hons) degree in Economics and Accounting from the University of Bristol, United Kingdom and is a member of the Insolvency Practice Committee of the Malaysian Institute of Certified Public Accountants.

LIM TIANG SIEW

Group Chief Internal Auditor

Lim Tiang Siew, aged 52, is currently the Group Chief Internal Auditor of CIMB Group. He joined Commerce International Merchant Bankers Berhad (now known as CIMB Investment Bank) in January 1991. Prior to his appointment as Group Chief Internal Auditor, Tiang Siew was the Group Chief Financial Officer and 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.



Heads of International Subsidiaries' Profiles



ARWIN RASYID

President Director, PT Bank CIMB Niaga Tbk

Arwin Rasyid, aged 52, is the President Director of PT Bank CIMB Niaga Tbk since 1 November 2008. He was previously the President Director of PT Telekomunikasi Indonesia Tbk, President Director of PT Bank Danamon Tbk, President Director of PT Optimus Capital and Vice President Director of PT Bank Negara Indonesia Tbk.

Prior to joining Bank Niaga in 1987, Arwin Rasyid was with the Bank of America since 1980. His last position held when he was with Bank Niaga from 1987 until 1999 was Vice President Director where he was also responsible for the Bank Recapitalisation Program. In 1999, Arwin Rasyid became Expert Staff in Indonesian Bank Restructuring Agency (IBRA), responsible for risk management in Asset Management Investment and Asset Management Credit, as well as Forensic Investigation and was appointed as Deputy Chief of IBRA in 2000. He graduated in 1981 from the Faculty of Economics, University of Indonesia holding a Bachelor's degree in Development Studies and a Masters' degree in International Economics and International Business from University of Hawaii, United States of America. He has attended several noteworthy executive trainings from the Harvard School of Business, Wharton Business School and INSEAD among others.



SUBHAK SIWARAKSA

President/Chief Executive Officer, BankThai PCL

Subhak Siwaraksa, aged 52, is the President and Chief Executive Officer of BankThai. He was previously an Executive Director and the Chairman of the Compensation Committee of the Export-Import Bank of Thailand, the Chairman of the Board of Directors of TMB Asset Management Company and also a Director of Bangkok Expressway and ThaiCom respectively. Prior to joining BankThai, Subhak was in TMB Bank PLC since 1990, where he was President/Chief Executive Officer from 2003 to 2008.

Subhak holds a Ph.D in Econometrics and Monetary Econometrics from the University of Pennsylvania, United States of America, a Masters' degree in Law and Diplomacy from the Fletcher School of Law and Diplomacy, Tufts University, Massachusetts, United States of America and a Bachelor's degree in English Literature and Economics.

Group Shariah Committee's Profiles

SHEIKH PROFESSOR DR MOHAMMAD HASHIM KAMALI

Chairman

Professor Dr Mohammad Hashim Kamali, aged 65, is the Chairman and Chief Executive Officer of the newly established International Institute of Advanced Islamic Studies. He formerly served as a Professor at the International Institute of Islamic Thought and Civilisation (ISTAC) and Ahmad Ibrahim Kulliyah of Laws, International Islamic University Malaysia (IIUM). He has been teaching Islamic law and jurisprudence since 1985. In Professor Dr Mohammad Hashim's distinguished career, besides being appointed as a Member of the Shariah Advisory Council for Securities Commission Malaysia, he was 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.



He holds a Bachelor of Arts (1st Class Honours) degree in Law and Political Science from Kabul University, Afghanistan, LL.M degree from the London School of Economics, United Kingdom and a Ph.D in Islamic Law from the School of Oriental and African Studies, University of London, United Kingdom.

SHEIKH NEDHAM YAQOOBI

Nedham Yaqoobi, aged 50, is a Bahrain national and is a highly successful businessman. He also sits on the Shariah Supervisory Boards including the Dow Jones Islamic Market Indexes (DJIM), the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) and the International Islamic Financial Market (IIFM). 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 a Master of Science degree in Finance from McGill University, Montreal, Canada. Currently, he is a Ph.D candidate in Islamic Law at the University of Wales, United Kingdom.

Group Shariah Committee's Profiles



SHEIKH DR HAJI ZAINUDIN JAFFAR

Dr Haji Zainudin Jaffar, aged 47, is a Malaysian, currently a Lecturer and the Postgraduate Coordinator, at the Department of Business and Management, Faculty of Business Economics and Policy Studies, Universiti Brunei Darussalam. 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 Haji 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 the Malaysian Government in 2001.

He received 1st Class, B.Shariah (Hons) degree from University of Malaya, LL.M degree in a double major Administration of Criminal Justice and Islamic and Arab Law from King's College, University of London and Ph.D in Muamalat Law from Edinburgh University, Scotland.



SHEIKH DR HAJI MOHD NAI'M HAJI MOKHTAR

Dr Haji Mohd Nai'm Haji Mokhtar, aged 41, is a Malaysian, currently serving as a Chief Assistant Director of Family Support Division, Malaysian Shariah Judiciary Department, Prime Minister's Department. He has been appointed as the member of the Shariah Committee on 1 August 2004 and registered with Securities Commission, Malaysia as Shariah Individual for Islamic Unit Trust Scheme. He served as a lecturer at Ahmad Ibrahim Kulliyah of Laws, International Islamic University, Malaysia from 1990 to 1997. He then joined Messrs Zulkifli Yong, Azmi & Co as Shariah lawyer before being appointed as Shariah Judge in

1998. He was also assigned as a research officer at Malaysian Shariah Judiciary Department, Prime Minister's Department from 2003 to 2004, as well as Shariah Subordinate Court Judge for Federal Territory from 2007 to 2008 and Shariah Prosecutor, Federal Territory and Shariah Officer in 2008, before assuming his current position.

He received his LLB degree from International Islamic University Malaysia (IIUM), LL.M from University of London, United Kingdom and Ph.D in Shariah from Universiti Kebangsaan Malaysia. He also holds Diploma in Shariah Law & Practice and Diploma in Administration and Islamic Judiciary both from IIUM.

SHEIKH ASSOCIATE PROFESSOR DR SHAFAAI MUSA

Associate Professor Dr Shafaai Musa, aged 42, is a Malaysian, currently lecturing at Ahmad Ibrahim Kulliyah of Laws, International Islamic University Malaysia (IIUM), and Executive Director at IIUM Centre for Continuing Education Sdn Bhd. He has more than 10 years of experience in teaching Islamic law and jurisprudence and wrote several researches and articles. He served as a Shariah adviser for the Department of Islamic Development Malaysia in 2005.

Associate Professor Dr Shafaai received his Bachelor's degree in Shariah from University of Al-Azhar, Egypt, Masters' degree in Comparative Laws from IIUM and Ph.D from Glasgow Caledonian University, United Kingdom.



SHEIKH DR YOUSEF ABDULLAH AL SHUBAILY

Dr Yousef Abdullah Al Shubaily, aged 37, a citizen of the Kingdom of Saudi Arabia currently lectures at the Comparative Jurisprudence Department, High Institute of Judiciary, Imam Muhammad Bin Saud Islamic University in the Kingdom of Saudi Arabia. He also serves as a Co-operating professor for the American Open University.

Beyond his academic career, Dr Yousef has an extensive experience in serving on various Shariah boards of a number of banks and financial institutions in the Kingdom of Saudi Arabia, Bahrain, Kuwait, United Arab Emirates, Qatar, United States of America and Britain. He also holds advisory functions in numerous religious and charitable organisations within and outside the Kingdom of Saudi Arabia. Dr Yousef has written many books, academic papers and articles on Islamic jurisprudence and commercial law and has actively participated in numerous seminars and conventions in related areas. He also participates in religious and economic programmes on television and radio broadcasts in the Kingdom of Saudi Arabia and abroad. He is a permanent guest for various television programmes including the programmes aired by Al Majd, MBC and CNBC channels.

He obtained a Bachelor's degree from the Faculty of Shariah and Fundamentals of Islam and a Masters' degree from the Department of Comparative Jurisprudence at Muhammad bin Saud Islamic University, Riyadh, Kingdom of Saudi Arabia in 1993 and 1996, respectively. In 2001, he obtained a Ph.D in Islamic Jurisprudence from the same university.



Functional Divisions

The Group's functional divisions comprise Sales Divisions, Products Divisions, Support Divisions and International Operations.

SALES DIVISIONS

Corporate Client Solutions

Corporate Client Solutions (CCS) is CIMB Group's corporate sales and institutional client coverage division. All marketing efforts for CIMB Group's full suite of universal banking products are 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

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 5.4 million customers through its network of 367-branches, more than 3,007 self-service terminals and Internet channels (CIMB Clicks and CIMB BizChannel). CSD is structured into 15 teams comprising 9 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.

PRODUCTS DIVISIONS

Corporate and Investment Banking

Corporate and Investment Banking is a regional franchise operating in Malaysia, Singapore, Indonesia, Thailand and Brunei as well as in major financial centres such as Hong Kong, London and New York.

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 the Group's 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 its ability to provide the necessary lending support for corporate clients' transaction activities, which is 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-Ringggit financing solutions to our clients as well as providing transaction services to complement the Group's banking business. IBTS currently comprises five business units - International Corporate Banking, Loans Syndication and Distribution, Global Financial Institutions (correspondent banking), Cash Management and Security Services (asset and securities servicing as well as trust and nominee services). The department also provides customers in Singapore with trade finance and SME loans, share loans to priority individuals and club loan transactions, as well as other banking services such as deposit taking, cheque services and bankers guarantees.

Institutional Equities and Research

Institutional Equities and Research is the equity distribution arm of CIMB Group. The institutional sales team provides a comprehensive range of stockbroking services including value-added sales and efficient execution, as well as advice to institutional investors on equity and research products to add value to their investment process. The sales team is supported by comprehensive equity and economic research from the research team covering markets in Singapore, Indonesia, Hong Kong and Thailand.

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 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 both listed as well as 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 as well as in the region.

Retail Equities

Retail Equities offers clients broking services in both equities and futures. Equities broking services are offered via a broad range of intermediaries and delivery channels including remisiers, company dealers, private client units, online broking and mobile broking. Futures broking services are offered via our Futures Brokers Representatives.

Group Treasury

Group Treasury Division is responsible for various key functions of the Universal Bank. It operates the Group's markets franchise in intermediating interest rate, credit and foreign exchange across various market segments domestically and regionally. It also manages the interest rate volatility of the universal bank's loan and deposit balance sheet. Capital management is also a key function of Group Treasury which manages the capital of BCHB Group and its banking subsidiaries including investment of shareholders funds in high credit quality investments.

These functions are conducted by the following departments:

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.

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 assets under management (AUM) of RM17.2 billion as at end December 2008. 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 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.

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.

CIMB-Principal Islamic Asset Management Sdn Bhd (CIMB-Principal Islamic)

CIMB-Principal Islamic is a 50:50 joint venture between CIMB Group and Principal Global Investors and is also the Principal Financial Group's global arm for Shariah investing. CIMB-Principal Islamic provides Shariah-compliant equities, fixed income and cash management expertise, offering customised portfolio mandates to institutional clients. With the rapidly growing Islamic global markets, CIMB-Principal Islamic aspires to be a global Islamic investment manager in line with the government's initiative to promote Malaysia as an International Islamic Financial Centre.

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. CIMB Standard is advisor to the South East Asian Strategic Assets Fund (SEASAF) which invests in the infrastructure, energy and natural resources sectors and their associated industries in South East Asia. In 2008, CIMB won the mandate to manage the Islamic Asia Infrastructure Fund, a private equity fund jointly set up by the Asian Development Bank and the Islamic Development Bank.

CIMB Private Equity and Venture Capital (CPE)

CPE is the venture capital and private equity subsidiary of CIMB Group. With 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.

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 conventional and Islamic banking products and services for customer segments comprising micro-enterprises, SMEs and mid-sized corporations. Business Banking also provides financial advisory services by reaching out nationwide from 22 Business Centres and 33 Retail Business Centres. It also works closely with various strategic business 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:

- **“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.
- **“CIMB Card Centre”** has two main business portfolios: credit card issuing and merchant acquiring. CIMB Bank is the issuer of three major credit card brands, i.e. MasterCard, Visa and JCB, and 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 branch network and the three Card Service Centres in Kuala Lumpur, Penang and Johor Bahru.
- **“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.

Group Special Asset Management

Group Special Asset Management (GSAM) is an independent debt recovery division to concentrate on and enhance the debt recovery process, leaving business units clear of any legacy Non Performing Loan (NPL) recovery distractions. Under this division, all NPLs over 12 months in arrears from Corporate Banking, Business Banking and Retail Banking will be carved out and managed independently by GSAM. GSAM comprises 6 units, namely Group Special Recovery, Corporate Recovery, Business Recovery, Retail Business Recovery, Retail Consumer Recovery and Auction & Property Management.

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.

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. Apart from CIMB Islamic, the other core operating entities include CIMB Investment Bank, CIMB Bank (overseas branches and subsidiaries), CIMB-Principal, CIMB Aviva Takaful and CIMB-GK. CIMB Islamic is also present in the Middle East via its joint venture with the Kanoo Group in Bahrain, CIMB Islamic Investment House BSC (C).

CIMB Islamic focuses on providing comprehensive and innovative Shariah-compliant financial products and services, particularly in the areas of Investment Banking, Consumer Banking, Asset Management and Private Banking. 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 Insurance

The Group's insurance businesses are held under Commerce International Group Berhad (CIG). CIG holds a 51% stake in CIMB Aviva Assurance Berhad and CIMB Aviva Takaful Berhad, which are both joint ventures with Aviva, the world's 5th largest insurance group.

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. One of the flagship offerings is CIMB Bank's EasyLife Solutions, a range of easy-to-understand insurance plans underwritten by CIMB Aviva Assurance Berhad.

Following the sale of Commerce Assurance Berhad to Allianz, the Group maintains a bancassurance partnership with Allianz through CIMB Bank. The bancassurance partnership focuses on non-life insurance.

SUPPORT DIVISIONS

Group CEO's Office

Group CEO's Office comprises the following five departments:

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.

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.

Special Situation Investments

Special Situation Investments is 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.

Transformation Office

The Transformation Office is responsible for the implementation of the Group's strategic programmes. These strategic programmes are aimed at improving the Group's competitive positioning as well as its regional capabilities. In addition to

having overall responsibility over project deliverables, milestones and budgets, the Office also works with business units to derive synergies from continuous reengineering and transformation of the Group's systems and processes. The Office also serves as a center of excellence in programme management to develop critical disciplines and capabilities in project management and to build a specialist talent pool in project management within the Group.

Group Legal

Group Legal is responsible for the effective oversight and management of legal risks and implementation of legal best practices within CIMB Group. The unit comprising an in-house legal team provides a suite of end-to-end services including advisory, transactional contract negotiation, litigation management and external lawyer appointments for business and support divisions, and plays a strategic role in shaping a positive attitude towards the value of the legal function throughout the Group.

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 and Business Process Development and Compliance.

Group Strategy and Finance

Group Strategy and Finance was formed following the mergers of Group Strategy and Group Finance divisions in early 2009. In terms of the division's strategy functions, it is responsible for identifying, developing, executing and managing the implementation of the Group's key strategic initiatives and processes both domestically and regionally. It also oversees all merger and acquisitions, fund raising and other corporate finance activities of the Group as well as investor relations. In finance, the division plays a vital role in supporting management and the Board of Directors in their strategic planning and decision making process, 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. In addition, the division is also overall responsible for all corporate secretarial matters pertaining to the Group.

The division has 7 departments – Group Strategy Development, Group Strategy Management, Group Finance, Group Corporate Finance, Group Secretarial Services, Regional Strategy and Finance as well as a Special Projects department.

Group Corporate Resources

Group Corporate Resources forms an integral part of the Group's commitment towards developing and optimising its resources to support the Group's vision. It comprises the following 4 departments:

Group Human Resource

Group Human Resource is primarily responsible for the full spectrum of human capital management processes within the Group, as well as ensuring the inclusion and escalation of human capital issues to the strategic level of decision making within the Group. The roles of Group Human Resource include, amongst others, manpower planning, compensation and benefits, industrial relations, performance management and talent development.

Group Admin & Property Management (GAPM)

GAPM provides administrative and supporting functions to CIMB Group in the areas of property assets and facilities management, procurement of goods and services, telecommunications and insurance.

Sports and Recreation Department (SRD)

SRD plays a key role in ensuring staff integration through activities outside the working hours, to enable staff to have a balanced and healthy working environment. The department is responsible for the sports and recreation activities for the Group, including organizing various sporting, recreational and social activities and managing the Group's sports teams and sportsmen and grooming our talented athletes to excel in various sporting event organised and held throughout the year.

Knowledge Management (KM)

Knowledge Management (KM) is responsible for managing the Group's knowledge and business intelligence. The department's main areas of focus are to make CIMBnet, the Group's internet portal, a reliable channel for staff to keep abreast with various initiatives and development undertaken by the organisation internally and externally, to manage the group's corporate websites and work closely with business units to market and promote their products and services online and to manage the Group's Knowledge Centres in Kuala Lumpur.

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 Customer Care department arbitrates and resolves customer concerns and liaises with various channels including regulatory bodies such as BNM and the Financial Mediation Bureau. The department also makes recommendations to other business units in improving delivery of products and services to customers.

In providing management support, the division also oversees and undertakes the role of liaison between the Group and relevant external parties. 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.

INTERNATIONAL OPERATIONS

International Operations comprises primarily CIMB Niaga and BankThai, as well as CIMB-GK (under Corporate and Investment Banking) and overseas branches of CIMB Bank.

CIMB Niaga

CIMB Niaga is the Group's consumer banking arm in Indonesia. CIMB Niaga offers a comprehensive range of banking products and services, both conventional and Shariah, through a network of over 650 branches in 120 locations across Indonesia. Combining the inherent strengths of CIMB Niaga in home loans and corporate banking with Bank Lippo's leadership in retail banking and payment process, the merged bank is poised for growth and enhanced strength in service delivery. CIMB Niaga has more than 11,000 employees.

BankThai

BankThai is the Group's consumer banking arm in Thailand. Upon acquiring a 93% stake in BankThai, the Group has launched a transformation programme aimed at returning BankThai to profitability and competitiveness.

Boards of Major Subsidiaries

As at 16 April 2009



CIMB GROUP SDN BHD

Chairman

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

Members

Dato' Sri 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' Sri 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

Secretary

Datin Rossaya Mohd Nashir



CIMB INVESTMENT BANK BERHAD

Chairman

Dato' Hamzah Bakar
Independent Non-Executive Director

Members

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

Dato' 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' Sri 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

Professor Dr Mohammad Hashim Kamali
Independent Non-Executive Director
(Appointed on 15 September 2008)

Dr Nungsari Ahmad Radhi
Non-Independent Non-Executive Director
(Resigned on 5 June 2008)

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

Secretary

Datin Rossaya Mohd Nashir



PT BANK CIMB NIAGA TBK

President Commissioner

Dato' Mohd Shukri Hussin
Non-Independent Non-Executive

Commisioners

Roy Edu Tirtadji
Vice President
Independent Non-Executive

Sri Hartina Urip Simeon
Independent Non-Executive

Ananda Barata
Non-Independent Non-Executive

Zulkifli M Ali
Independent Non-Executive

Abdul Farid Alias
Non-Independent Non-Executive
(Resigned on 31 December 2008)

Secretary

Lydia Wulan Tumbelaka



BANKTHAI PUBLIC COMPANY LIMITED

Chairman

Tawee Butsunorn

Members

Dato' Robert Cheim Dau Meng
Vice Chairman
Non-Independent Non-Executive

Subhak Siwaraksa
President/Chief Executive Officer

Techapit Sangsingkeo
Independent Non-Executive Director

Dharin Divari
Independent Non-Executive Director

Chatchawal Eimsiri
Independent Non-Executive Director

Dato' Shaarani Ibrahim
Independent Non-Executive Director

Preecha Oonchitti
Non-Independent Non-Executive Director

Kenny Kim
Non-Independent Non-Executive Director

Chin Yuen Yin
Non-Independent Non-Executive Director

Watanan Petersik
Non-Independent Non-Executive Director

Secretary

Thaphop Kleesuwan









Singapore



Staff Strength:

552

Statement on Corporate Governance

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

In 2008, BCHB Group (the Group) strengthened its regional foothold and completed its Universal Banking platform in South East Asia in line with its aspirations to be the region's Most Valued Universal Bank. The pace of the Group's growth, coupled with the fast changing economic and business environment, further underlines the importance of a good governance framework for the Group's operations in ensuring that the interests of all stakeholders are protected.

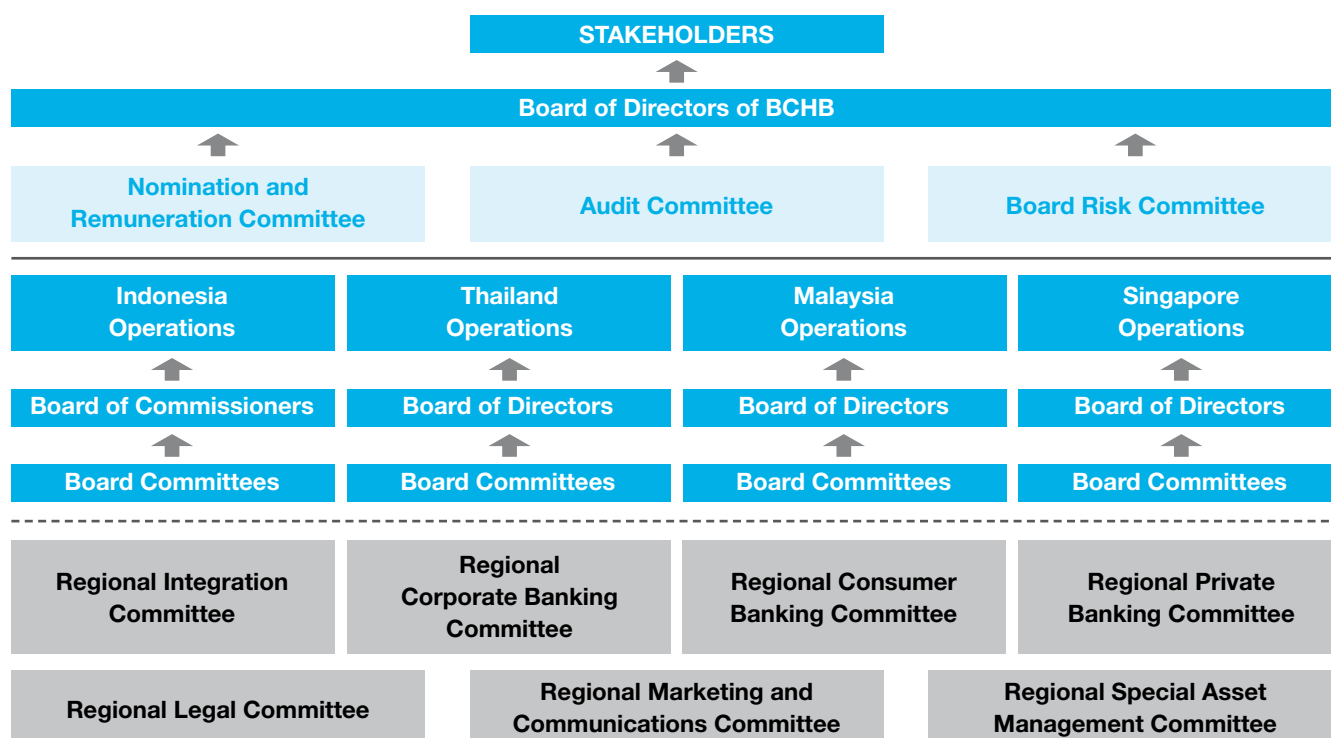
The Group has always recognised the importance of sound corporate governance standards and practices as a safeguard in balancing the Group's risk-taking activities and business prudence. The Board of Directors (Board) is fully supportive of the Group's initiatives and has given full commitment to ensure the adoption of high standards of governance throughout the Group.

The governance framework adopted by the Group is based on the principles and best practices recommended by the Malaysian Code on Corporate Governance (Revised 2007) (the Code). As a listed financial services provider, the Group is also guided by the Bank Negara Malaysia Guidelines on Corporate Governance for Licensed Institutions (Revised BNM/GP1), the listing requirements of Bursa Malaysia Securities Berhad (Bursa Securities Listing Requirements) as well as international best practices. The Group's Corporate Governance practices are also entrenched in its brand values: Value Creation, Enabling People and Integrity.

The Group's regional operations have adopted a unified reporting structure to ensure that the Board has a complete oversight and full transparency of the Group's operations wherever it has presence. Whilst recognising the autonomy of the local jurisdictions and that there is compliance with local requirements, the Board also ensures that Group policies and procedures are adhered to.

This Statement on Corporate Governance serves to outline how the Group has applied the principles and best practices set out in the Code and the Revised BNM/GP1.

GOVERNANCE FRAMEWORK



Statement on Corporate Governance

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

BOARD OF DIRECTORS

The Board and Board Balance

The structure and composition of the Board comply with the requirements of the Code, Revised BNM/GP1, Bursa Securities Listing Requirements and in particular the "Green Book on Enhancing Board Effectiveness" (Green Book) as part of the Government Linked Companies (GLC) Transformation Programme initiated by the Putrajaya Committee on GLC High Performance framework.

The Board comprises 10 members, with 2 Executive Directors and 8 Non-Executive Directors. Of the 8 Non-Executive Directors, 5 are Independent Directors. The Independent Directors constitute 50% of the Board composition, ensuring the required check and balance for making the Board independent, able and competent in discharging its duties and responsibilities. This balance between Independent and Non-Independent Directors acts as a safeguard in ensuring that the interests of the minority shareholders are not compromised.

The Board is led by the Chairman, Tan Sri Dato' Md Nor Yusof, who is a Non-Independent Non-Executive Director. He is a renowned figure in the corporate sector and the capital markets, having had an illustrious career as the Executive Chairman of the Securities Commission of Malaysia, Advisor to the Ministry of Finance Malaysia and as the Managing Director of Malaysia Airlines Systems Berhad. Tan Sri Dato' Md Nor was appointed as Chairman of BCHB on 31 July 2006. He had previously served the Group for 18 years from 1983 to 2000, providing him extensive knowledge of the finance and banking sector.

Dato' Sri Nazir Razak, the Group Managing Director/Chief Executive Officer (Group MD/CEO) of BCHB, is a dynamic and prominent banker with numerous awards and accolades conferred upon him for his vast contributions towards the Group as well as the financial sector in Malaysia.

Dato' Mohd Shukri Hussin, the Executive Director of BCHB, has been with the Group since 1986. He has extensive knowledge of the Group's operations and has held various senior positions, including CEO of the then CIMB Securities Sdn Bhd and Financial Controller of the former Bank of Commerce Berhad.

The Board has also appointed Tan Sri Dato' Seri Haidar Mohamed Nor as the Senior Independent Non-Executive Director. Tan Sri Dato' Seri Haidar was the former Chief Judge of Malaya and is well respected for high standards of integrity and conduct. He brings a wealth of knowledge and experience to the Board.

The Directors of the Group have met the criteria for appointment of Directors as set out by the Revised BNM/GP1 and the Bursa Securities Listing Requirements. All Independent Directors act independently of mind and in appearance, from Management, and do not participate in any business transaction that may impair their independent judgment and decision-making. Both the Board size and composition also meet the recommendations of the GLC Green Book and serves as a foundation for an effective and high performing Board to lead and control the Group.

Brief backgrounds of each Director are presented on pages 062 to 071 of the Annual Report.

Directors' Code of Ethics

The Code of Ethics as set out in the BNM Guidelines on the Code of Conduct for Directors, Officers and Employees in the Banking Industry (BNM/GP7), the Companies Act 1965 and the Code of Ethics for Company Directors issued by the Companies Commission of Malaysia are constantly adhered to by the Directors of the Group. Amongst others, a Director must act with utmost good faith towards the company in any transaction and act honestly and responsibly in the exercise of his powers in discharging his duties.

Statement on Corporate Governance

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

Duties and Responsibilities of the Board

The Board is the ultimate decision-making body of BCHB, except with respect to matters reserved for shareholders. It acts as an advisor to Management and defines and enforces standards of accountability, all with a view to enabling Management to execute its responsibilities effectively.

The Board's principal responsibilities include:

- To provide clear objectives and policies within which the senior management of the Group are to operate.
- To ensure that there are adequate controls and systems in place to facilitate the implementation of the Group's policies.
- To monitor Management's success in implementing the approved strategies, plans and budget.
- To understand the principal risks of all aspects of the businesses 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 and assess development which may affect the Group's strategic plans.
- To 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, directives and guidelines.
- To avoid conflicts of interest and ensure disclosure of possible conflicts of interest.
- To uphold and observe banking and relevant laws, rulings and regulations.

Matters that are reserved for the Board include, amongst others, the following:

- To approve strategic/business plans and annual budget.
- To approve new investments, divestments, mergers and acquisitions, including the establishment of subsidiaries, joint ventures or strategic alliances both locally and abroad.
- To approve the acquisition and disposal of assets of the Group.
- To approve annual financial statements and the quarterly financial results prior to release to Bursa Securities.
- To approve appointment of new Directors, CEO and other senior management positions based on recommendations of the Nomination and Remuneration Committee.

The duties and responsibilities of the Chairman and the Group MD/CEO are distinct and separate. The Chairman leads and oversees the Board and presides at all meetings of the Board and shareholders. The Chairman facilitates the flow of information between Management and the Board, and in consultation with Management, sets the agenda for each Board meeting. The Group MD/CEO leads BCHB's management and is accountable to the Board and ultimately to shareholders. The Group MD/CEO is primarily responsible for the day-to-day operations of BCHB's business, strategic planning, budgeting, financial reporting and risk management.

Appointments to the Boards

The appointment and re-appointment of Directors in the Group are under the purview of the Nomination and Remuneration Committee, which is responsible for assessing and recommending the nomination of Directors to the respective Boards of the Group. This process is undertaken through a comprehensive evaluation of the skills, knowledge and experience of the Directors before a recommendation for the nomination to the respective Boards is made. In the case of Directors of the Boards of the Financial Institutions within the Group, BNM's approval is sought prior to such appointment and/or re-appointment.

Statement on Corporate Governance

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

Re-appointment and Re-election of Directors

In accordance with BCHB's Articles of Association, one-third of the Directors shall retire from office at each Annual General Meeting (AGM) and are eligible to offer themselves for re-election. The proposal for the re-appointment and re-election are recommended to the Nomination and Remuneration Committee for approval prior to the shareholders' approval at the AGM. New Directors appointed by the Board in each financial year are subject to re-election by the shareholders at the next AGM following their appointments.

Number of Directorships

In accordance with the Revised BNM/GP1 and Bursa Securities Listing Requirements, Directors do not hold more than 10 directorships in listed companies and not more than 15 in non-listed companies. The Directors of BCHB further comply with the GLC Green Book which caps directorships in listed companies to 5 and non-listed companies to 10. The Group MD/CEO also complies with the Revised BNM/GP1 requirements which limit his directorships to not more than 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.

Meetings and Supply of Information to the Board

The Board is kept abreast with various information on the business of the Group through regular Board meetings as well as the dissemination of pertinent reports. Board Meetings are conducted based on a structured agenda. The Board meets to discuss and determine the strategic business direction and is apprised of the financial performance of the Group. In addition, various reports from Board Committees are presented for the Board's information by the respective Committees' Chairmen. At the end of every quarter, the Board reviews and approves the Group's quarterly results together with the release of the announcement to Bursa Securities, reviews Directors' training programmes and Directors' disclosures of directorships and shareholdings. Urgent or important business issues that affect the Group are deliberated and approved as and when required via Special Meetings. All deliberations at Board meetings, including dissenting views, are duly minuted as true records of the proceedings. The draft minutes are circulated to the Directors for their review and comments prior to the finalisation. Once confirmed, the minutes are signed by the Chairman of the meeting in accordance with the provisions of Section 156 of the Companies Act, 1965.

In line with the GLC Green Book, the Board meeting papers are targeted for dissemination to the Directors at least 7 days prior to the Board meetings to facilitate the Directors in discharging their duties effectively.

At the Board meetings, the Group MD/CEO provides comprehensive explanation of significant issues relating to the Group's business while the Chief Financial Officer presents updates on the Group's financial performance. The Chairman of the Audit Committee provides a summary of the audit reports deliberated at Audit Committee meetings for the Board's notation. Significant audit findings by the Group Internal Audit Division are also escalated to the Board. In addition, the Head of Group Compliance reports the status of legal and regulatory compliance for all the operating entities in the Group, while the Head of Group Risk Management briefs the Board on the risk positions of the various activities undertaken by the Group. Any Director who has interest in any proposal or transaction recommended by Management is duty bound to declare his interest and abstains from deliberation and decision of the proposal. This process is duly recorded in the minutes of the proceedings.

Statement on Corporate Governance

(Pursuant to Paragraph 15.26 of the Listing Requirements of
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Information on the Group is fully accessible by all Directors through the management team and the Company Secretary. Members of senior management are occasionally invited to attend Board meetings to present proposals relating to their respective businesses and operations, while the Company Secretary serves and advises the Board on matters relating to the affairs of the Board, including changes in statutory and regulatory requirements, compliance with requirements on training, quorum and attendance at Board meetings, and closed periods for dealing in securities.

There were 13 Board meetings held in 2008 and Directors' attendance at meetings held in 2008 are as follows:

| Directors | No. of Meetings | |
|---|-----------------|----------|
| | Held | Attended |
| Tan Sri Dato' Md Nor Yusof <i>Chairman/Non-Independent Non-Executive Director</i> | 13 | 13 |
| Tan Sri Dato' Seri Haidar Mohamed Nor <i>Senior Independent Non-Executive Director</i> | 13 | 13 |
| Dato' Sri Nazir Razak <i>Group Managing Director/Chief Executive Officer</i> | 13 | 12 |
| Dato' Mohd Shukri Hussin <i>Non-Independent Executive Director</i> | 13 | 13 |
| Dato' Hamzah Bakar <i>Independent Non-Executive Director</i> | 13 | 12 |
| Datuk Dr Syed Muhamad Syed Abdul Kadir <i>Independent Non-Executive Director</i> | 13 | 13 |
| Dato' Zainal Abidin Putih <i>Independent Non-Executive Director</i> | 13 | 13 |
| Cezar Peralta Consing <i>Independent Non-Executive Director</i> | 13 | 12 |
| Dato' Robert Cheim Dau Meng <i>Non-Independent Non-Executive Director</i> | 13 | 13 |
| Hiroyuki Kudo <i>Non-Independent Non-Executive Director</i> | 13 | 11 |

Statement on Corporate Governance

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Directors' Training

Directors' training is an ongoing process to enhance Directors' knowledge on the latest developments and key challenges in the financial sector, both in Malaysia and globally. Directors are encouraged to attend training programmes as well as conferences and seminars which are organised internally and by external parties. Whenever required, specific training programmes are arranged for Directors to facilitate them in discharging their duties.

New Directors are introduced to the Group's business via an induction programme organised by Management. Heads of Divisions brief new Directors on their respective areas of responsibility to equip the Directors with the background knowledge of the Group as well as to provide them with a platform to establish initial interaction with Management. On a yearly basis, the Directors are also invited to attend the Group's Annual Management Dialogue where the senior management brainstorm and discuss the current trends and future direction of the Group.

Some of the programmes attended by the Directors in 2008 which were organised by BCHB as well as other relevant bodies are as follows:

- BNM Financial Institutions Directors' Education Programme
- Corporate Governance: Roles and Responsibilities of Directors
- Update on Corporate Governance Regulatory Framework and Current Issues: Effective Governance - the Way Forward
- Institut Bank-Bank Malaysia (IBBM) Directors' Programme: Economic Capital & Performance Management under Basel II
- IBBM Directors' Programme: Derivatives - Effective or Costly?
- IBBM Directors' Programme: Compliance Management in a Banking Environment
- The Audit Committee's Top 10 Best Practices
- Executive Risk Management Refreshment Programme
- Leadership Excellence Series
- Invest Malaysia 2008 Conference
- Regional Capital Markets Conference 2008
- Malaysian Islamic Capital Market Conference
- International Accounting Standards Board Regional Meeting & Public Seminar - International Financial Reporting Standard: A Global and Regional Perspective
- The Futurist Forum 2008: Mindset - A Framework to Anticipate The Future
- Khazanah Megatrends Forum: Shifting Sands - Threats & Opportunities
- Malaysian Directors' Academy (MINDA) Luncheon Talk 2008: Current and Future Prospects of Islamic Banking
- MINDA Chairman's Forum: Driving a Board to High Performance

All Directors have attended the Mandatory Accreditation Programme as required by Bursa Securities Listing Requirements.

Board Committees

In discharging its duties, the Board delegates specific responsibilities to various Committees. These Committees operate within clearly defined terms of reference. Reports of the respective Committees' meetings are presented to the Board for information and where required, for further deliberation. The Committees reporting to the Board are as follows:

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

Statement on Corporate Governance

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

Audit Committee

Independent oversight of the Group's financial reporting and internal control system is provided by the Audit Committee.

All Audit Committee members are Independent Non-Executive Directors and are financially literate, in line with the requirements of the Code and the Bursa Securities Listing Requirements. Dato' Zainal Abidin Putih, the Chairman of the Audit Committee, has been a practicing accountant throughout his career and has extensive experience in audit, management consulting and taxation. The performance of the Audit Committee is reviewed annually by the Nomination and Remuneration Committee to determine that the Audit Committee has discharged its duties in accordance with its terms of reference.

The Audit Committee met 9 times in 2008 and the attendance of members are as follows:

| Members | No. of Meetings | |
|--|-----------------|----------|
| | Held | Attended |
| Dato' Zainal Abidin Putih - <i>Chairman</i> <i>Independent Non-Executive Director</i> | 9 | 9 |
| Dato' Hamzah Bakar <i>Independent Non-Executive Director</i> | 9 | 9 |
| Datuk Dr Syed Muhamad Syed Abdul Kadir <i>Independent Non-Executive Director</i> | 9 | 9 |
| Tan Sri G K Rama Iyer <i>Independent Non-Executive Director of CIMB Bank</i> <i>(Resigned on 10 July 2008)</i> | 7* | 7 |

Note:

* Reflects the number of meetings held during the time the member held office.

The Audit Committee Report and its activities for the financial year ended 31 December 2008 are set out on pages 122 to 126 of the Annual Report.

Board Risk Committee

The primary responsibility of the Board Risk Committee is to ensure that the integrated risk management functions within the Group are effectively discharged. A total of 6 meetings were held in 2008 and the attendance of members are as follows:

| Members | No. of Meetings | |
|---|-----------------|----------|
| | Held | Attended |
| Dato' Hamzah Bakar - <i>Chairman</i> <i>Independent Non-Executive Director</i> | 6 | 6 |
| Tan Sri Dato' Md Nor Yusof <i>Non-Independent Non-Executive Director</i> | 6 | 6 |
| Tan Sri Dato' Seri Haidar Mohamed Nor <i>Senior Independent Non-Executive Director</i> | 6 | 6 |

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| Members | No. of Meetings | |
|---|-----------------|----------|
| | Held | Attended |
| 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 |
| Cezar Peralta Consing <i>Independent Non-Executive Director</i> | 6 | 6 |
| Dato' Robert Cheim Dau Meng <i>Non-Independent Non-Executive Director</i> | 6 | 6 |
| Hiroyuki Kudo <i>Non-Independent Non-Executive Director</i> | 6 | 6 |

The terms of reference of the Board Risk Committee are as follows:

- Formulating and reviewing the risk strategy of the organisation.
- Approving and periodically reviewing the Group'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.

Details of the Group's risk management framework are elaborated in pages 134 to 139 of this Annual Report.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for ensuring a consistent framework for the appointment of new Directors and that rewards and remuneration packages are commensurate with each of their expected responsibilities and contributions. It has established a formal and transparent procedure for the appointment of Directors, Board Committees, CEO and key senior management in the Group. A similar procedure has also been applied in developing the remuneration policy for Directors, CEO and key senior management.

Reports and recommendations of the Nomination and Remuneration Committee are escalated to the Board for approval or decision.

The Nomination and Remuneration Committee comprises Non-Executive Directors and is chaired by Tan Sri Dato' Seri Haidar Mohamed Nor.

Statement on Corporate Governance

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The members of the Nomination and Remuneration Committee and their attendance at meetings held in 2008 are as follows:

| Members | No. of Meetings | |
|---|-----------------|----------|
| | Held | Attended |
| Tan Sri Dato' Seri Haidar Mohamed Nor - <i>Chairman</i> <i>Senior Independent Non-Executive Director</i> | 4 | 4 |
| Dato' Hamzah Bakar <i>Independent Non-Executive Director</i> | 4 | 4 |
| Dato' Zainal Abidin Putih <i>Independent Non-Executive Director</i> | 4 | 4 |
| Datuk Dr Syed Muhamad Syed Abdul Kadir <i>Independent Non-Executive Director</i> | 4 | 4 |
| Dato' Robert Cheim Dau Meng <i>Non-Independent Non-Executive Director</i> | 4 | 3 |

The terms of reference of the Nomination and Remuneration Committee 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 Nomination and Remuneration Committee 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 BNM. The decision to nominate rests with the Board. Subsequent to the assessment, in the event there are changes concerning a director that would affect his contribution and attendance to the Board, the Chairman shall request for a follow-up assessment on the director, as and when it is required.
- Establishing clear, formal and transparent procedures for the re-election and appointment 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 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.

Statement on Corporate Governance

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- 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 terms of reference of the Nomination and Remuneration Committee with regard to the remuneration role are as follows:

- Recommending a framework of remuneration for directors, CEO and key senior management officers of the Group for the full Board's approval. The remuneration framework should support the 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. The framework covers 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. The remuneration package is structured such that it is competitive and consistent with the Group's culture, objectives and strategy. Salary scales drawn up to be within the scope of the general business policy and not to 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 to be linked to the level of responsibilities undertaken and contribution to the effective functioning of the Board.
- To recommend to the Board, performance-related assessment programs to assess the effectiveness of the Board, 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 fulfill its obligation and responsibilities. Annual/periodic reviews of the remuneration shall be conducted by the Nomination and Remuneration Committee if deemed necessary.

Following the regional expansion of BCHB, the Nomination and Remuneration Committee had conducted a review of its terms of reference and recommended that its scope be expanded to include oversight over the nomination of Directors and CEOs of the Group's entities in the regional jurisdictions where the Group operates.

The Nomination and Remuneration Committee also facilitates the Board in reviewing, on an annual basis, the effectiveness of the Board and Board Committees. The Group has adopted a process to evaluate the effectiveness of the Board and the Board Committees by conducting an annual Board Effectiveness Assessment (BEA) exercise. In line with the expanded scope of the Nomination and Remuneration Committee, the BEA was further enhanced to include the following 3 new sections :

- Shareholders
- Accountability and Audit
- Disclosure by the Company

The inclusion of these new sections provides a comprehensive feedback by the Board and Board Committees to better enable the Nomination and Remuneration Committee in the evaluation of the Directors' performance. At the end of the BEA exercise, the Directors' responses are collated and a summary of the findings submitted to the Nomination and Remuneration Committee for deliberation. A recommendation to the Board is made on whether a follow-up assessment is required, where necessary. The deliberations of the Nomination and Remuneration Committee on the findings of the BEA are duly minuted at the meetings of the Nomination and Remuneration Committee and the Boards respectively.

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The enhanced BEA now also includes a process for the Nomination and Remuneration Committee to undertake individual assessment of Directors of the Financial Institutions in the Group who are eligible for re-appointment, prior to recommendations being made to BNM. This individual assessment process involves a set of questionnaires that measure the Directors' performance in terms of knowledge, contribution of ideas, competency and integrity.

Separate assessments are conducted by the Nomination and Remuneration Committee on the Group MD/CEO and key senior management based on their pre-determined Key Performance Indicators (KPIs).

Other Group Committees

Apart from the above Committees, the Group has also established various Board and Management Committees to assist in managing the Group's activities and operations.

Compensation Review Committee

The members of the Compensation Review Committee assists the Boards of the Financial Institutions in the Group in ensuring that there is a common oversight of the employees' remuneration and compensation paradigm. This covers provision and allocation of staff bonuses as well as salary increments and adjustments.

The members of the Compensation Review Committee and their attendance at meetings held in 2008 are as follows:

| Members | No. of Meetings | |
|--------------------------------------|-----------------|----------|
| | Held | Attended |
| Dato' Hamzah Bakar - <i>Chairman</i> | 2 | 2 |
| Dato' Zainal Abidin Putih | 2 | 2 |
| Nicholas R H Bloy | 2 | 1 |
| Dato' Robert Cheim Dau Meng | 2 | 2 |
| Dato' Sri Nazir Razak | 2 | 2 |

The terms of reference of the Compensation Review Committee are as follows:

- To oversee the remuneration packages for all employees in the BCHB Group (except Group MD/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 against best industry standards.
- To recommend related staff remuneration packages to the respective Boards in the BCHB Group for approval.

Shariah Committees

With the Group's expansion, there are now 3 Shariah Committees to cater for the Group's Islamic banking and Takaful businesses.

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In compliance with BNM's Guidelines on the Governance of Shariah Committee for Islamic Financial Institutions (BNM/GPSI), the Shariah Committees ensure that the operations of the Islamic banking and Takaful businesses of the Group are Shariah-compliant. In advising on such matters, the Shariah Committees ensure that the rulings on Islamic products and services comply with the judgements or the *ijtihad* of the relevant Shariah authorities, including the Shariah Advisory Council of BNM and Securities Commission in Malaysia and the Fatwa issued by Dewan Shariah Nasional - Majelis Ulama Indonesia and the Brunei State Mufti's Office, wherever applicable. The Shariah Committees also take into consideration Shariah Courts' judgements and rulings published by the National and State Fatwa Councils.

(a) Shariah Committee of CIMB Islamic Bank

The members of the Shariah Committee of CIMB Islamic Bank and their attendance at meetings held in 2008 are as follows:

| Members | Nationality | No. of Meetings | |
|---|--|-----------------|----------|
| | | Held | Attended |
| Sheikh Professor Dr Mohammad Hashim Kamali - <i>Chairman</i> | Canadian (Malaysian Permanent Resident) | 5 | 3 |
| Sheikh Nedham Yaqoobi | Bahraini | 5 | 4 |
| Sheikh Dr Haji Mohd Nai'm Haji Mokhtar | Malaysian | 5 | 4 |
| Sheikh Associate Professor Dr Shafaai Musa | Malaysian | 5 | 5 |
| Sheikh Dr Haji Zainudin Jaffar | Malaysian | 5 | 5 |
| Sheikh Dr Yousef Abdullah Al Shubaily (Appointed on 28 October 2008) | Saudi Arabian | 1* | 1 |

Note:

* Reflects the number of meetings held during the time the member held office.

(b) Shariah Committee of CIMB Aviva Takaful Berhad

The members of the Shariah Committee of CIMB Aviva Takaful Berhad and their attendance at meetings held in 2008 are as follows:

| Members | Nationality | No. of Meetings | |
|---|--|-----------------|----------|
| | | Held | Attended |
| Sheikh Associate Professor Dr Shafaai Musa - <i>Chairman</i> | Malaysian | 5 | 5 |
| Sheikh Professor Dr Mohammad Hashim Kamali | Canadian (Malaysian Permanent Resident) | 5 | 3 |
| Sheikh Dr Haji Mohd Nai'm Haji Mokhtar | Malaysian | 5 | 4 |
| Sheikh Dr Haji Zainudin Jaffar | Malaysian | 5 | 5 |

Statement on Corporate Governance

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

(c) Shariah Supervisory Board of PT Bank CIMB Niaga Tbk

The Shariah Supervisory Board of PT Bank CIMB Niaga Tbk was established on 19 December 2008 and its members are as follows:

| Members | Nationality |
|---|-------------|
| Professor Dr M Quraish Shihab - <i>Chairman</i> | Indonesian |
| Dr M Anwar Ibrahim - <i>Vice Chairman</i> | Indonesian |
| Professor Dr Fathurrahman Djamil | Indonesian |
| Professor Dr Huzaemah T Yanggo | Indonesian |
| M Taufik Ridlo | Indonesian |

International Advisory Panel

The International Advisory Panel (IAP) acts as an advisory body to the Group's senior management in the formulation and implementation of its international expansion policies. The IAP meets annually to review the Group's international expansion plans.

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

- Tun Musa Hitam (Chairman)
- Abdulaziz Kanoo
- Datuk Seri Panglima Andrew Sheng
- Beau Kuok
- Cezar Peralta Consing
- Glenn Yusuf
- Goh Geok Khim
- Robby Djohan
- Tira Wannamethee
- Datuk Tong Kooi Ong

Statement on Corporate Governance

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

Management Committees

The following Management committees have been established to assist the Group MD/CEO and senior management in managing the various business and support activities in the Group:

- Group Management Committee
- Group Executive Committee
- Group Human Resource Committee
- Consumer Banking Committee
- Balance Sheet Management Committee
- Commitments Committee
- Consumer Banking Committee
- Cost Management Committee
- Crisis Management Committee
- Disciplinary Committee
- IT Strategy Committee
- Occupational Safety and Health Committee

Regional Committees

- Regional Integration Committee
- Regional Corporate Banking Committee
- Regional Consumer Banking Committee
- Regional Customer Care Committee
- Regional Legal Committee
- Regional Marketing and Communications Committee
- Regional Private Banking Committee
- Regional Special Asset Management Committee

DIRECTORS' REMUNERATION

The level and make-up of remuneration

The level of remuneration of the Directors is sufficient to attract and retain Directors in the Group. The Nomination and Remuneration Committee has established the remuneration framework of Directors and key senior management of the Group. This includes fees and meeting allowances for Non-Executive Directors which are based on industry standards and set by reference to the responsibilities taken on by them. In order that it remains competitive and consistent with the culture, objective and strategy of the Group, the compensation framework of Non-Executive Directors are reviewed periodically to ensure that they remain market-competitive. The compensation packages of the Group MD/CEO and key senior management are based on KPIs that are linked to the Group's and the individual's performance.

External advisers or consultants may be engaged by the Nomination and Remuneration Committee to advise on specific areas where necessary. Remuneration of the Directors in office during the financial year is also disclosed in the Group's Financial Statements.

Statement on Corporate Governance

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

The aggregate remuneration paid to the Directors by BCHB and its subsidiaries in 2008 was as follows:

| | Fees RM'000 | Salary and/or other remuneration RM'000 | Benefits- in-kind RM'000 | Total RM'000 |
|---|----------------|--|--------------------------------|-----------------|
| Executive Directors | | | | |
| Dato' Sri Nazir Razak ^{1*} | - | 5,028 | 97 | 5,125 |
| Dato' Mohd Shukri Hussin | - | 1,140 | 48 | 1,188 |
| | - | 6,168 | 145 | 6,313 |
| Non-Executive Directors | | | | |
| Tan Sri Dato' Md Nor Yusof | 126 | 271 | - | 397 |
| Tan Sri Dato' Seri Haidar Mohamed Nor | 210 | 390 | 31 | 631 |
| Dato' Zainal Abidin Putih | 210 | 297 | - | 507 |
| Dato' Hamzah Bakar | 177 | 245 | 24 | 446 |
| Datuk Dr Syed Muhamad Syed Abdul Kadir | 198 | 282 | 29 | 509 |
| Dato' Robert Cheim Dau Meng ^{2*} | - | 888 | 39 | 927 |
| Cezar Peralta Consing | 185 | 27 | - | 212 |
| Hiroyuki Kudo ^{2*} | - | 560 | 36 | 596 |
| | 1,106 | 2,960 | 159 | 4,225 |
| | 1,106 | 9,128 | 304 | 10,538 |

Notes:

^{1*} The functions and responsibilities of the Group MD/CEO are carried out on a Group basis. The salary and other remuneration and benefits-in-kind totalling RM5,125,000 for the Group MD/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.

SHAREHOLDERS

Major developments within the Group are consistently communicated to shareholders and investors in a timely and accurate manner.

One of the important channels of communication to shareholders and investors is the Annual Report which contains comprehensive information about the Group. The contents of the Annual Report are consistently enhanced to reflect transparency and accountability in line with best corporate governance practices.

The AGM provides a forum for the Board and Senior Management to communicate with shareholders. At the AGM, the Group MD/CEO conducts a brief presentation on the Group's financial performance and prospects; and shareholders are given the opportunity to seek clarification on the Group's performance and the Directors' stewardship of BCHB.

In accordance with the Bursa Securities Listing Requirements, notice and agenda for the AGM are sent to shareholders at least 21 days before the AGM. There has always been a reasonable turnout and active participation by shareholders at BCHB's AGM.

Statement on Corporate Governance

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

Another form of communication for shareholders is through the Group's website, www.cimb.com. The Group's website provides up-to-date information on financial results, corporate proposals and guides investors to direct queries on the Group to the Investor Relations team. Announcements posted on the Group's website reinforce the Group's commitment to provide a true and fair view of the Group's operations. Apart from this mechanism, the Group also disseminates information to current and prospective shareholders through announcements released to the Bursa Securities as well as via press/media releases. Separate media and analysts briefings are also conducted during the release of the Group's quarterly results.

The primary contacts for Investor Relations are:

Dato' Sri Nazir Razak, Group MD/CEO

Tel : 603 - 2084 8602
Email : nazir.razak@cimb.com

Lee Kok Kwan, Deputy CEO, Group Treasury and Investments

Tel : 603 - 2084 8828
Email : kkwan.lee@cimb.com

Steven Tan Chek Chye, Investor Relations

Tel : 603 - 2084 9696
Email : steven.tan@cimb.com

The Group Investor Relations activities are set out on page 159 of the Annual Report.

ACCOUNTABILITY AND AUDIT

Financial Reporting

As required by the Companies Act, 1965 and the Banking and Financial Institutions Act, 1989, Financial Statements for each financial year are prepared in accordance with the Malaysian Accounting Standards Board's (MASB) Approved Accounting Standards and the BNM Guidelines. The Financial Statements give a true and fair view of the state of affairs of the Group as at 31 December 2008.

Appropriate accounting policies have been consistently applied in presenting the Financial Statements, supported by prudent judgement and estimates prepared on going concern basis. The Directors 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. The Directors' Statement of Responsibility for preparing the financial statements is prepared together with the Group's audited financial statements.

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

Statement on Corporate Governance

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

Statement of Directors' Responsibility

In preparing the Financial Statements, the Directors have ensured that accounting standards approved by the MASB in Malaysia and the provisions of the Companies Act, 1965 have been complied with and reasonable and prudent judgements and estimates have been made. The Directors have also overall responsibilities for taking such steps as are reasonably open to them to safeguard the assets of the Group and for the implementation and continued operation of adequate accountings and internal control systems for the prevention and detection of fraud and other irregularities.

The Board is satisfied that it has met its obligation to present a balanced and understandable assessment of BCHB's position and prospects in the Directors' Report as set out on pages 003 to 011 of the Financial Statements section of this Annual Report.

Internal Control

The Board has overall responsibility for maintaining sound internal control systems that cover financial controls, effective and efficient operations, compliance with laws and regulations as well as risk management. The size and complexity of the 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 127 to 133 of the Annual Report.

The persons overseeing Internal Control matters in the Group are:

Risk Management and Control:

Dr Gan Wee Beng, Deputy CEO, Group Risk Management

Tel : 603 - 2084 2252

Email : weebeng.gan@cimb.com

Internal Control:

Lim Tiang Siew, Group Chief Internal Auditor

Tel : 603 - 2084 8677

Email : tiangsiew.lim@cimb.com

Operational Control and Information Technology Security:

Iswaraan Suppiah, Head, Group Information and Operations

Tel : 603 - 2084 9276

Email : iswaraan.suppiah@cimb.com

Statement on Corporate Governance

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

Relationship with Auditors

The Group's internal audit function is performed in-house by the Group Internal Audit Division, which regularly audits the internal control practices and reports significant findings to the Audit Committee with recommended corrective actions. Management is responsible to ensure that corrective actions on reported weaknesses are undertaken within an appropriate time frame.

The Board and the Audit Committee maintain a formal and appropriate relationship with the external auditors. In line with the Code, the Audit Committee convened 2 meetings with the external auditors in 2008 without the presence of Management. Apart from that, the external auditors were also invited to attend BCHB's meetings such as Audit Committee meetings and AGMs. The Audit Committee reviews the independence of external auditors annually and ensures that other non-audit work are not in conflict with the functions of external auditors. The Audit Committee also ensures that there is a rotation of the Engagement Partner of the external auditors every 5 years.

ADDITIONAL COMPLIANCE INFORMATION AS AT 31 DECEMBER 2008

1. Utilisation of Proceeds Raised from Corporate Proposals

During the financial year ended 31 December 2008, the Group had collectively issued the following instruments:

(a) Subordinated Bonds of RM1.5 billion

The RM1.5 billion 10-year subordinated bonds (the RM1.5 billion Bonds) were issued by CIMB Bank on 28 March 2008. The Bonds were issued at par and are callable with step-up in 2013. The Bonds bear an interest rate of 4.9% per annum payable semi-annually in arrears for the first 5 years, after which interest rate will be reset to 5.9% per annum until maturity date.

CIMB Bank may at its option, subject to the prior approval of BNM redeem the RM1.5 billion Bonds in part or in whole, on 28 March 2013 at their principal amount.

(b) Subordinated Bonds of RM1.0 billion

The RM1.0 billion subordinated bonds (the RM1.0 billion Bonds) were issued by CIMB Bank at par on 7 October 2008 under the Innovative Tier-1 Capital Securities Programme (IT-1 Issue) which was approved by the Securities Commission (SC) on 24 September 2008. The RM1.0 billion Bonds are due on 7 October 2038 callable with step-up on 7 October 2018. The RM1.0 billion Bonds bear an interest rate of 6.7% per annum payable semi-annually in arrears for the first ten years, after which the interest rate will be reset at a rate per annum equal to the 3-month KLIBOR plus 2.98%.

CIMB Bank may at its option, subject to the prior approval of BNM, redeem the RM1.0 billion subordinated bonds in whole but not in part, on 7 October 2018 or any interest payment date thereafter, at their principal amount plus accrued interest.

Statement on Corporate Governance

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

(c) Subordinated Bonds of RM1.0 billion

The RM1.0 billion subordinated bonds (the Bonds) is part of the Non-Innovative Tier 1 Stapled Securities Issuance Programme (the programme) which was approved by the SC on 17 December 2008. Under the programme, CIMB Bank is allowed to raise Non-Innovative Tier 1 Capital of up to RM4.0 billion in nominal value outstanding at any one time comprising:

- i. Non-Cumulative Perpetual Capital Securities issued by CIMB Bank.
- ii. Subordinated Notes issued by Commerce Returns Berhad, a wholly-owned subsidiary of CIMB Bank.

The Bonds under the first issuance were issued at par on 26 December 2008 and are due on 26 December 2058, with optional redemption on 26 December 2018 or any distribution payment date thereafter. The Bonds bear an interest rate of 7.2% per annum payable semi-annually in arrears.

Subject to the prior approval of BNM, CIMB Bank shall redeem the RM1.0 billion subordinated bonds in whole but not in part, on 26 December 2018 or any distribution payment date thereafter, at their principal amount plus accrued interest.

(d) Islamic Commercial Papers (iCP) and Islamic Medium Term Notes (iMTN)

Islamic Commercial Papers (iCP) and Islamic Medium Term Notes (iMTN) amounting to RM1.0 billion and RM350 million respectively were issued by BCHB in 2008 as follows:

- i. The iCPs were issued at discount on zero coupon basis. The profit rate for the iCPs ranges from 3.61% to 3.64%. The tenure ranges from 3 months to 6 months and the iCPs had matured during the financial year.
- ii. The iMTN was issued at par. The iMTN carries a fixed dividend rate of 5.05% per annum. The iMTN will mature on 30 May 2013.

The proceeds raised from the issuances of the abovementioned instruments and issuances from previous years have been used for working capital, general banking and other general corporate purposes, as intended.

2. Share Buy-Back

Further details of the Share Buy-Back and treasury shares are available in Note 32 (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.

3. Options, Warrants or Convertible Securities

There were no options, warrants or convertible securities issued during the financial year by BCHB.

4. American Depository Receipt (ADR) or Global Depository Receipt (GDR)

BCHB did not sponsor any ADR or GDR programme during the financial year under review.

Statement on Corporate Governance
(Pursuant to Paragraph 15.26 of the Listing Requirements of
Bursa Malaysia Securities Berhad)

5. 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.

6. Non-Audit Fees

Non-audit fees payable to the external auditors, Messrs. PricewaterhouseCoopers and its affiliates amounted to RM4.72 million for 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.

7. Variation in Results

There were no variation in results for the financial year ended 31 December 2008 from the unaudited results released on 23 February 2009.

8. Profit Guarantee

BCHB did not receive any profit guarantee during the financial year ended 31 December 2008.

9. Revaluation Policy on Landed Properties

Please refer to the accounting policy on Property, Plant and Equipment in Notes H, I and K 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.

10. Material Contracts

There were no material contracts entered into by BCHB 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 Notes 48 and 49 to the Financial Statements which are in the Financial Statements section of the Annual Report.

This Statement on Corporate Governance is made in accordance with the resolution of the Board of Directors dated 7 April 2009.

Audit Committee Report

The BCHB Audit Committee is committed to its role of ensuring proper corporate governance practices and to provide oversight on BCHB's financial reporting, risk management and internal control systems.

COMPOSITION

The Audit Committee comprises 3 independent Non-Executive Directors of BCHB who are also board members of the banks within the Group. In 2008, a total of 9 Audit Committee meetings were held and all the Audit Committee members have met the minimum 75% attendance as per BNM guidelines.

Details of the Audit Committee membership and meetings held are as follows:

| Members | No. of Meetings | |
|--|-----------------|----------|
| | Held | Attended |
| Dato' Zainal Abidin Putih <i>Independent Non-Executive Director</i> | 9 | 9 |
| Dato' Hamzah Bakar <i>Independent Non-Executive Director</i> | 9 | 9 |
| Datuk Dr Syed Muhamad Syed Abdul Kadir <i>Independent Non-Executive Director</i> | 9 | 9 |
| Tan Sri G K Rama Iyer <i>Independent Non-Executive Director of CIMB Bank (Resigned on 10 July 2008)</i> | 7* | 7 |

Note:

* Reflects the number of meetings held during the time the member held office.

The Chairman of the Committee, Dato' Zainal Abidin Putih is a member of the Malaysian Institute of Accountants (MIA) and 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 Chairman of the Audit Committee reports to the Board on all matters deliberated during the Audit Committee meetings. Minutes of each meeting are also distributed to each member of the Board.

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 Internal Audit functions:
 - (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, internal audit findings and recommended actions to be taken by the Management. The reports of internal auditors and the Audit Committee 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 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 BCHB and its subsidiaries management or Executive Directors to discuss on key concerns and to obtain feedback.
- To review the audit findings, internal control and compliance issues identified/reported by the internal auditors, external auditors 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 within the BCHB 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:
 - (a) Deliberation on any changes in the accounting policy;
 - (b) Adoption of or implementation of any new accounting standards;
 - (c) Changes to legal or regulatory requirements; and
 - (d) Compliance with accounting standards and other legal or regulatory requirements.
- To review the quarterly announcements made to Bursa Malaysia Securities Berhad and year end Financial Statements before submission to the Board.
- To review all related party transactions, as submitted by the 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 Group's internal audit function is performed in-house by the Group Internal Audit Division (GIAD), which is independent and reports directly to the Audit Committee.
- GIAD supports the Audit Committee in discharging its responsibilities. GIAD conducts audits for the BCHB Group, except for CIMB Niaga which is supported by its own Internal Audit Department. In ensuring proper group audit oversight, CIMB Niaga's internal audit department submits quarterly reports to GIAD, highlighting key audit issues and concerns.
- GIAD provides independent assurance on the adequacy 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 ensuring 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 periodic reports to the Audit Committee, reporting on the outcomes of the audits conducted which highlight the effectiveness of the systems of internal control and significant risks. The Audit Committee reviews and evaluates the key concerns and issues raised by GIAD and ensure that appropriate and prompt remedial actions are taken by Management.
- GIAD also undertakes fraud investigation of the BCHB Group as and when requested by the Audit Committee.
- The total costs incurred by GIAD for the internal audit function of the Group in 2008 amount to RM15.5 million.

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 external auditors' 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 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 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.
- 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 trainings to keep abreast of latest developments. Some of the training courses attended are as follows:

| Members | Date of Training | Training Course |
|---------------------------|------------------|---|
| Dato' Zainal Abidin Putih | January 2008 | <ul style="list-style-type: none"> • FRF Strategic Planning Workshop • 49th Anniversary Commemorative Lecture - Enhancing Confidence in the Capital Market |
| | March 2008 | <ul style="list-style-type: none"> • Corporate Governance Assessment |
| | May 2008 | <ul style="list-style-type: none"> • Dialogue on "Convergence to IFRS and the roles of MASB" |
| | June 2008 | <ul style="list-style-type: none"> • Panelist: Live Audit Committee Simulation at the Asia Pacific Audit & Governance Summit |
| | July 2008 | <ul style="list-style-type: none"> • IASB Regional Standard-Setters Meeting & Public Seminar - IFRS • Breakfast Talk: "The Audit Committee's Top 10 Best Practices" |
| | August 2008 | <ul style="list-style-type: none"> • The Futurist Forum 2008: "Mindset: A Framework to Anticipate The Future" • Khazanah Global Lectures: "Building Tomorrow's Minds Today" by Dr A.P.J Abdul Kalam (former President of India) |
| | September 2008 | <ul style="list-style-type: none"> • World Standard Setters Conference |
| | October 2008 | <ul style="list-style-type: none"> • Public Forum on Convergence • Khazanah Megatrends Forum Shifting Sands: Threats & Opportunities • Convergence with IFRS by 2012 |

Audit Committee Report

| Members | Date of Training | Training Course |
|--|------------------|--|
| Dato' Hamzah Bakar | March 2008 | <ul style="list-style-type: none"> 5th Khazanah Global Lectures presentation by Mr Carlos Ghosn, President and CEO, Renault & Nissan Motor Corporation |
| | April 2008 | <ul style="list-style-type: none"> IBBM - Directors' Programme: Derivatives - Effective or Costly? |
| | May 2008 | <ul style="list-style-type: none"> IBBM - Directors' & Senior Management Programme - Economic Capital & Performance Management under Basel II |
| Datuk Dr Syed Muhamad Syed Abdul Kadir | April 2008 | <ul style="list-style-type: none"> Update on Corporate Governance Regulatory Framework and Current Issues "Effective Governance the way Forward" IBBM - Directors' Programme Derivatives - Effective or Costly? IBBM - Directors' programme: Compliance Management in a Banking Environment |
| | May 2008 | <ul style="list-style-type: none"> IBBM - Directors' & Senior Management Programme - Economic Capital & Performance Management under Basel II |
| | August 2008 | <ul style="list-style-type: none"> National Human Resources Masterplan at National Productivity Centre Khazanah Global Lectures: "Building Tomorrow's Minds Today" by Dr A P J Abdul Kalam (former President of India) |
| Tan Sri G K Rama Iyer | March 2008 | <ul style="list-style-type: none"> 5th Khazanah Global Lectures Presentation by Mr. Carlos Ghosn, President and CEO, Renault & Nissan Motor Corporation. |
| | April 2008 | <ul style="list-style-type: none"> MIER 13th Corporate Briefing IBBM - Directors' Programme: Compliance Management in a Banking Environment |
| | June 2008 | <ul style="list-style-type: none"> Transparency International Malaysia - CEO Forum Transparency in Motion PEM Seminar on Mid Term Review: 9th Malaysian Plan |
| | July 2008 | <ul style="list-style-type: none"> MIER 23rd National Economic Briefing |

Statement on Internal Control

For the financial year ended 31 December 2008

BOARD RESPONSIBILITY

The Board is responsible for the Group's system of internal control which includes the establishment of an appropriate control environment framework as well as reviewing its adequacy and integrity. 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. The Board also recognises that reviewing the Group's system of internal control is a concerted and continuing process, designed to manage and appropriately mitigate the risk of failure in achieving business objectives. Accordingly, the Group's system of internal control provides reasonable assurance against material misstatement and mismanagement.

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, assessment and management of risks will affect the achievement of the Group's business objectives as well as 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, the Group's strategies and functional activities throughout the year.

INFORMATION TECHNOLOGY SECURITY

In 2008, the Group continued to improve its Information Architecture with efforts in prevention, detection and response against internal threats, such as misuse of privileges, leakage of confidential data and external threats, such as third-party phishing websites and continued threats from aggressive malware.

New and improved systems have been installed to closely monitor the usage of Information Technology (IT) resources for staff. The monitoring occurs at the desktop level, such as web-surfing monitoring and email transmissions, and also at server and network level, where additional logs are centrally collated and monitored for suspicious activity.

Externally, the Group has minimised the possibility of network-based attacks to the external email infrastructure, and the IT Department under the Group Information and Operations Division (GIOD-IT) has also commenced a project to allow a more comprehensive system for tracking of email communications based on its content. Significantly, we have also achieved WebTrust certification for both CIMB Clicks and CIMB Biz-Channel banking platforms.

The Group maintains a strong knowledge of and continues to refine its mitigation strategies against Information Technology threats by participating in specific forums on Information Security and industry dialogues such as the Internet Banking Task Force. These initiatives contribute towards a systematic methodology to ensure the confidentiality, integrity, availability and non-repudiation of information and Information Systems against current or any potential threats prevalent in the evolving and changing internet world. This enables the Group to retain its customer trust and maintain high rates of utilisation for the Group's products and services.

Statement on Internal Control

For the financial year ended 31 December 2008

In 2008, an IT Risk Framework was developed and is continually maintained to ensure that risks are correctly identified and the necessary remedial actions are in place.

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**

The Board has established various risk committees 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 report pertinent issues and recommendations to the Board.

The Board Risk Committee determines the Group's risk policy objectives and assumes responsibility on behalf of the Board for supervision of risk management. 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 day-to-day responsibility of risk management supervision and control is delegated to the Group Risk Committee, which reports directly to the Board Risk Committee. The Group Risk Committee comprising the Senior Management of the Group, performs the oversight function for capital allocation and overall management of risks, 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.

- **Group Management Committee**

The day-to-day operations of the Group is managed by the Group Chief Executive, who in turn is assisted by the Group Management Committee (GMC) which ensures that effective operations of the Group are 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.

The GMC members are principally responsible for the performance of their 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 a day-to-day operational guide to ensure compliance with internal controls and the applicable laws and regulations. Regular reviews and updates are performed to reflect changing risks or processes and internal control improvements while ensuring that documentation remains current.

- **Performance Review**

The Board receives and reviews regular reports from the management on 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 Group Internal Audit Division (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 an assessment of risk priorities, exposures, and strategies and goals of the Group.

GIAD assists the Board and Audit Committee in the effective discharge of their responsibilities in establishing cost-effective controls, risk management, recommending measures to mitigate identified risks and ensuring proper governance. GIAD also investigates incidents of fraud, establishes the root cause and makes the necessary recommendation to the Audit Committee.

GIAD provides periodic 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 and issues raised by GIAD and ensures that appropriate and prompt remedial action is taken by Management.

The Audit Committee also conducts “on the ground” visits to all regions in Malaysia and overseas operation entities. This enables the Audit Committee to actively interact with the relevant management staff on the expectations of the Group with regards to compliance and internal controls.

- **Institutional Integrity Unit**

The Institutional Integrity Unit (IIU) was established as a unit within the Group Chief Executive’s Office to undertake investigations of complaints of irregularities and fraud perpetrated by staff as well as allegations of misconduct and unethical practices. The IIU also plays a consultative role in providing feedback on preventative measures and remedial action in enhancing organisational value. The establishment 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, the Group has implemented the Group Compliance Policy and Procedures (Compliance P&P) and Conflict Management Policies (collectively referred to as the “P&Ps”) across the entities in the jurisdictions where the Group has had its presence since 2007. The Group had undertaken a review of the P&Ps in 2008 to ensure that the processes are current and reflect the changing financial environment. In line with the Group’s growth, relevant conflict management processes have also been put in place to manage potential conflict issues.

Pursuant to the Compliance P&P, appropriate governance has been established and compliance reports are submitted to the Board of the Group to ensure proper oversight.

Statement on Internal Control

For the financial year ended 31 December 2008

- **Group-Wide Chinese Wall Policy**

The Group places high importance in ensuring that its Chinese Wall Policy is adhered to and 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, which is clearly communicated to the relevant departments and their affected staff, 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, inclusive of both conventional and Islamic products. New products are products that are offered by the relevant banking entities of the Group for the first time or a combination of or variation to existing products which have material change in the risk profile, as determined by the Chief Risk Officer. Group Risk Management is tasked to coordinate the product approval process together with the product owners.

For the introduction of any new investment bank product that is offered by the Group for the first time, initial clearance is obtained from Group Risk Committee (GRC). Similarly, for new consumer bank products, initial clearance is sought from either GRC, Consumer Banking Committee (CBC) or Balance Sheet Management Committee (BSMC). Introduction of Islamic products will require the endorsement from the Shariah Committee.

The acceptance and sign-off of the relevant divisions or departments is obtained from Risk Management, Risk Monitoring, Operations, IT, Compliance, Legal, Finance, Audit and Consumer Sales & Distribution as well as other relevant divisions, where applicable.

Where necessary, the product 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 BSMC should also be sought. Final approval is obtained from GRC for investment bank products and ORC for consumer bank products.

The Group will continue to adopt appropriate 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 reporting escalation process, 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 alerts Risk Management & Analytics Department (RMA) providing relevant details such as date, description and type of the exception as well as identifies the parties involved. A copy of the e-mail will also be sent to the relevant Head of Department (HOD) involved and the originator of the exception. Within 24 hours of being informed of the exception, the originator(s) must provide a written explanation in the form of an Incident Report endorsed by the HOD, to the Monitoring Officer and RMA.

Exceptions are summarised and reported to the Group Risk Committee on a monthly basis.

- **Code of Ethics**

Upon joining the Group, new staff are required to acknowledge in writing, their acceptance and understanding of Bank Negara Malaysia (BNM)'s code of ethics. The importance of the code of ethics is emphasised during the Group's Induction programme. Bi-annually, existing staff are required to sign off electronically via the Group's intranet, acknowledging their observance to the code of ethics.

- **Human Resources Policies and Procedures**

The Human Resources (HR) policies and procedures are in place encompassing the full spectrum of human resources management such as the recruitment of new employees 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 memoranda. The policies are also readily available through the Group's intranet where staff can easily access these policies at their convenience.

One of the challenging issues facing the Group is dealing with fraud cases involving employees. In this regard, staff are periodically reminded of the relevant policies via e-mail or memoranda. Several training initiatives such as AMLA sessions are also carried out regularly to further emphasise the Group's view on non-tolerance to fraud. The same is also highlighted during the Group's Induction programme for new employees. In instances where the Group is alerted of fraud cases, prompt investigation is conducted. Swift and stern action which could include dismissal of service and filing of civil suit for recovery of losses could be taken against the offenders. Such firm actions are taken in order to send a clear message to staff that the Group views fraud very seriously.

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

- **Basel II**

BNM, on 17 September 2004, reiterated a two-phased approach for implementing the standards recommended by the Bank for International Settlements set out in "International Convergence of Capital Measurement and Capital Standards: A Revised Framework" (Basel II) in Malaysia. In the first phase, banking institutions are required to adopt the Standardised Approach for credit risk by the end of 2008. In the second phase, qualified banking institutions are allowed to migrate directly to the Internal Rating-Based approach (IRB Approach) by January 2010.

The Group has been making significant progress in its preparations and has undertaken various compliance and risk management projects towards satisfying the Basel II requirements across various risk categories. A Basel II Steering Committee chaired by the Group Chief Executive Officer, has been set up to oversee the implementation initiatives across the Group with the assistance of various sub-committees.

BNM had on 3 September 2007 approved our application for direct migration to the Internal Rating-Based approach. 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 Group's business operations with the intention of ensuring that all associated operational risks are eliminated or minimised. The department manages the BCM activities for local operations, foreign subsidiaries and overseas branches.

Statement on Internal Control

For the financial year ended 31 December 2008

Business Continuity Plans (BCP) were established for business as usual (BAU) mission-critical functions. Such plans are also extended to foreign subsidiaries and the overseas branches for adoption, with consideration given to meeting regulatory requirements in their respective jurisdictions.

Disaster Recovery Plans (DRP) have been established between BCM, GIOD-IT and the IT service providers. The banking entities within the Group have subscribed to various Disaster Recovery (DR) sites with internal resources or independent service providers, which serves as the IT-DR & BCP back-up sites. Alternate DR sites are currently available at Akademi CIMB Putra, Bangi Data Centre, Menara Southern Bank, Wisma AMGM, Menara Milenium, Kompakar CRC (M) Sdn Bhd, Menara Choy Fook Onn and Plaza Pantai to cater as alternate business sites should any of the primary sites be unavailable.

As an example, during the Semantan Landslide Crisis on 4 December 2008, a total of 12 alternate sites were mobilised and the BCM team with the assistance of others, successfully relocated approximately 795 staff from the two affected buildings in 3 days. This included the procurement of 250 new personal computers, relocation of servers from the 2 buildings to Menara Southern Bank, accomodating 135 personnel at the Hewlett Packard (M) Sdn Bhd (HP) Backup Site in Glenmarie and the setting up of 116 personal computers for affected employees at Bursa Malaysia Berhad. Critical operations resumed without any significant disruptions on 5 December 2008 and all other operations resumed on 9 December 2008.

In our effort to continuously improve the business continuity and standardise the BCM methodology for the Group, we had, in 2008 initiated the Business Impact Analysis and Risk Assessment project. This will ensure that the BCP and DRP are adequate and meet the business requirements.

- **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, credit operations and backroom operations, 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 within the Group. The program involves the concept of empowering the strategic business units as well as the product and process owners to continuously evaluate and provide 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 complements approaches taken by the Group to adopt the "Risk-Based Supervisory Approach" by BNM in assessing significant activities that affect 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 the Group to minimize duplication of efforts and resources whilst enhancing internal controls and compliance. The benefits of ShARP, amongst others, is to promote a risk and compliance conscious culture within the organisation, nurture common understanding and risk language throughout the Group, provide clearer definition of accountability for internal control and compliance, thus enhancing the assurance process.

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

The Group has in place a Loss Event Database, which captures and tracks the actual and potential operational risk-related losses in the Group, as well as 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**

In an effort to ensure that fraud is contained and minimised, the Group constantly monitors new trends and development on fraud to implement controls and detection tools. Training programmes are being introduced in forensic psychology and sociology from the fraud perspective and on the detection of forgeries.

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

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

The AML/CFT initiatives gained further momentum in 2008. The implementation of AML/CFT system was extended to include a nation-wide rollout to Islamic banking, Direct Banking and Cards, Auto Finance, Trade Finance and the stockbroking business. With this, additional users were therefore trained to utilise a system that enables an automated identification and tracking of possible money laundering and financing of terrorism activities. The recognition of this tracking system culminated in CIMB Bank being awarded the prestigious MIS IT Excellence Awards 2008 for the Best Knowledge Management category. AML/CFT training methodologies was another area which was given added boost with the introduction of enhanced E-Learning modules.

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 challenging environment that the Group operates in, the Board is committed to ensure that the Group continuously reviews its internal control systems to effectively protect stakeholders' interests and safeguard the Group's assets.

Risk Management

Risk management is an integral part of the Group's business. An effective risk management system is critical for the Group to achieve continued profitability and sustainable growth in shareholder's value, more so in today's globalised, yet inter-linked financial and economic environment.

ENTERPRISE RISK MANAGEMENT AND CONTROL FRAMEWORK

The Group employs the Enterprise Wide Risk Management (EWRM) framework to manage its risk and opportunity effectively. The EWRM framework involves an on-going process of identifying, evaluating, monitoring, managing and reporting significant risks affecting the Group, implemented through a number of committees established by the Board of Directors. The framework provides the Board and its management with a tool to anticipate and manage both the existing and potential risk, taking into consideration the changing risk profiles, as dictated by changes in business strategies and regulatory environment and functional activities throughout the year.

The Group employs a Capital-at-Risk (CaR) framework as the common measure of risk across BCHB Group. The CaR framework provides the basis of allocating economic capital within BCHB Group, to cushion against unexpected losses. CaR can be aggregated, thus allowing measurement of the Group's total risk. It also provides a yardstick for evaluating risk-return relationship in different lines of business. The CaR framework also enables measurement of return of risk-adjusted-capital, to compare profitability across different businesses and for performance measurement in BCHB Group.

The Group performs a group wide stress test on a biannual basis to evaluate the financial impact on the Group in the event of projected adverse economic and financial situations. This process enables the Group to assess the sufficiency of its liquidity surplus and reserves, and whether it could continue to meet its minimum capital requirement under such scenario. Such group wide stress test allows management to gain a better understanding of how portfolios and investments are likely to react to changing economic conditions and how the Group can best prepare for and react to them. In addition, the Group performs ad-hoc stress tests on selected portfolio to evaluate its performance under a given stress scenario.

RISK MANAGEMENT ORGANISATION

At the apex of the Group's risk management structure is the Board Risk Committee (the BRC), which comprises exclusively of non-executive Directors of the Banks. In line with best practices, the BRC determines the risk policy objectives for the Group, and assumes ultimate responsibility for risk management. The BRC also decides the yearly allocation of risk capital to support all risks taken by the Group.

The day-to-day responsibility for risk management and control is delegated to the Group Risk Committee (the GRC). The GRC, comprises of senior management of the Group, undertakes the oversight function for capital allocation and overall risk limits, in line with the risk appetite determined by the Board of Directors. The GRC is supported by four specialised sub-committees, namely the Market and International Risk Committee, the Credit Risk Committee, the Liquidity Risk Committee and the Operational Risk Committee, each addressing one of the following:

- *Market risk*, arising from changes in market prices from exposure to interest rates, currency exchange rate, credit spreads, equity and commodities prices;
- *Credit risk*, arising from losses due to obligor, counterparty or issuer failing to perform its contractual obligations to the Group;

- *Liquidity risk*, arising from a bank's inability to meet its present and future funding needs on a timely basis, from mismatches between the size of assets and liabilities or their maturities; and
- *Operational risk*, arising from internal processes which may result from inadequacies or failures in processes, controls or projects due to fraud, unauthorised activities, error, omission, inefficiency, systems failures or from external events.

The roles and responsibilities of the committees and sub-committees are set out in the chart below:



Group Risk Division (GRD)

The primary oversight body is the Group Risk Division, comprising of Group Risk Management (GRM) and Group Credit (GC), which are independent of business units and assist the Management and the various risk committees in monitoring and controlling the Group's risk exposures.

The key responsibilities of GRD are to identify, analyse, monitor, review and report the principal risks to which the Group is exposed. It also helps to create shareholder value through proper allocation of risk capital, development of risk-based pricing framework and facilitate development of new business and products.

Group Risk Management (GRM)

GRM monitors risk-taking activities, initiates and proposes risk policies, risk measurement methodologies, risk limits and risk capital allocation, performs independent review of loan assets quality and loan recovery plan, coordinates new products deployments and develops the risk-based product pricing framework for loan portfolios.

In propagating and ensuring compliance to the Market Risk framework, GRM reviews and analyses treasury trading strategy, positions and activities vis-à-vis changes in the financial market and performs mark-to-market as part of financial valuation. Further, GRM also conducts validation on the risk pricing parameters and models used.

GRM maintains an oversight of the functions performed by the risk management units in the asset management and insurance subsidiaries.

GRM is also tasked with the co-ordination of the Group's effort towards implementation of the Basel II framework in compliance with the International Convergence of Capital Measurement and Capital Standards prescribed by the Bank of International Settlements and as adopted by BNM. In this regard, GRM develops, implements and validates all internal rating and scoring models and closely monitors the usage of the rating and scoring systems to ensure relevance to current market conditions and integrity of the ratings.

On an annual basis, GRM proposes the global CaR limit to the GRC and BRC for approval. This limit is allocated by the GRC to the various businesses of the Group through MIRC and CRC. The appropriate market and credit allocations are given by the various business units to execute their business plans each year. GRC also ensures that the aggregate risk exposure does not exceed the global CaR limit approved by the BRC.

Group Credit (GC)

GC is authorized to approve applications for credit facilities of up to RM10 million extended to small and medium enterprises. Otherwise, GC carries out independent assessments of all credit risk related proposals originating from the various business units such as loans and advances, fixed income, derivatives, sales and trading, prior to submission to the CRC, the EXCO or Board for approval. GC also reviews the Group's holdings of all fixed income assets and recommends the internal ratings for CRC's approval. GC is also responsible for tracking and analyzing loans which turn NPL within 1 year of approval.

KEY AREAS OF RISK MANAGEMENT

1. Credit Risk

Credit and counterparty risk is defined as the possibility of losses due to an obligor or market counterparty or issuer of securities failing to perform its contractual obligations to the Group.

Credit risk arises primarily from lending activities through loans as well as commitments to support clients' obligations to third parties, i.e. guarantees. In sales and trading activities, credit risk arises from the possibility that counterparties will not be able or willing to fulfil their obligation on transactions on or before settlement date. In derivatives activities, credit risk arises when counterparties to derivative contracts, such as interest rate swaps, are not able to or willing to fulfil their obligation to pay the Group the positive fair value or receivable resulting from the execution of contract terms. Credit risk may also arise where the downgrading of an entity's rating causes the fair value of the Group's investment in that entity's financial instruments to fall.

Credit risk remains the most significant risk to which the Group is exposed. From the total asset of RM206.8 billion held as at end of 2008, 56.8% is in Loans and Advances. The purpose of credit risk management is to keep credit risk exposure to an acceptable level vis-à-vis the capital, and to ensure the returns commensurate with risk.

All credit exposures are subjected to an internal rating, based on a combination of quantitative and qualitative criteria. Adherence to set credit limits is monitored daily by GRM, which combines all exposures for each counterparty, including off balance sheet items and potential exposure. Compliance to the Group-wide credit policy limits the exposure to any one counterparty or group, industry sector and rating classification.

Credit exposures are evaluated by CRC and are monitored against approved limits on a regular basis. Adherence to and compliance with single customer limit as well as assessing the quality of collateral are approaches adopted to address concentration risk to any large sector/ industry, or to a particular counterparty group or individual.

The result of severe disruption of the US sub-prime mortgage market were felt across the global financial market in 2008, and were reflected in wider credit spread, higher volatility, tighter liquidity and ultimately, the collapse of several large global investment banks. At the onset of the financial crisis, GC has conducted numerous reviews to scale down the Group's exposure in several industries/sectors, countries and counterparties that are affected by the sub-prime and global financial crisis.

2. Market Risk

Market risk is defined as any fluctuation in the value of the portfolio resulting from changes in market prices, such as interest rates, currency exchange rates, credit spreads, equity prices and commodities prices.

Market risk results from trading activities that can arise from customer-related businesses or from proprietary positions. The Group hedges the exposures to market risk by employing varied strategies, including the use of derivative instruments.

The Group adopts various measures in its risk management process to manage market risk. An accurate and timely valuation of position is critical to providing the Group with its current market exposure. GRM values the exposure using market price or a pricing model where appropriate.

The Group also adopts a value-at-risk (VAR) approach in the measurement of market risk. Backtesting is performed to validate and reassess the accuracy of the existing VAR model. VAR is a statistical measure of the potential losses that could occur as a result of movements in market rates and prices over a specified time horizon within a given confidence level. Backtesting involves the comparison of the daily model-generated VAR forecast against the actual or hypothetical profit or loss data over the corresponding period.

Stress testing is conducted to capture the potential market risk exposures from an unexpected market movement. In formulating stress scenario, consideration is given to various aspects of the market; for example identification of areas where unexpected losses can occur and areas where historical correlation may no longer hold true.

Policies and procedures governing risk-taking translate limits and management triggers which complements the global CaR limit. Limits constitute the key mechanism to control allowable risk taking, and are regularly reviewed in the face of changing business needs, market conditions, and regulatory changes.

Risk Middle Office (RMO) within GRM undertakes monitoring and oversight process at Group Treasury and Equity Market & Derivatives trading floor, which includes reviewing and analyzing treasury trading strategy, positions and activities vis-à-vis changes in the financial market, monitoring limit usage, assessing limit adequacy, and verifying transaction prices.

Exposures to several of the Group's global investment banking counterparties were reduced and further mitigated, hence containing losses due to the global financial crisis.

3. Liquidity Risk

Liquidity risk is defined as the risk to earnings or shareholders fund from the Group's inability to meet its present and future (both anticipated and unanticipated) funding needs on a timely basis, arising from mismatches between the size or maturities of assets and liabilities.

The Group's liquidity risk management policy is to maintain high quality and well diversified portfolios of liquid assets and sources of funds. Management action triggers have been established to alert management to potential and emerging liquidity pressures. The Group's early warning system and contingency funding plans are in place to alert and enable management to act effectively and efficiently during a liquidity crisis and under adverse market conditions.

The Group's liquidity risk management organization and its strong liquidity position helped the Group manage through the credit and liquidity turmoil that affected global financial markets in 2008. The Liquidity Risk Committee meets at least once a month to discuss the liquidity risk and funding profile and is chaired by the Head of Group Risk Division. The Asset Liability Management function, which is responsible for the independent monitoring of the Group's liquidity risk profile, worked closely with Group Treasury in intensifying its surveillance on market conditions and performed frequent stress testing on liquidity positions. Liquidity positions are monitored on a daily basis and complied with regulatory requirements for liquidity risk. The Group maintained large buffers of liquidity throughout 2008. As result, contingency funding plans were not required to be executed as there was sufficient liquidity to ensure safe and sound operations from a strategic, structural and tactical perspective.

4. Operational Risk

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

The existing Operational Risk Management Framework, which is revised periodically to cater for changing business conditions, is designed objectively to monitor and control operational risk effectively leading to a sound and stable operational environment within the Group. All operational risks, both inherent and anticipated, are properly identified, captured, mitigated, monitored, and reported in a systematic and consistent manner. The Operational Risk Committee (ORC) has oversight responsibility for all Group operational activities conducted on a day-to-day basis.

The adoption of the Control Risk Self Assessment (CRSA) and the Self Assessment Review Project (ShARP) are part of the Group's initiatives to ensure that operational risks within the processes in each business unit are properly identified, analyzed and mitigated on a periodic basis. Relevant Key Risk Indicators (KRI) is in use to track changes that may highlight new risk concerns and potential areas of weaknesses in operational control.

Each new or varied product and changes to the process flow are subjected to a rigorous risk review through sign-offs from the relevant support units where all critical risks are being identified and assessed independently from the risk takers or product owners.

BCHB Group continues to stress the importance of adhering to internal controls and established procedures to deter fraud and to minimize losses due to staff negligence. In order to demonstrate the seriousness of such offences, strict disciplinary actions are instituted against staff concerned.

5. Basel II Implementation

BNM has announced a two-phase approach for implementing the standards recommended by the Bank of International Settlement set out in “International Convergence of Capital Measurement and Capital Standards: A Revised Framework” (Basel II) in Malaysia. In the first phase, banking institutions will be required to adopt the Standardised Approach for credit risk by the end of 2008. In the second phase, qualified banking institutions will be allowed to migrate directly to the Internal Rating-Based approach (IRB Approach) by January 2010.

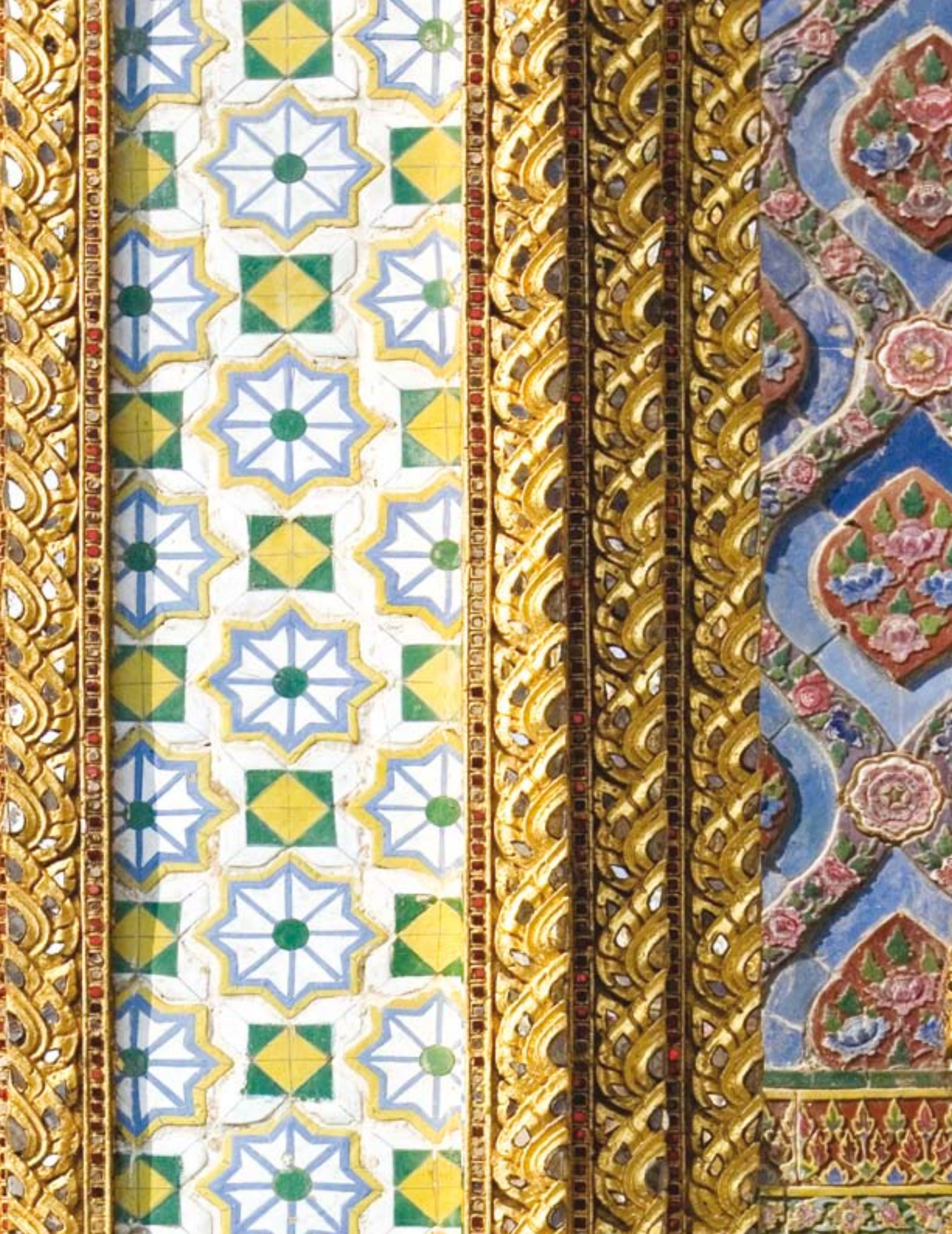
BNM has approved the Group’s application for direct migration to IRB. The approach for credit risk will be Advance IRB for retail exposure and Foundation IRB for corporate exposure. Operational risk will be based on Basic Indicator Approach and working towards Standardised Approach in 2010. Regular meetings are held with BNM to ensure implementation initiatives are in line with their expectations.

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. Significant progress has been achieved in various workstreams, primarily, in rating models calibration and risk datamart.

The Group employs an economic capital allocation framework, whereby capital is allocated to all business units. All major categories of risk are measured. This is in line with the Second Pillar of Basel II framework – Supervisory Review Process and also BNM’s Internal Capital Adequacy Assessment Process, which requires banks adopting IRB approach to develop a robust risk management framework (methodologies and process) to assess the adequacy of its internal economic capital in relation to the risk profile.

Ongoing efforts are in place to enhance the operational risk loss event reporting and data collection for the enlarged Group. Initiatives are being made to promote a web based application to ensure loss event incidents are being reported and captured on a timely basis and in an accurate manner. The integrated loss event database is crucial to prepare the Group to adopt a more advanced operational measurement model.









Thailand



Staff Strength:

3,041

Notable Deals

| KEY M&A DEALS – DOMESTIC | |
|---|--|
|  | <p>TELEKOM MALAYSIA BERHAD</p> <p>Telekom Malaysia Berhad's RM28 billion demerger of its fixed-line voice, data and broadband services, and its mobile businesses; the subsequent listing of TM International Berhad on Bursa Malaysia; and the acquisition by TM International Berhad from Khazanah Nasional Berhad of its equity interests in Sunshare Investments Ltd and PT Excelcomindo Pratama Tbk.</p> |
|  | <p>UEM WORLD BERHAD</p> <p>UEM World Berhad's RM1.7 billion restructuring and M&A transaction involving the restricted offer for sale of shares in its listed subsidiaries in Malaysia, the reorganisation of UEM Land Berhad, the dividend-in-specie of shares in UEM Land, the listing of UEM Land on Bursa Malaysia, and other related transactions.</p> |
|  | <p>KL-KUALA SELANGOR EXPRESSWAY BERHAD</p> <p>KL-Kuala Selangor Expressway Berhad's RM1.4 billion privatisation of the KL-Kuala Selangor Expressway, on a build, operate and transfer basis.</p> |
| <p>OCBC CAPITAL (MALAYSIA) SDN BHD</p> | <p>OCBC CAPITAL (MALAYSIA) SDN BHD</p> <p>OCBC Capital (Malaysia) Sdn Bhd's RM735 million conditional take-over of all voting shares in Pacificmas Berhad not already held by OCBC Capital (Malaysia).</p> |
|  | <p>DiGi.COM BERHAD</p> <p>DiGi.Com Berhad's RM685 million issuance of new ordinary shares in relation to the formation of an alliance involving DiGi.Com Berhad, TIME dotCom Berhad and their related companies, which included the transfer of the 3G spectrum assignment to a wholly-owned subsidiary of DiGi.Com Berhad.</p> |
|  | <p>KUALA LUMPUR KEPONG BERHAD</p> <p>Kuala Lumpur Kepong Berhad's RM241 million takeover of the remaining voting shares in Ladang Perbadanan-Fima Berhad not already held by Kuala Lumpur Kepong.</p> |
|  | <p>PLUS EXPRESSWAYS BERHAD</p> <p>PLUS Expressways Berhad's RM134 million acquisition of the entire issued and paid-up share capital of Konsortium Lebuhraya Butterworth-Kulim Sdn Bhd.</p> |

| KEY M&A DEALS – OVERSEAS / CROSS BORDER | |
|---|---|
|  | <p>MAGNUM HOLDINGS SDN BHD</p> <p>Magnum Holdings Sdn Bhd's RM4.9 billion privatisation of Magnum Corporation Berhad. This transaction was effectively a joint-privatisation by Multi-Purpose Holdings Berhad and CVC Capital Partners.</p> |
|  | <p>ABU DHABI COMMERCIAL BANK P.J.S.C</p> <p>Abu Dhabi Commercial Bank P.J.S.C's RM3.9 billion acquisition of 25% equity stake in RHB Capital Berhad from the Employees Provident Fund Board.</p> |
| <p>MAJESTIC MASTERPIECE SDN BHD</p> | <p>MAJESTIC MASTERPIECE SDN BHD</p> <p>Majestic Masterpiece Sdn Bhd's RM681 million takeover of the remaining shares in UBG Berhad not already held by Majestic Masterpiece.</p> |
|  | <p>BUMIPUTRA-COMMERCE HOLDINGS BERHAD</p> <p>Bumiputra-Commerce Holdings Berhad's RM4.1 billion (equivalent) merger of its indirect subsidiary, PT Bank Niaga Tbk and PT Bank Lippo Tbk, an indirect subsidiary of Khazanah Nasional Berhad.</p> |
|  | <p>BUMIPUTRA-COMMERCE HOLDINGS BERHAD</p> <p>Bumiputra-Commerce Holdings Berhad's RM1.4 billion (equivalent) acquisition of 42% of BankThai Public Company Limited from the Financial Institutions Development Fund.</p> |
|  | <p>FABER GROUP BERHAD</p> <p>Faber Group Berhad's USD68 million disposal of its 70% effective interest in a hotel business in Hanoi, Vietnam.</p> |
|  | <p>THE STRAITS TRADING COMPANY LIMITED</p> <p>The Cairns Pte. Ltd.'s SGD1.7 billion voluntary conditional offer for The Straits Trading Company Limited</p> |

Notable Deals

| KEY M&A DEALS – OVERSEAS / CROSS BORDER | |
|--|--|
|  <p>Transcu Group Limited</p> | <p>ENG WAH ORGANISATION LIMITED</p> <p>Eng Wah Organization Limited's SGD675 million reverse take-over of Transcu Ltd.</p> |
|  <p>SCS LIVING TECHNOLOGY</p> | <p>SINGAPORE COMPUTER SYSTEMS LIMITED</p> <p>Computer Systems Holdings Pte. Ltd.'s SGD238 million mandatory conditional cash offer for Singapore Computer Systems Limited.</p> |
|  <p>SNP Corporation</p> | <p>SNP CORPORATION LIMITED</p> <p>Toppan Printing Co. Ltd's SGD219 million voluntary conditional cash offer for SNP Corporation Limited.</p> |
|  <p>華潤燃氣控股有限公司 China Resources Gas Group Limited</p> | <p>CHINA RESOURCES GAS GROUP LIMITED</p> <p>China Resources Gas Group Limited's (CRGG) HKD3.8 billion acquisition of China Resources Gas Limited, and CRGG's HKD3.9 billion rights issue.</p> |
|  <p>BALtransLogistics</p> | <p>BALTRANS HOLDINGS LIMITED</p> <p>Baltran Holdings Limited's HKD2.5 billion voluntary cash offer for all its share and share options.</p> |
|  <p>New World China Land Limited 新世界中國地產有限公司</p> | <p>NEW WORLD CHINA LAND LIMITED</p> <p>New World China Land Limited's HKD1.7 billion acquisition of Mayfair Hotel, Penta Hotel and Shanghai Hong Kong New World Tower and disposal of several property project companies.</p> |
|  <p>中海石油化学股份有限公司 China BlueChemical Ltd.*</p> | <p>CHINA BLUECHEMICAL LIMITED</p> <p>China Bluechemical Limited's HKD1.4 billion acquisition of a phosphate fertiliser manufacturing company and a phosphate mining company from China National Offshore Oil Corporation.</p> |

| KEY EQUITY & EQUITY-LINKED DEALS - DOMESTIC | |
|--|--|
|  | <p>MyETF DOW JONES ISLAMIC MARKET MALAYSIA TITANS</p> <p>MyETF Dow Jones Islamic Market Malaysia Titans' listing of 840 million units of this Shariah-compliant exchange traded fund on Bursa Malaysia.</p> |
|  | <p>RESORTS WORLD BHD</p> <p>Resorts World Bhd's RM522 million non-renounceable offer for sale by Resorts World Limited of 594 million ordinary shares in Genting International Public Limited Company to the entitled shareholders on a pro-rata basis.</p> |
|  <p>WAH SEONG CORPORATION BERHAD</p> | <p>WAH SEONG CORPORATION BERHAD</p> <p>Wah Seong Corporation Berhad's RM203 million Rights Issue of ordinary shares with free detachable warrants.</p> |
|  | <p>ADVANCE SYNERGY BERHAD</p> <p>Advance Synergy Berhad's RM177 million nominal value renounceable two-call rights issue of Irredeemable Convertible Unsecured Loan Stocks.</p> |
|  <p>YTL SINCE 1955</p> | <p>YTL CORPORATION BERHAD</p> <p>YTL Corporation Berhad's RM100 million renounceable restricted offer for sale of ordinary shares in YTL Power International Berhad to entitled shareholders of YTL Corporation.</p> |
|  | <p>KEY ASIC BERHAD</p> <p>Key Asic Berhad's RM81 million IPO and listing on the MESDAQ Market of Bursa Malaysia.</p> |

Notable Deals

| KEY EQUITY & EQUITY-LINKED DEALS - OVERSEAS / CROSS BORDER | |
|---|--|
|  | <p>KHAZANAH NASIONAL BERHAD</p> <p>Khazanah Nasional Berhad's USD550.0 million Exchangeable Trust Certificates (Islamic Exchangeable Sukuk) issuance with concurrent USD129.0 million delta hedge placement.</p> |
|  | <p>MEDIA CHINESE INTERNATIONAL LIMITED</p> <p>Media Chinese International Limited's RM2.0 billion merger of Sin Chew Media Corporation Berhad, Nanyang Press Holdings Berhad and Media Chinese International Ltd and the subsequent first dual primary listing of the merged entity on Bursa Malaysia and the Hong Kong Stock Exchange.</p> |
|  | <p>PT BANK TABUNGAN PENSIUNAN NASIONAL TBK</p> <p>PT Bank Tabungan Pensiunan Nasional Tbk's IDR764 billion IPO on the Indonesia Stock Exchange.</p> |
|  | <p>KENCANA AGRI LIMITED</p> <p>Kencana Agri Limited's SGD61 million IPO on the Stock Exchange of Singapore (SGX).</p> |
|  | <p>YONGMAO HOLDINGS LIMITED</p> <p>Yongmao Holdings Limited's SGD39 million IPO on SGX.</p> |
|  | <p>HENG LONG INTERNATIONAL LIMITED</p> <p>Heng Long International Ltd's SGD23 million IPO on SGX.</p> |
|  | <p>MENCAST HOLDINGS LTD</p> <p>Mencast Holdings Ltd's SGD6.3 million IPO on SGX Catalyst (the first IPO on the newly launched SGX Catalyst Board).</p> |
|  | <p>VICTORY CITY INTERNATIONAL HOLDINGS LIMITED</p> <p>Victory City International Holdings Limited's HKD150 million Rights Issue.</p> |

| KEY DEBT TRANSACTIONS - DOMESTIC | |
|---|---|
|  | <p>CIMB BANK BERHAD</p> <p>CIMB Bank Berhad's RM4.0 billion Non-Innovative Tier 1 Stapled Securities Issuance Programme, RM1.0 billion Innovative Tier 1 Capital Securities Issuance, and RM1.5 billion Tier 2 Subordinated Bonds.</p> |
|  | <p>PLUS EXPRESSWAYS BERHAD</p> <p>PLUS Expressways Berhad's RM4.0 billion Islamic Medium Term Notes (MTN) Programme.</p> |
|  | <p>SYARIKAT PRASARANA NASIONAL BERHAD</p> <p>Syarikat Prasarana Nasional Berhad's RM2.0 billion Government Guaranteed Sukuk Ijarah.</p> |
|  | <p>MALAYSIA DEBT VENTURES BERHAD</p> <p>Malaysia Debt Ventures Berhad's RM1.5 billion Islamic MTN Programme.</p> |
|  | <p>MRCB SOUTHERN LINK BERHAD</p> <p>MRCB Southern Link Berhad's RM1.1 billion Istisna' Sukuk.</p> |
|  | <p>SABAH DEVELOPMENT BANK BERHAD</p> <p>Sabah Development Bank Berhad's RM500.0 million Commercial Papers (CP) Programme and RM1.0 billion MTN Programme with a combined limit of RM1.0 billion.</p> |
|  | <p>UMW TOYOTA CAPITAL SDN BHD</p> <p>UMW Toyota Capital Sdn Bhd's RM1.0 billion Islamic CP/MTN Programme.</p> |
|  | <p>GAMUDA BERHAD</p> <p>Gamuda Berhad's RM100.0 million Islamic CP Programme and RM800.0 million Islamic MTN Programme with a combined limit of RM800.0 million.</p> |
|  | <p>DiGi.COM TELECOMMUNICATIONS SDN BHD</p> <p>DiGi Telecommunications Sdn Bhd's RM700.0 million CP/MTN Programme.</p> |

Notable Deals

| KEY DEBT TRANSACTIONS - OVERSEAS / CROSS BORDER | |
|---|--|
|  | <p>PT ARPENI PRATAMA OCEAN LINE TBK</p> <p>PT Arpeni Pratama Ocean Line Tbk's IDR600.0 billion bonds and IDR150.0 billion Ijarah MTNs.</p> |
|  | <p>PT BANK NISP TBK</p> <p>PT Bank NISP Tbk's IDR600.0 billion subordinated bonds.</p> |
|  | <p>PT BANK SHARIAH MUAMALAT INDONESIA TBK</p> <p>PT Bank Syariah Muamalat Indonesia Tbk's IDR314.0 billion Mudharabah Subordinated Sukuk.</p> |
|  | <p>PT MALINDO FEEDMILL TBK</p> <p>PT Malindo Feedmill Tbk's IDR300.0 billion bonds.</p> |
|  | <p>PT TRUBA JAYA ENGINEERING TBK</p> <p>PT Truba Jaya Engineering Tbk's IDR200.0 billion bonds.</p> |
|  | <p>TOYOTA LEASING (THAILAND) COMPANY LIMITED</p> <p>Toyota Leasing (Thailand) Company Limited's THB1.2 billion Guaranteed Debentures.</p> |

| KEY DEBT TRANSACTIONS - OVERSEAS / CROSS BORDER | |
|---|---|
|  | <p>CITY DEVELOPMENTS LIMITED</p> <p>City Developments Limited's SGD1.0 billion Multi-Currency Islamic Trust Certificate Programme.</p> |
|  | <p>ISLAMIC DEVELOPMENT BANK</p> <p>Islamic Development Bank's RM1.0 billion Trust Certificate Issuance Programme.</p> |
|  | <p>NATIONAL AGRICULTURAL COOPERATIVE FEDERATION</p> <p>National Agricultural Cooperative Federation's RM3.3 billion MTN Programme.</p> |
|  | <p>INDUSTRIAL BANK OF KOREA</p> <p>Industrial Bank of Korea's RM3.0 billion Multi-currency Conventional/Islamic MTN Programme.</p> |
|  | <p>THE EXPORT-IMPORT BANK OF KOREA</p> <p>The Export-Import Bank of Korea's RM3.0 billion Multi-currency Conventional/Islamic MTN Programme.</p> |
|  | <p>WOORI BANK</p> <p>Woori Bank's RM1.0 billion MTN Programme.</p> |

Notable Achievements



ASIAMONEY

2008 DEAL AWARDS

- **2008 Country Deals of the Year**
Deal: Binariang's RM12 billion (USD3.6 billion) multi-tranche bond
- **Best Deal of the Year for Malaysia**
Deal: Merger between Sime Darby Bhd, Kumpulan Guthrie Bhd, Golden Hope and subsidiaries

BEST BANKS 2008 AWARDS

- **Best Domestic Equity House** - Malaysia
- **Best Domestic Debt House** - Malaysia

SUMMER AWARDS

- **Best Domestic Equity House** - Malaysia
- **Best Domestic Debt House** - Malaysia
- **Best Local Cash Management Bank** - Malaysia
(As voted by small-sized corporates)
- **Best Local Cash Management Bank** - Malaysia
(As voted by medium-sized corporates)
- **Best Local Cash Management Bank** - Malaysia
(As voted by large-sized corporates)
- **Best Domestic Provider In Malaysia for Local Currency Products** - Structured Interest-rate Products

BROKERS POLL FOR MALAYSIA AWARDS

- **Best for Overall Country Research**
- **Best Research House Coverage**
(Strategy, Macroeconomics, Capital Goods, Consumer Services, Food, Beverage & Tobacco, Utilities)

- **Best for Roadshow and Company visits**
- **Most Improved Brokerage in the last 12 Months**
- **Best in Sales Trading**
- **Best Execution**
- **Best Overall Sales Service**
- **Best Local Brokerage**
- **Best Analyst** (Terence Wong)

CASH MANAGEMENT POLL

- **Best Local Cash Management Bank** - Malaysia

FX POLL

- **Best Domestic Provider of FX Service** - Malaysia
(As voted by corporates)
- **Best for Innovative FX Products & Structured Ideas** - Malaysia
- **Best FX Prime Broking Services** - Malaysia

STRUCTURED PRODUCT POLL

- **Best Domestic Provider for Local Currency Products** - Structured Interest-Rate Products

FinanceAsia

COUNTRY AWARDS FOR ACHIEVEMENT 2008

- **DOMESTIC BANKING AWARDS**
- **Best Investment Bank** - Malaysia
- **Best Equity House** - Malaysia
- **Best Bond House** - Malaysia



AWARDS FOR ACHIEVEMENT 2008

- **Best Islamic Financing Deal**
- **Best Islamic Finance House**



COUNTRY AWARDS

- **Best Domestic Investment Bank**
- **Best Equity House**
- **Best Deal**

Deal: Issuance of USD550 million Islamic Exchangeable Bonds, exchangeable into the shares in Parkson Retail Group Limited

2008 BEST OF BONDS AWARDS

- **1st in Overall Malaysian Ringgit Government & Corporate Bond Market**
- **1st in Malaysian Ringgit Corporate Bonds**
- **3rd in Malaysian Ringgit Government Bonds**

TRIPLE A AWARDS FOR DERIVATIVES AND STRUCTURED PRODUCTS 2008

- **Best Derivatives House, Malaysia**
- **Best Local Currency Structured Product**

TRIPLE A AWARDS

- **Best Equity-linked Deal**
Deal: Issuance of USD550 million Khazanah Nasional concurrent sukuk exchangeable and USD96.8 million equity placement into Parkson Retail Group
- **Best Project Finance**
Project: RM1.26 billion MRCB Southern Link Berhad



NATIONAL MERGERS AND ACQUISITIONS AWARDS 2008

- **Deal Maker of the Year**
Deal: Merger of Sime Darby Bhd, Golden Hope Plantations Bhd and Kumpulan Guthrie Bhd
- **Deal of the Year**
Deal: Merger of Sime Darby Bhd, Golden Hope Plantations Bhd and Kumpulan Guthrie Bhd
- **Strategic Deal of the Year**
Deal: Merger of Sime Darby Bhd, Golden Hope Plantations Bhd and Kumpulan Guthrie Bhd
- **Cross Border Deal of the Year**
Awarded for CIMB Investment Bank's role in the disposal of 49% of Commerce Life Assurance Berhad and Commerce Takaful Berhad to Aviva International Plc and disposal of 100% of Commerce Assurance Berhad to Allianz Malaysia Berhad



RAM LEAGUE AWARDS 2008

- **RAM Award of Distinction** - Special Merit Award for CIMB Investment Bank's ability as the Malaysian Top Lead Manager in the Corporate Sukuk Market
- **RAM Award of Distinction** - Special Merit Award for CIMB Investment Bank's ability as the Malaysian Top Lead Manager in the Corporate Bond Market
- **RAM Lead Manager Award** - 1st in terms of Islamic issue value
- **RAM Lead Manager Award** - 1st in terms of Islamic number of deals
- **RAM Lead Manager Award** - 1st in terms of issue value
- **RAM Lead Manager Award** - 1st in terms of number of deals
- **RAM Award of Distinction** - Blueprint Awards for Malaysian Innovation of The Year
Deal: RM6.2 billion Senior & RM1.7 billion Cumulative Non-Convertible Junior Sukuk Musyarakah issued by Malakoff Corporation
- **RAM Award of Distinction** - Blueprint Awards for Outstanding Deal of The Year
Deal: RM22 billion Senior & RM3.02 billion Cumulative Non-Convertible Junior Sukuk Musyarakah issued by Binariang GSM Sdn Bhd

ISLAMIC FINANCE AWARDS 2008

- **Best Islamic Bank in Asia**
- **Best Sukuk House**

AWARDS FOR EXCELLENCE 2008

- **Best Investment Bank** - Malaysia



BEST FINANCIAL INSTITUTION AWARDS IN SOUTHEAST ASIA 2008

- **Best Investment Bank** - Malaysia
- **Best Islamic Finance House** - Malaysia
- **Best Equity House** - Malaysia
- **Best Bond House** - Malaysia

SOUTHEAST ASIA DEAL AWARDS 2008

- **Best Equity Linked Deal of the Year**
Deal: Khazanah's USD550 million Exchangeable Sukuk
- **Best Cash Management Solution**
- **Best Islamic Financing Deal of the Year**
Deal: Syarikat Prasarana Negara's RM2.0 billion Sukuk Ijarah, one of the largest bond issues of the year



IFR ASIA AWARDS 2008

- **Malaysia Capital Markets Deal**
Deal: Binarianj GSM's RM15.35 billion Islamic Issuance



THE ASIAN BANKER EXCELLENCE IN RETAIL FINANCIAL SERVICES AWARDS 2008

- **Best Retail Banking Branch Innovation**



"BEST OF THE BREEDS" ASIAN M&A 2008 AWARDS

- **Top Asian Investment Bank for Asia Ex-Japan M&A Deals**



MIS ASIA IT EXCELLENCE AWARD 2008

- **MIS ASIA IT Excellence Award 2008** in recognition of CIMB Bank's excellence in anti-money laundering & counter financing of terrorism monitoring system



ASIAN BANKING AND FINANCE RETAIL BANKING AWARDS 2008

- **Best Direct Marketing Campaign**



MALAYSIA HR AWARDS 08-09

- **Best Employer's Award**
Banking & Financial Services Institutions Category
- **HR Excellence - "Gold Recognition"**
- **HR Excellence - "Grand Award"**

Notable Achievements



MALAYSIAN RATING CORPORATION BERHAD

- **Benchmark Deal of the Year 2008**

Deal: The Export-Import Bank of Korea (KEXIM) Conventional and/or Islamic Medium Term Notes Programme of up to RM3.0 billion in Ringgit Malaysia and/or Foreign Currencies

- **Innovative Deal of the Year 2008**

Deal: CIMB Bank Berhad Non-Innovative Tier 1 Stapled Securities Programme of up to RM4.0 billion

- **No.1 in Conventional Bonds Issue Count 2008**

- **No.1 in Conventional Bonds Issue Value 2008**



WESTERN UNION ASIA PACIFIC AGENT SUMMIT 2008

- **Location Activation Champion Award**



2008 FINANCIAL INSIGHTS INNOVATION AWARDS

- **Innovation Award for Business Process Automation**
- Account Opening

Islamic Finance *news*

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IFN ANNUAL POLLS 2008

- **Best Individual Islamic Banker 2008**
- Badliyah Abdul Ghani
- **Best Islamic Bank by Country**
- Malaysia



NATIONAL ANNUAL CORPORATE REPORT AWARDS 2008

- **Best Designed Annual Report** - Platinum Award



ISLAMIC BUSINESS & FINANCE AWARDS 2008

- Best Bank in Asia

AsiaRisk

ASIA RISK AWARDS FOR EXCELLENCE 2008

- Islamic Products House of the Year Award
- House of the Year, Malaysia: CIMB Group

Asia Asset Management

THE JOURNAL OF INVESTMENTS & PENSIONS

BEST OF THE BEST AWARDS 2008

- Islamic Fund House of the Year

ACQAWARDS2008

ASIA REGION

- Islamic Financial Institutions Award 2008



GLOBAL
FINANCE

GLOBAL FINANCE WORLD'S BEST ISLAMIC INSTITUTIONS AWARD 2008

- Best Islamic Finance Bank for Malaysia and Asia

Dresdner Kleinwort

PAYMENT QUALITY AWARD 2008

- In recognition of CIMB Bank's exceptional performance and remarkable achievements in the international payments business

Our Alliances

CIMB Group's geographical reach and its products and services are complemented by smart partnerships. In 2008, we joined forces with new partners and expanded existing partnerships:



PRINCIPAL FINANCIAL GROUP

Principal Financial Group has been our partner in funds management since 2002, operating primarily through our joint venture, CIMB-Principal Asset Management. In 2008, Principal Financial Group and CIMB Group launched CIMB-Principal Islamic Asset Management, a 50:50 joint venture, which is the global arm for Islamic funds management for both partners.



DAEWOO SECURITIES CO LTD

Daewoo Securities is one of the largest securities firms in Korea. The strategic alliance between CIMB Investment Bank and Daewoo Securities is for cross-border collaboration in investment banking, stockbroking and asset management.



INTERNATIONAL CURRENCY EXCHANGE PLC (ICE)

ICE is a global player in retail foreign exchange with 330 locations in 21 countries including 200 at international airports around the world. CIMB Bank has a strategic alliance with ICE to manage our retail foreign exchange business in Malaysia.



PETRONAS DAGANGAN BERHAD

Petronas Dagangan Berhad, the domestic retail arm of Petronas, has more than 870 petrol service stations in Malaysia. CIMB Bank launched a co-branded credit card with Petronas Dagangan, the CIMB PETRONAS MasterCard.

OTHER ALLIANCES



Bank of Tokyo-Mitsubishi UFJ

International Advisory Panel



Members of the International Advisory Panel :

Tun Musa Hitam (Chairman)

Mr Abdulaziz Kanoo

**Datuk Seri Panglima
Andrew Sheng**

Mr Beau Kuok

Mr Cezar Peralta Consing

Pak Glenn Yusuf

Mr Goh Geok Khim

Pak Robby Djohan

Khun Tira Wannamethee

Datuk Tong Kooi Ong

CIMB Group's International Advisory Panel met for its 3rd annual meeting in Jakarta on 8 November 2008. The Panel welcomed Pak Robby Djohan and Mr Cesar Peralta Consing as its most recent additions. Also present were senior management staff throughout the region.

A pre-meeting reception and dinner was held in the courtyard of the Dharmawangsa Hotel in Jakarta. The members of the Panel had the pleasure of the company of many Indonesian corporate chieftains who had graciously joined the evening's events.

The next day, the meeting kicked off with a review by the Group Chief Executive of the Group's business and its international expansion and operations. Dominating the Panel's discussions were the Niaga-Lippo merger in Indonesia and the acquisition of BankThai in Thailand, as well as the transaction to acquire a stake in the Bank of Yingkou in China. The Panel also dwelt at length on the Group's response to the global financial crisis, and its impact on the Group's regional business.

The presentations by senior management on prospects in consumer banking in Indonesia and Islamic funds management were also well received.

Investor Relations



In line with the Group's expanding regional footprint and effective engagement of investors and shareholders, the investor relations unit played a crucial role in further establishing higher standards of corporate practices and governance with focus on accuracy and transparency of information coupled with timeliness and accountability of its dissemination.

In 2008 the investor relations team stepped up investors' access to management. BCHB reached out to a wider investor audience by participating in the Deutsche Bank Access Asia Conference in Beijing, the Credit Suisse Asean Conference in Hong Kong, Merrill Lynch's Asia Rising Stars Conference in Singapore, UBS' Best of Asia Conference in London and New York, and Morgan Stanley's Asia Pacific Summit. Domestically, BCHB took part in the CIMB Regional Conference and the joint Macquarie and AmlInvestment Invest Malaysia 2008.

Regular quarterly conference calls as well as analyst and press briefings were conducted coinciding with the release of the Group's financial results. In addition, BCHB organised two additional analyst and press briefings in 2008 to shed light on the Niaga-Lippo merger and the BankThai acquisition. This went a long way in providing greater colour on the Group's strategic decisions and to facilitate better understanding of the Group's regionalisation agenda. The Investor Relations team held over 80 individual in-house meetings with analysts and fund managers over the year, almost all of which were chaired by either the Group Chief Executive or Group Treasurer.

Engaging retail shareholders remained an integral part of investor relations. At the Group's 51st Annual General Meeting held in May 2008, the Group Chief Executive took shareholders through a thorough review of the Group's activities in 2007, and further explained the outlook for the current year. The investor relations portal on the Group website achieved its objective of maximising investor reach with increased online traffic and downloads of corporate documents and financials. Enquiries through the online portal proved to be another effective tool in increasing communication with both institutional and retail stakeholders.

Snapshot of Corporate Events

11 January 2008



From left: Lee Kok Kwan, Dato' Sri Nazir Razak, Badliyah Abdul Ghani and Chu Kok Wei at the launch of CIMB Islamic Market Rider, a Shariah-compliant principal bank guaranteed structured deposit.

15 January 2008



Datuk Tong Kooi Ong, Executive Chairman of Sunrise Berhad and member of CIMB Group's International Advisory Panel, declares open the CIMB Bank branch at Solaris Mont' Kiara. Flanking him are Datuk Dr Syed Muhamad bin Syed Abdul Kadir and Dato' Sri Nazir Razak.

16 January 2008



Tunku Dato' Ahmad Burhanuddin distributing food items to residents of Pulau Teluk Renjuna, Kelantan, as part of CIMB Bank's flood relief efforts.

22 January 2008



Hamidah Naziadin speaking to students at CIMB's career talk series - "Way Forward".

24 January 2008



Effendy Shahul Hamid and Dato' Syed Mustaffa Syed Ali, Deputy President of the Squash Racquets Association of Malaysia (SRAM), jointly launch the CIMB National Junior Squash Circuit 2008.

24 January 2008



From left: Patrick Tan, Ong Liang Heng, Kong Sooi Lin, Shamsun Anwar Bin Hussain, Lee Chin Tok and Chu Kok Wei at the Alpha Southeast Asia Awards ceremony.

25 - 27 January 2008



Dato' Mohd Shukri Hussin presents medals to the winners of the 1st leg of the CIMB National Junior Squash Circuit 2008.

27 January 2008



The Governor of Penang, Tun Dato' Seri Utama Haji Abdul Rahman Haji Abas, and his wife, Toh Puan Dato' Seri Utama Hajjah Majimor Shariff, at the Penang Friends Carnival, a Community Link initiative.

Snapshot of Corporate Events

29 January 2008



Tunku Dato' Ahmad Burhanuddin at the launch of the CIMB PETRONAS co-branded credit card.

19 February 2008



Dato' Sri Nazir Razak and Sung Tae Kim, CEO and President of Daewoo Securities, exchange documents after the signing of a strategic alliance agreement between CIMB Investment Bank and Daewoo Securities Co. Ltd.

21 February 2008



Datuk Noripah Kamso at the launch of CIMB-Principal MENA Equity Fund, the first fund in Malaysia to offer investors exposure to large capital stocks in the Middle East and North Africa (MENA) region.

28 February 2008



Peter England and Paul Gui introducing CIMB Clicks Trader, the online share trading account that offers the lowest brokerage fee.

29 February 2008



Dato' Sri Nazir Razak briefing investors on CIMB Bank's proposed issuance of subordinated bonds. Together with him are Lim Tiang Siew, Lee Kok Kwan and Patrick Khoo.

4 March 2008



Dato' Charon Wardini Mokhzani congratulating Datuk Nicol David on the renewal of CIMB's sponsorship of the Malaysian squash star and reigning world champion. Looking on is Dato' A. Sani Karim, President of Squash Racquets Association of Malaysia.

6 March 2008



The start of the relationship between the Singapore Symphony Orchestra ("SSO") and CIMB Group - Tan Sri Dato' Md Nor Yusof presents CIMB Group's sponsorship cheque to Professor Cham Tao Soon of the SSO, in the presence of Senior Minister Goh Chok Tong, and Goh Geok Khim.

14 March 2008



CIMB wins nine awards at the RAM League Awards 2008. Representing CIMB were (from left) Lee Chin Tok, Badlisyah Abdul Ghani, Thomas Meow, Dato' Sri Nazir Razak, Kong Sooi Lin, Nor Masliza binti Sulaiman, Lee Kok Kwan and Winnie Sia.

Snapshot of Corporate Events

17 March 2008



Dato' Sri Nazir Razak and Liu Qingshan, Chairman and CEO of Bank of Yingkou, sign an agreement for CIMB's purchase of a 19.99% stake in the Bank of Yingkou. The Ambassador of the People's Republic of China to Malaysia, HE Cheng Yonghua, and the Mayor of Yingkou, Gao Jun, witnessed the signing.

26 March 2008



From left: Dato' Sri Nazir Razak, Tan Sri Lee Shin Cheng, Executive Chairman of IOI Corporation Berhad, and Dato' Lee Yeow Chor, Executive Director of IOI Corporation Berhad, officially launch CIMB Bank's branch at Bandar Puteri Puchong.

9 April 2008



Darawati Hussain with invited speakers at CIMB Private Equity and Venture Capital's Investor Conference.

18 April 2008



Peter England, Muzaffar Hisham and Dato' Sri Nazir Razak with the grand prize winners of the Dream.Deposit.Drive contest.

18 - 19 April 2008



The Deputy Prime Minister of Malaysia, Dato' Sri Mohd Najib bin Tun Abdul Razak arrives at CIMB Bank Consumer Sales and Distribution Division's quarterly meeting. He delivered a motivating keynote address on leadership to the staff present.

21 April 2008



Dato' Sri Nazir Razak flanked by Dato' Charon Wardini Mokhzani and Peter England at the launch of CIMB Islamic Commodities Structured Fund.

23 April 2008



CIMB Group ties up with University of Malaya (UM) to provide internship opportunities to UM fresh graduates to enhance their employability. Present at the signing ceremony were Dato' Sri Nazir Razak, Datuk Rafiah Salim, Vice-Chancellor of UM, Dr Stefanie Pillai of UM and Hamidah Naziadin.

23 April 2008



Dato' Sri Nazir Razak meeting Members of the Indonesian Parliament at the Malaysia International Visitors Programme.

Snapshot of Corporate Events

24 April 2008



Raja Noorma Othman, representing CIMB Mapletree Real Estate Fund 1 ("CMREF1") at the underwriting ceremony by CMREFI of Papillon, a condominium development in Taman Desa.

25 April 2008



Effendy Shahul Hamid presents free tickets to Disney's Beauty and The Beast - The Broadway Musical to the representatives of children's homes in the Klang Valley, Perak and Penang.

29 April 2008



Dato' Charon Wardini Mokhzani addressing the Hong Kong investment banking fraternity speaking at the breakfast talk organised by the Hong Kong Securities Institute.

30 April 2008



Iswaran Suppiah and Gan Boon San, Managing Director, Sun Microsystems Malaysia, at the signing ceremony which marked CIMB Group as the first company in South Asia to acquire Sun's latest and largest single enterprise server.

6 May 2008



From left: Tan Beng Wah, Tunku Dato' Ahmad Burhanuddin, Ho Ming Heng and Khoo Leng Kee at the launch of CIMB Wealth Advisors 3-in-1 Education Plan.

7 May 2008



From left: Maria Wen, Vice President of Business Operation, Fuji Xerox Asia Pacific Pte Ltd, presents Iswaraan Suppiah and Sulaiman Mohd Tahir with the trophy for Financial Insights Innovation Asia Award which CIMB Group won for Business Process Automation Account Opening.

8 May 2008



Launch of the "Flying Emporium" at the domestic departure hall of the Kuala Lumpur International Airport. The Flying Emporium offers special privileges to CIMB Bank and Direct Access MasterCard cardholders.

2 June 2008



Dato' Shukri Hussin, President Commissioner of Bank Niaga, exchanges documents with Md Ali Md Dewal, President Commissioner of Bank Lippo to mark the launch of the Niaga-Lippo merger. The Deputy Prime Minister of Malaysia, Dato' Sri Mohd Najib bin Tun Abdul Razak, and Managing Director of Khazanah Nasional Berhad, Tan Sri Azman Mokhtar, witnessed the ceremony.

Snapshot of Corporate Events

9 June 2008



Tunku Dato' Ahmad Burhanuddin receiving the Credit Guarantee Corporation Top SMI Supporter Award 2007 on behalf of CIMB Bank.

11 June 2008



Effendy Shahul Hamid with the three budding talents who clinched the role of the enchanted teacup "Chip", in Disney's Beauty and The Beast - The Broadway Musical.

11 June 2008



Sulaiman Mohd Tahir at the official launch of CIMB Clicks Formula One Chase.

13 June 2008



Tan Sri Dato' Seri Haidar Mohamed Nor and Dato' Ambiga Sreenevasan, Chairman of the Bar Council, at the launch of Direct Access Malaysian Bar MasterCard.

18 June 2008



Dato' Sri Nazir Razak launching the 2008 CEO's Challenge campaign.

20 June 2008



Dato' Sri Nazir Razak and Khun Thongurai Linpiti, Head of Financial Institutions Development Fund, at the signing ceremony of CIMB Group's acquisition of a 42.13% stake in BankThai Public Company Ltd.

25 June 2008



Tunku Dato' Ahmad Burhanuddin unveiling the CIMB Bank and International Currency Exchange (ICE) co-branded outlet at Kuala Lumpur International Airport accompanied by Peter England and Koko Sarkari, Director of Global Operations, ICE.

15 July 2008



Effendy Shahul Hamid at the press conference to announce CIMB Bank as the presenter of Disney's High School Musical - The Ice Tour.

Snapshot of Corporate Events

15 July 2008



From left: Lee Kok Kwan, Chu Kok Wei and Jennifer Yong at the official launch of CIMB Bank's principal bank guaranteed structured deposit - Dynamic Best of Gurus FRNID.

16 July 2008



Dato' Sri Nazir Razak and Larry Zimpleman, President and Chief Executive Officer of Principal Financial Group, exchange documents at the official launch of CIMB-Principal Islamic Asset Management. The launch was witnessed by DYT Raja Muda Perak Darul Ridzuan Raja Dr Nazrin Shah ibni Sultan Azlan Muhibbuddin Shah, Financial Ambassador for MIFC, and Tan Sri Dato' Sri Zeti Akhtar Aziz, Governor Bank Negara Malaysia.

22 July 2008



Dato' Charon Wardini Mokhzani presents a mock cheque to Dato' Syed Mustaffa Syed Ali, Deputy President of Squash Racquets Association of Malaysia (SRAM) to mark CIMB's title sponsorship of the Malaysian Open Squash Championships. Also present was Dato' A. Sani Karim, President of SRAM.

2 August 2008



The 2nd CIMB Singapore Women's Masters Squash Tournament, which was won by Datuk Nicol David.

13 August 2008



Datin Sri Azlina Aziz and Datuk Nicol David launch CIMB Bank's first Café Banking outlet at Menara Hap Seng, Kuala Lumpur. Dato' Sri Nazir Razak and Lee Siew Heng, Managing Director of Old Town White Coffee, witnessed the launch.

8 September 2008



Lee Kok Kwan addresses potential investors at CIMB Bank's Investors Presentation for the proposed issuance of innovative tier 1 capital securities.

18 September 2008



Peter England and Dato' Sri Nazir Razak at the launch of Max InvestSave, the Group's revolutionary investment-linked deposit.

24 September 2008



Peter England and Badlisyah Abdul Ghani at the launch of EcoSave Savings Account-i, the first environment-related savings account in the country that contributes a part of profits towards environment-related causes.

Snapshot of Corporate Events

29 October 2008



Peter England and Kevin Jones, Chief Operating Officer of CIMB Aviva, at the launch of EasyLife Solutions.

31 October 2008



Dato' Sri Nazir Razak presents a momento to Hashemi Albakri (the retiring President Director of Bank Niaga) at the farewell party held for retiring members of the Board of Commissioners and Board of Directors of Bank Niaga.

3 November 2008



Senior Management of CIMB Niaga - Catherine Hadiman (Corporate Banking Director), Henk G. Mulder (Vice President Director) and Arwin Rasyid (President Director) at CIMB Niaga's rebranding ceremony.

19 November 2008



Ung Su Ling, on behalf of the Group, receiving the Platinum Award for the Best Designed Annual Report at the National Annual Corporate Report Awards (NACRA) 2008.

25 November 2008



Effendy Shahul Hamid receives CIMB Group's award at Malaysia's Most Valuable Brand awards ceremony. CIMB Group was ranked the 3rd most valuable brand in Malaysia.

27 November 2008



Dr Gan Wee Beng and Ravshan Abdulkarimov, Deputy Chairman, Central Bank of Uzbekistan, at the signing ceremony of the Money Market Deposits Agreement with the Central Bank of Uzbekistan.

15 December 2008



Peter England launches Clicks e-Invest, a service that enables customers to buy unit trust products online.

17 December 2008



DYTM Raja Muda Perak Darul Ridzuan Raja Dr Nazrin Shah ibni Sultan Azlan Muhibbuddin Shah and Dato' Sri Nazir Razak congratulating the winners of the World Universities Peace Invitational Debate, an event sponsored by CIMB Group.

Creating Value Through Corporate Social Responsibility



As BCHB Group works towards becoming “Southeast Asia’s most valued universal bank”, we need to ensure that our corporate tenet of value creation encompasses all stakeholders—employees, customers, shareholders, partners as well as the many communities and environment that we operate in. Through our corporate social responsibility activities, the Group has demonstrated that “value creation” goes beyond profits to include making a sustainable positive impact on stakeholders.

This section provides 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.

Management discussion on the performance of the Group as stated in the Performance Review by the Group Chief Executive in this Annual Report is prepared according to business lines to facilitate better understanding by shareholders and to supplement the financial statements which are prepared on an entity basis. These are supplemented by slides and commentary which are made available on the Group's investor relations website.

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 in the Statement on Corporate Governance contained in 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.

“The past 3 ½ years have been a period of transformation for CIMB. We also transformed how we discharge our corporate social responsibilities from being one of ad-hoc sponsorships and donations to one that is focused and impactful.”

Dato' Sri Nazir Razak,
Group Chief Executive



The layout of our branches makes it easy for customers to interact with our staff

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 Statement on Corporate Governance is available in this 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 the Risk Management section 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 an award-winning investor relations (IR) 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 IR section is also maintained on the Group's website which allows users to access the latest corporate and financial 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.

The layout of CIMB Bank branches has also been designed to make it easy for customers to communicate with our staff. We post branch ambassadors near the entrance of a branch to greet customers and direct them to the relevant counters. The branch manager's room is located right in the middle of the branch, and this high visibility makes the branch manager more approachable and accessible to customers.

The Group's Customer Care and Management Support division has primary responsibility for all customer feedback on our products and services. This division reports to an Executive Director of CIMB Bank, who is also a member of the Group Management Committee.

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.

HUMAN RESOURCE 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.

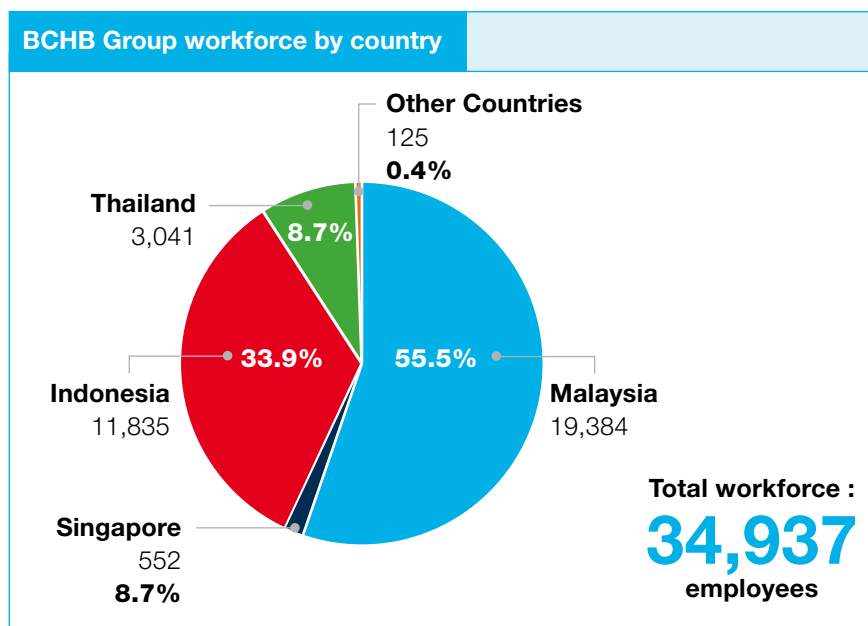
Workforce Profile

We have a total workforce of 34,937 employees as at 31 December 2008.

Just over 55% of our workforce is within Malaysia, compared to 70% in 2007, a clear indication of the regionalisation of the Group’s operations.

Approximately 93% of our workforce is in full-time permanent employment while the remaining 7% is employed on a contractual basis. As at the end of 2008, 37% of our employees in Malaysia are members of various unions in the industry.

In terms of workplace diversity, approximately 56% of our Malaysian workforce comprises female employees with about 8% of these employees in management-level positions. 15% of senior management at the Group Management Committee level are female.



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 2008, we allocated approximately RM30 million to meeting training needs.

We also stepped up the training of our people with the launch of "Transformation 2", in particular under the umbrella of Project Oasis which aims to upgrade the quality and skills of our people. The focus of this project will be on people and enabling our people to be the best that they can be. This covers an entire range of issues including learning and talent development, recruitment, compensation and staff retention, in line with one of most important long-term goals for the Group to build a high performing workforce.

In line with the high performance culture of the Group, the 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.

The Group Chief Executive plays a key role in people development. He holds weekly briefings for management staff to communicate the latest developments within the Group, and minutes of these briefings are disseminated to all employees of the Group through our intranet. In addition, he conducts a "Leadership Excellence Series" of talks in which management-level staff throughout

the Group are invited to discuss with him leadership issues which are relevant to the Group, and to hear his perspective on these issues.

We also have in place a graduate placement programme to groom and develop talent from within the Group. In Malaysia, we offer 60 graduate placement positions annually under The Complete Banker Programme that runs for a 12-month period after which the graduates will be placed permanently in one of the Group's business divisions. In line with our regionalisation agenda, the graduates may also be sent on regional placements during the course of the programme.

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 also entered into a strategic alliance with the University of Malaya to conduct training programmes for its students with a view to enhancing their employability. The programmes comprise industrial training, internships and management trainee stints at the Group's offices. The programme kicked off with a pilot batch of students starting their internship stint in June 2008. We were pleased to be able to give back to society, by sharing our insight and contributing our resources to help produce graduates that are sought after in the job market.



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 16% of our Malaysian workforce are on pension plans.

The Group also provides an avenue for employees to air their views via our intranet forum. Volunteerism is encouraged and employees are encouraged to support and assist CIMB Foundation in its activities.

We also have a Sports and Recreation Department which is active in organising sports, recreational and social activities for the Group's employees. A summary of the activities of the Sports and Recreation Department are contained in the Recreation section of this Annual Report.

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 are accessible through the intranet and employee handbooks.

In mid-2008, in view of possible hardship which staff may experience due to increased cost of living, the Group announced 2 measures to alleviate the hardship applicable to all confirmed staff at a particular grade or below. The first was a Special Festival Advance which enabled them to obtain an interest-free salary advance at anytime between July 2008 and January 2009, and the 2nd measure was a payment of a one-month interim bonus in August 2008.

We launched a Staff Welfare Fund at the end of 2008. Based on the idea of "CIMBIans helping CIMBIans", the fund would be used to defray expenses incurred by staff as a result of an unforeseen event such as natural disasters, death of family members and other calamities. Although the source of funding is expected to be employee contributions, the Group also pledged to match employee contributions ringgit for ringgit up to a maximum of RM100,000 per annum.

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. 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 2008, every effort was undertaken to ensure compliance with the legal OSH requirements and internal OSH policies.

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. The Group encourages employees to adopt energy-saving 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.

In addition, to help employees reduce their carbon footprint, the Group offers a bus and van service to employees who commute to work by public transport in Kuala Lumpur. The shuttle service provides them with transport between the city's transportation hubs and our offices.

We launched a paperless savings account called Eco-Save. This Islamic savings account offers higher profits to

customers and channels a portion of profits towards environmental causes such as recycling, rehabilitation of mangrove areas, river clean ups and the like.

In Community Link, the environment continued to be one of the 5 focus areas. Our Moyog River clean up project in Sabah entered its 2nd year, while other notable projects include school nature club camps (run in conjunction with the Malaysian Nature Society), a recycling challenge for children (in partnership with EcoKnights), a rivercare and waste management project and an eco-coastal cycling expedition (both in partnership with Yayasan Anak Warisan Alam), a climate change and biodiversity programme for schools (in partnership with TrEEs) and a mangrove conservation project (in partnership with Global Environment Centre).



CSR BEYOND OUR SHORES



Our first batch of CIMB-Niaga scholars

In Indonesia, CIMB Niaga focused its Social Responsibility programmes on the theme “CIMB Niaga Cares for Education”, with a total of IDR684 million spent on programmes for 2008. In addition to that, several long-term projects continued to run with a multi-year budget of IDR6.6 billion.

Among these were programmes run in partnership with UNICEF

such as the 5th annual UNICEF Award for Indonesian Young Writers with the theme “Children and the Environment”, aimed at talented young writers from high school. Another collaboration with UNICEF was CIMB Niaga’s participation in the UNICEF Award for Indonesian Young Leaders, a programme which the Bank participated in since 2004.

2008 also saw the first batch of the CIMB-Niaga scholarship holders commencing their studies at tertiary level in Malaysia. A total of 5 students were selected and they now pursue degrees in Business Administration at Universiti Kebangsaan Malaysia. At the end of 2008, work commenced in preparation for the 2nd batch of scholars for the 2009 university intake.

The Niaga-Lippo merger added to CIMB Niaga’s education focus as Bank Lippo’s existing scholarship programme formed part of the merged bank’s CSR programme. The programme which is in its 3rd year,

focuses on providing scholarships to high achieving students from financially-challenged families for undergraduate studies at Indonesia’s premier universities. A total of 120 recipients have benefited from this programme.

CIMB Niaga in collaboration with the Indonesian banking industry and Bank Indonesia launched a financial literacy programme called “Ayo ke Bank”. A series of activities were organised by CIMB Niaga in relation to the programme which involved schools, markets and office buildings. We were particularly active in the schools programme which involved school children of all ages ranging from those in kindergarten to high school and university students.

In Singapore, CIMB Group made a SGD1.5 million donation to the Singapore Symphony Orchestra (SSO). And our sponsorship of the Singapore Women’s Masters Squash tournament entered its 2nd year.

“CIMB makes it a point to give back to the communities in the places where we operate. Many of us here tonight have strong ties which date back a long way with people on both sides of the causeway, whether in terms of business, culture, family or even pure friendship. CIMB is particularly delighted to advance those ties and to lend our support to the SSO.”

Tan Sri Dato’ Md Nor Yusof
Chairman of BCHB speaking at the cheque presentation to the SSO



*Standing from left to right:
Tan Sri Dato' Md Nor Yusof, Dato' Mohd
Shukri Hussin, and Datuk Dr Richard Leete*

*Seated from left to right:
Rosnah Kamarul Zaman and
Tan Sri Dato' Seri Siti Norma Yaakob*

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 broadbased 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 one of 5 finalists at the StarBiz-ICR Malaysia Corporate Responsibility Awards 2008 in the "Community" Category.

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 was established on 15 November 2007 to spearhead the Group's CSR and philanthropic initiatives.

The members of the Foundation's Board of Trustees are Tan Sri Dato' Seri Siti Norma Yaakob (Chairperson), Tan Sri Dato' Md Nor 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, transparency, innovation, integrity, respect, 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.

The Foundation has benefited:

Community Development:

20144

including 20000 people directly through Community Link

Sports:

9941

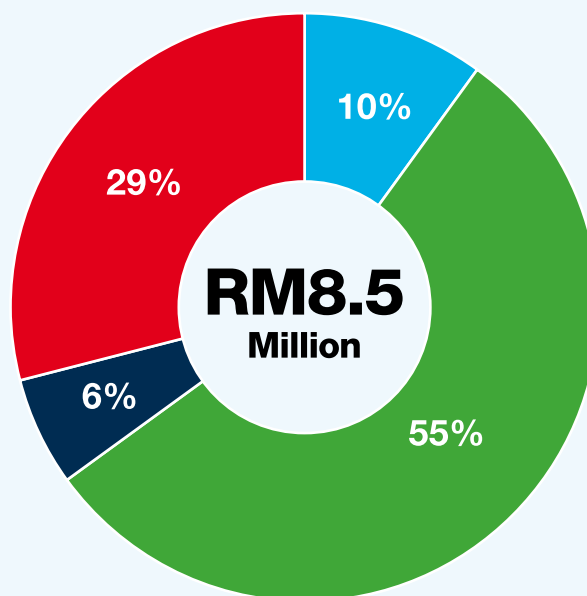
junior sportsmen and sportswomen

Education:

13805

young people

CIMB Foundation - A Snapshot of 2008



Community Development Sports Education Donations

Community Development

RM4.6 million

Sports

RM2.4 million

Education

RM500,000

Donations

RM830,000

Community Development



Community Link

Community Link is the flagship programme of the Foundation for community development. It aims at forging closer ties with the local communities served by CIMB Bank and CIMB Islamic branches, and enables them to “give back” to the local communities they serve. This programme leverages on the extensive reach of the large bank branch network throughout Malaysia which serves both urban and rural communities.

Community leaders and NGO representatives are encouraged to propose initiatives or social causes to the local CIMB Bank and CIMB Islamic branch that will enhance the lives of those within the community, according to the particular needs of each local community. These proposals will be reviewed by branch managers who in turn will submit them to CIMB Foundation for funding. Once funding is approved, the branch staff will work hand in hand with community leaders and NGOs to implement the project.

Community Link encompasses 5 key areas namely:

- National Unity
- Education
- Socio-Economic Development
- Environment
- Health

Despite the relative youth of the programme, in 2008, a total of 128 Community Link projects were implemented throughout Malaysia with a total budget of RM4.1 million.



Case Study:

**Persatuan Wushu dan Tarian
Naga Jing Ying Kuala Lumpur
The Deaf Acrobatic
Lion Dance Troupe**

Issue:

The deaf community lacks employment and other opportunities due to their disability. According to the YMCA, the deaf population is the least supported of all disability groups in terms of financial and social aid.

Solution:

Backed by funding from CIMB Foundation, the Persatuan Wushu dan Tarian Naga Jing Ying of Kuala Lumpur was able to bring together a group of 24 deaf adults to be given specialized training in acrobatic lion dance.

Results:

After 6 months of intensive training, the group performed at the Opening Ceremony of the CIMB National Junior Squash Circuit 2009, as well as at CIMB Foundation's Chinese New Year gathering. They were also featured on national television news. Currently, they are in preparations to compete at the National Acrobatic Lion Dance Competition in November 2009. This troupe has proven that their disability does not limit their potential for growth and achievement.

Sports



The Foundation's main programme for sports is Rakan Sukan Squash, a sponsorship arrangement with the National Sports Council of Malaysia (NSC) and the Squash Racquets Association of Malaysia (SRAM). It forms part of the national core sports programme under the auspices of the NSC. The Group's sponsorship of squash as Rakan Sukan Squash dates back to 1 July 2005, and this has been one of the main CSR programmes for the Group in the area of sports.

Following the formation of CIMB Foundation, the Foundation assumed the Rakan Sukan Squash sponsorship from 16 November 2007.

One of the main programmes under Rakan Sukan Squash is the junior development programme and the CIMB National Junior Circuit. The number of entrants have grown over 3 years, and there has been widespread

harnessing of talent from throughout Malaysia. In the past, contribution towards the pool of national junior and senior players came from the traditional squash-playing states of Penang, Perak, Selangor and Sarawak. The CIMB National Junior Circuit has helped unearth talents from states like Kedah, Johor, Negeri Sembilan, Malacca, Sabah and Kelantan besides the traditional states. The junior circuit has also enjoyed wider press coverage and a higher standard of play is evident at the circuit with rallies and matches increasing in duration.

In addition to the National Junior Circuit, Rakan Sukan Squash also encompasses the title sponsorship of the CIMB KL Open and the CIMB Malaysian Open tournaments, both of which are important stops on the international squash circuit.

In addition to squash, the Foundation also sponsors rugby in schools through sponsorship of COBRA. The programme which is aimed at training school teachers to become rugby coaches targets to train 450 coaches and benefit 9,170 students through a combination of rugby training and participation in combined schools tournaments.

The Foundation also sponsored a 13-year old tennis player, Ahmad Deedat Abdul Razak. Under the sponsorship, Deedat showed remarkable progress moving from his 17th ranking in the Asian Tennis Federation under-14 category to end 2008 at 3rd place. The Foundation will continue to sponsor him in 2009.



Case Study:

**Ahmad Deedat Abdul Razak
The budding tennis champion**

Issue:

A young tennis player needs exposure at international level to boost his performance and rankings.

Solution:

With funding from CIMB Foundation, Deedat was able to take part in the Asian Tennis Federation's Under-14 circuit. This will give him exposure to competitive tennis at international level, enabling Deedat to hone his skills, improve his competitive instincts, build match temperament and benchmark himself against his peers.

Results:

In June 2008 at the start of the sponsorship, Deedat was ranked 17th in the Asian Tennis Federation's Under-14 rankings. At year-end, he finished the year at 3rd spot, exceeding his own personal target of breaking into the top 8. In 2009, Deedat will compete in the International Tennis Federation's Under-18 circuit, a big but necessary step forward for any tennis player who harbours hopes of turning professional.

Education



The Foundation's main project under this pillar is the CIMB-Niaga scholarship which enables Indonesian students to pursue tertiary education in Malaysia. This programme is in line with the Group's regionalisation strategy and fosters closer bilateral ties. The scholarship is run in partnership with Bank CIMB Niaga colleagues who handle all matters on the ground in Indonesia from advertising, screening, shortlisting, interviews and travel arrangements. The Foundation welcomed its first batch of scholars - Pramudita Lestari, Mohamad Reza Assani, Armelita Febri Fitroya, Nanda Anugerah Rizky and Astivani Haratsulisan - in 2008 when they enrolled at Universiti Kebangsaan Malaysia to pursue undergraduate degrees in Business Administration.

The Foundation also sponsors 10 rural schools under the PINTAR programme, an initiative of Khazanah Nasional Berhad. We also provided a new take on education when we sponsored a series of fire safety education workshops called "Fire Kids Club" in which young children are taught basic measures which are critical to survive a fire in the home. Our education initiatives also extend to providing learning opportunities for underprivileged children to learn English.



Case Study:

**Hope Worldwide
English Reading Clinic for the
Underprivileged Children**

Issue:

Children hailing from underprivileged communities demonstrate a low proficiency in the English language.

Solution:

Hope Worldwide was able to launch a fun learning programme catering to underprivileged children with funding from CIMB Foundation. This programme looks into developing their communication skills, which include reading and listening skills. It also aims to improve their understanding of vocabulary, syntax and story telling structures.

Results:

As of December 2008, the reading programme has helped more than 100 children ranging from the ages of 6 to 12. At the onset, most of the children were shy and insecure about their English language ability. Upon graduating, the children are more confident and some have even returned as student-volunteers.

Recreation

SPORTS & RECREATION DEPARTMENT (SRD)

It was another remarkable year for SRD in organising sports and recreation activities for all staff across the Group, with the aim of strengthening unity throughout the Group. These activities were held all year round and comprised Sports, Recreation and Social Events.

In Sports, CIMB Group emerged as champions in several tournaments throughout the country such as the KLFA Super League Football Competition, Telekom Malaysia/MSN Futsal Tournament and MMU Masters Badminton Championship in Kuala Lumpur. Meanwhile, our CIMB staff in East Malaysia bagged the Champion's title in the Sarawak Bank Employees' Union and Institute Bank-Bank Malaysia Futsal Games in Kuching, Sarawak. In the 2008 Corporate Explorace, our women's team won the Wilderness Langkawi Challenge, and CIMB Group was also named the "Best Coordinated Team" in the event.

Both CIMB Bank and CIMB Group teams emerged 2nd in the National Banks Sports Council (NBSC) and the Malaysian Investment Banking Association (MIBA) overall, emerging tops in several sports. In the NBSC Games, we were the champions in Futsal, Volleyball, Hockey, Golf, Tennis and Sepak Takraw. Meanwhile in the MIBA Games, our Badminton, Bowling, Darts and Futsal Teams did us proud by winning top honours.

The 2008 KL Rat Race was another highlight. In the Mixed Category, CIMB Group took 1st place for the team event, the top 3 spots in the Men's Individual and runner-up in the Women's Individual.

CIMB Group staff were also selected to represent Malaysia in various sports namely Futsal, Paralympic Bowling and the Junior Hockey team in 2008.

As for social activities, CIMB Group participated actively in various events such as 'Sambutan Ma'al Hijrah', Federal Territory Day Celebrations, 'Perarakan Maulidur Rasul', National Labour Day Celebration and 'Sambutan Hari Kemerdekaan Malaysia'.

Outdoor activities were also well received Group-wide while water rafting, camping, caving, paintball, treasure hunt and explorace were very popular and were designed to incorporate high discipline, strategy, teamwork, leadership for staff in line with the Group's high performance culture.

SRD also organised numerous staff gatherings throughout the year. They include Central Region's dinner at KLCC in January attended by more than 8,000 staff. In October, more than 4,500 staff attended CIMB Group's Hari Raya Open House at the Putra World Trade Centre. The events served to promote the spirit of unity and camaraderie across the Group.



Shareholders' Statistics

As at 31 March 2009

| | | |
|---|---|---|
| Authorised Ordinary Share Capital | : | RM5,000,000,000 |
| Issued and Paid-up Ordinary Share Capital | : | RM3,578,077,818 comprising 3,578,077,818 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 | 17,249 | - ^{*1} | 565 | 3.64 |
| 100 - 1,000 | 3,859,595 | 0.11 | 4,630 | 29.79 |
| 1,001 - 10,000 | 30,264,536 | 0.85 | 7,498 | 48.23 |
| 10,001 - 100,000 | 59,574,716 | 1.66 | 2,037 | 13.10 |
| 100,001 - 178,903,889 ^{*2} | 1,935,911,148 | 54.10 | 813 | 5.23 |
| 178,903,890 - and above | 1,548,450,574 | 43.28 | 2 | 0.01 |
| TOTAL | 3,578,077,818 | 100.00 | 15,545 | 100.00 |

Notes:

^{*1} Less than 0.01%.

^{*2} Includes 50,619,100 shares held as treasury shares based on the Record of Depositors as at 31 March 2009.

DIRECTORS' SHAREHOLDINGS AS AT 31 MARCH 2009

| Name of Directors | Direct | No. of Shares Held | | % |
|---|------------|--------------------|----------|---|
| | | % ^{*1} | Indirect | |
| Tan Sri Dato' Md Nor Yusof | 600,000 | - ^{*2} | - | - |
| Dato' Sri Nazir Razak ^{*3} | 27,953,261 | 0.79 | - | - |
| Dato' Mohd Shukri Hussin | 300,112 | - ^{*2} | - | - |
| Dato' Zainal Abidin Putih ^{*4} | 55,000 | - ^{*2} | - | - |
| Dato' Robert Cheim Dau Meng | 50,000 | - ^{*2} | - | - |

Notes:

^{*1} Excludes 50,619,100 shares retained as treasury shares based on the Record of Depositors as at 31 March 2009.

^{*2} Less than 0.1%

^{*3} Includes the shareholdings of his spouse.

^{*4} Includes the shareholdings of his spouse and child.

Shareholders' Statistics

As at 31 March 2009

SUBSTANTIAL SHAREHOLDERS AS AT 31 MARCH 2009

| Name of Substantial Shareholders | Direct | No. of Shares Held | | % |
|----------------------------------|-----------------------------|--------------------|----------|---|
| | | % ^{*1} | Indirect | |
| Khazanah Nasional Berhad | 1,002,819,958 ^{*2} | 28.43 | - | - |
| Employees Provident Fund Board | 615,659,016 ^{*2} | 17.45 | - | - |

Notes:

^{*1} Excludes 50,619,100 shares retained as treasury shares based on the Record of Depositors as at 31 March 2009.

^{*2} Including shares held through nominee companies.

SHAREHOLDERS' STATISTICS AS AT 31 MARCH 2009

(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 | 982,819,958 | 27.86 |
| 2 | Employees Provident Fund Board | 565,630,616 | 16.04 |
| 3 | Kumpulan Wang Persaraan (Diperbadankan) | 169,552,200 | 4.81 |
| 4 | The Bank Of Tokyo-Mitsubishi UFJ, Ltd | 152,732,400 | 4.33 |
| 5 | HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (U.S.A) | 101,776,718 | 2.89 |
| 6 | HSBC Nominees (Asing) Sdn Bhd TNTC for Saudi Arabian Monetary Agency | 74,155,898 | 2.10 |
| 7 | Amanah Raya Nominees (Tempatan) Sdn Bhd Skim Amanah Saham Bumiputera | 71,465,200 | 2.03 |
| 8 | CIMSEC Nominees (Tempatan) Sdn Bhd CIMB for Takrif Aspirasi Sdn Bhd | 69,463,000 | 1.97 |
| 9 | Amanah Raya Nominees (Tempatan) Sdn Bhd Amanah Saham Wawasan 2020 | 49,440,000 | 1.40 |
| 10 | CIMSEC Nominees (Tempatan) Sdn Bhd Bank Pertanian Malaysia Berhad | 47,634,838 | 1.35 |
| 11 | Cartaban Nominees (Asing) Sdn Bhd Government of Singapore Investment Corporation Pte Ltd for Government of Singapore (C) | 47,599,023 | 1.35 |
| 12 | Valuecap Sdn Bhd | 40,485,000 | 1.15 |
| 13 | Amanah Raya Nominees (Tempatan) Sdn Bhd Amanah Saham Malaysia | 27,227,000 | 0.77 |
| 14 | Citigroup Nominees (Asing) Sdn Bhd Exempt AN for Mellon Bank (Mellon) | 25,620,040 | 0.73 |
| 15 | HSBC Nominees (Asing) Sdn Bhd Exempt AN for J.P. Morgan Chase Bank National Association (U.A.E.) | 22,326,019 | 0.63 |

SHAREHOLDERS' STATISTICS AS AT 31 MARCH 2009 (CONTINUED)

(as per Register of Members and Records of Depositors)

| LIST OF TOP 30 SHAREHOLDERS | No. of Shares Held | % of Issued Capital¹ |
|--|-------------------------------|--|
| 16 HSBC Nominees (Asing) Sdn Bhd Exempt AN for J.P. Morgan Bank Luxembourg S.A. | 21,927,325 | 0.62 |
| 17 HSBC Nominees (Asing) Sdn Bhd BNP Paribas Secs Svs Lux for Aberdeen Global | 21,161,230 | 0.60 |
| 18 CIMSEC Nominees (Tempatan) Sdn Bhd Khazanah Nasional Berhad (MES-Pool Account) | 20,000,000 | 0.57 |
| 19 Citigroup Nominees (Tempatan) Sdn Bhd Exempt AN for Prudential Fund Management Berhad | 18,430,096 | 0.52 |
| 20 HSBC Nominees (Asing) Sdn Bhd BBH and Co Boston for Vanguard Emerging Markets Stock Index Fund | 17,779,632 | 0.50 |
| 21 HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (Norges Bank) | 17,680,900 | 0.50 |
| 22 HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (BVI) | 17,500,000 | 0.50 |
| 23 Citigroup Nominees (Tempatan) Sdn Bhd UBS AG Singapore for Mohamed Nazir Bin Abdul Razak | 17,100,000 | 0.48 |
| 24 HSBC Nominees (Asing) Sdn Bhd Exempt AN for JPMorgan Chase Bank, National Association (Netherlands) | 16,814,525 | 0.48 |
| 25 Cartaban Nominees (Asing) Sdn Bhd State Street for Ishares, Inc. | 16,549,632 | 0.47 |
| 26 Cartaban Nominees (Asing) Sdn Bhd SSBT Fund 1LNO for The Genesis Group Trust Employee Benefit Plans | 16,404,586 | 0.47 |
| 27 Lembaga Tabung Angkatan Tentera | 15,257,000 | 0.43 |
| 28 Cartaban Nominees (Asing) Sdn Bhd Government of Singapore Investment Corporation Pte Ltd for Monetary Authority of Singapore (H) | 15,213,706 | 0.43 |
| 29 Malaysia Nominees (Tempatan) Sendirian Berhad Great Eastern Life Assurance (Malaysia) Berhad (PAR 1) | 14,908,300 | 0.42 |
| 30 HSBC Nominees (Tempatan) Sdn Bhd Nomura Asset Management Malaysia for Employees Provident Fund | 13,000,000 | 0.37 |
| | 2,707,654,842 | 76.76 |

Notes:¹ Excludes 50,619,100 shares retained as treasury shares based on the Record of Depositors as at 31 March 2009.

Top 10 Properties of the Group

As at 31 December 2008

| Location | Description/ Existing Use | Tenure/ Date of expiry | Remaining Lease Period (Years) | Age of Property (Years) | Net Book Value (RM'000) | Year of acquisition |
|--|---|---------------------------------------|---|-------------------------------|-------------------------------|------------------------|
| Menara SBB 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 N/A | - | 9 | 56,064 | 1994 |
| 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 N/A | - | 14 | 35,095 | 2000 |
| 701 - Menara Asia TGR-Lippo Karawaci Tangerang Banten Indonesia | Ex-Bank Lippo Head Office. | Leasehold Expiring on Year 2011 | 2 | 12.5 | 24,042 | 1996 |
| 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 Year 2073 | 64 | 16 | 22,483 | 2002 |
| 701 - Menara Pasifik Cikarang Lippo Cikarang Bekasi West Java Indonesia | Consist of 8 floors. Ground Floor is used as CIMB Niaga branch. Other floors rented to tenants. | Leasehold Expiring on Year 2023 | 14 | 12.5 | 17,388 | 1996 |
| 701 - Wisma Lippo Bandung Bandung West Java Indonesia | Consist of 11 floors. Ground, 1st and 2nd Floors, used as CIMB Niaga branch, other floors rented to tenant. | Leasehold Expiring on Year 2023 | 14 | 12.5 | 16,733 | 2001 |
| Commerce Square Jalan Semantan Damansara Heights 50490 Kuala Lumpur Wilayah Persekutuan | 12 storey office building; Head office of BCHB and office premises of BCHB and CIMB Investment Bank. | Leasehold Expiring on Year 2073 | 64 | 16 | 16,589 | 1992 |
| No. 22 - 24 Commerce House Jalan Sri Semantan 1 Damansara Height 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 Year 2072 | 64 | 12 | 10,166 | 1996 |
| No. 43, Lebuhr Pantai 10300 Georgetown Pulau Pinang | 5 storey building; Premises occupied by CIMB Bank, Tanjung branch and CIMB Bank's corporate offices. | Freehold N/A | - | Pre-1948 | 10,083 | Pre-1948 |
| Bangunan CIMB Bank No. 6 Jalan Tun Perak 50100 Kuala Lumpur | 24 storey office building; Premises occupied by CIMB Bank (Jalan Tun Perak branch) and CIMB Bank Head Office. | Freehold N/A | - | 43 | 7,308 | 1965 |

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 52nd Annual General Meeting (AGM) of Bumiputra-Commerce Holdings Berhad (BCHB/the Company) (50841-W) will be held at Ballroom 3, 1st Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, on Friday, 8 May 2009 at 9.30 a.m. to transact the following businesses:

AS ORDINARY BUSINESS

- Resolution 1** 1. To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2008 and the Reports of the Directors and Auditors thereon.
2. To re-elect the following Directors who retire in accordance with Article 76 of the Company's Articles of Association:
- Resolution 2** 2.1 Tan Sri Dato' Seri Haidar Mohamed Nor
- Resolution 3** 2.2 Dato' Hamzah Bakar
- Resolution 4** 2.3 Dato' Zainal Abidin Putih
- Resolution 5** 3. To approve the payment of Directors' fees amounting to RM90,000 per director in respect of the financial year ended 31 December 2008.
- Resolution 6** 4. To re-appoint PricewaterhouseCoopers as Auditors of the Company for the financial year ending 31 December 2009 and to authorise the Board of Directors to fix their remuneration.
5. 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 7** 6. Proposed renewal of the authority for Directors to issue 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 AGM 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% of the issued share capital of the Company for the time being, subject always to the approval of all the relevant regulatory bodies.”
- Resolution 8** 7. Proposed renewal of the authority to purchase own shares.
- “**THAT**, subject to the Companies Act, 1965 (as may be amended, modified or re-enacted from time to time), the Company's Memorandum and 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 Share 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 10% of the total issued and paid-up share capital of the Company at

Notice of Annual General Meeting

any point in time and an amount not exceeding the total retained profits of approximately RM2,080.20 million and/or share premium account of approximately RM6,027.86 million of the Company based on the Audited Financial Statements for the financial year ended 31 December 2008 be allocated by the Company for the Proposed Share 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 Share 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 2010 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.”

By Order of the Board

Datin Rossaya Mohd Nashir (LS 0007591)

Company Secretary

Kuala Lumpur

16 April 2009

NOTES:

1. Section 149(1)(b) of the Companies Act, 1965 shall not apply to the Company, a proxy may but need not be a member of the Company.
2. The instrument duly completed must 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.
3. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or if such appointor is a corporation, under its seal or the hand of its attorney.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy. A member shall be entitled to appoint only one (1) proxy unless he has more than 1,000 shares in which case he may appoint up to five (5) proxies provided each proxy appointed shall represent at least 1,000 shares.
5. For the purpose of determining a member who shall be entitled to attend this 52nd 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 4 May 2009. Only a depositor whose name appears on the General Meeting Record of Depositors as at 4 May 2009 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/ her behalf.

EXPLANATORY NOTES ON SPECIAL BUSINESS:

1. Ordinary Resolution 7, 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, unless revoked or varied by the Company at a General Meeting, will expire at the next AGM.
2. Ordinary Resolution 8, if passed, will empower the Directors to purchase BCHB shares through Bursa Securities up to 10% of the issued and paid-up share capital of the Company. The details on Ordinary Resolution 8 on the Proposed Share Buy-Back is contained in the Statement Accompanying Notice of Annual General Meeting in this Annual Report.

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 52nd AGM of the Company.

The Directors retiring pursuant to Article 76 of the Company's Articles of Association and seeking re-elections are:

Tan Sri Dato' Seri Haidar Mohamed Nor
Dato' Hamzah Bakar
Dato' Zainal Abidin Putih

The details of all the Directors seeking re-elections are set out on the Directors' profile which appear on pages 062 to 071 of the Annual Report.

The details of all the Directors' securities holding in the Company and its subsidiaries (if any) are stated on page 203.

2. Board Meetings held during the financial year ended 31 December 2008.

A total of 13 Board Meetings were held during the financial year ended 31 December 2008 of which 6 were ordinary Board meetings and 7 were Special Board meetings.

| Date | Hours | Location | Type |
|-------------------|------------|---|----------|
| 31 January 2008 | 11.40 a.m. | Boardroom, 10th Floor, Bangunan CIMB | Ordinary |
| 5 February 2008 | 9.30 a.m. | Boardroom, 10th Floor, Bangunan CIMB | Special |
| 18 February 2008 | 2.30 p.m. | Boardroom, 12th Floor, Commerce Square | Special |
| 7 April 2008 | 9.30 a.m. | Boardroom, 12th Floor, Commerce Square | Ordinary |
| 7 May 2008 | 11.35 a.m. | Boardroom, 12th Floor, Commerce Square | Ordinary |
| 29 May 2008 | 6.30 p.m. | Boardroom, 12th Floor, Commerce Square | Special |
| 12 June 2008 | 3.30 p.m. | Boardroom, 12th Floor, Commerce Square | Special |
| 10 July 2008 | 12.00 p.m. | Boardroom, 12th Floor, Commerce Square | Ordinary |
| 7 August 2008 | 12.10 p.m. | Boardroom, 12th Floor, Commerce Square | Ordinary |
| 26 September 2008 | 9.30 a.m. | Boardroom 1, 6th Floor, Menara SBB | Special |
| 21 October 2008 | 12.00 p.m. | Board Room, Level 2, Business Centre, Mandarin Oriental Hotel, Kuala Lumpur | Special |
| 6 November 2008 | 12.25 p.m. | Boardroom, 12th Floor, Commerce Square | Ordinary |
| 10 December 2008 | 5.38 p.m. | Boardroom 1, 6th Floor, Menara SBB | 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 Director's attendance at Board Meetings held during the financial year ended 31 December 2008.

| Directors | No. of Meetings | |
|---|-----------------|----------|
| | Held | Attended |
| Tan Sri Dato' Md Nor Yusof <i>Chairman/Non-Independent Non-Executive Director</i> | 13 | 13 |
| Tan Sri Dato' Seri Haidar Mohamed Nor <i>Senior Independent Non-Executive Director</i> | 13 | 13 |
| Dato' Sri Nazir Razak <i>Group Managing Director/Chief Executive Officer</i> | 13 | 12 |
| Dato' Mohd Shukri Hussin <i>Non-Independent Executive Director</i> | 13 | 13 |
| Dato' Hamzah Bakar <i>Independent Non-Executive Director</i> | 13 | 12 |
| Datuk Dr Syed Muhamad Syed Abdul Kadir <i>Independent Non-Executive Director</i> | 13 | 13 |
| Dato' Zainal Abidin Putih <i>Independent Non-Executive Director</i> | 13 | 13 |
| Cezar Peralta Consing <i>Independent Non-Executive Director</i> | 13 | 12 |
| Dato' Robert Cheim Dau Meng <i>Non-Independent Non-Executive Director</i> | 13 | 13 |
| Hiroyuki Kudo <i>Non-Independent Non-Executive Director</i> | 13 | 11 |

1. INTRODUCTION

1.1 Renewal of Authority for BCHB to Purchase its Own Shares (Proposed Share Buy-Back)

At the Company's AGM held on 5 May 2008, 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 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.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of
Bursa Malaysia Securities Berhad

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 share buy-back by listed companies, will lapse at the conclusion of the forthcoming 52nd AGM.

It is the intention of the Company to renew the authority to purchase its own shares by way of an ordinary resolution.

1.2 Purpose of Statement

The purpose of this Statement is to provide relevant information on the Proposed Share Buy-Back and to seek your approval for the ordinary resolution, which is to give effect to the Proposed Share Buy-Back to be tabled at the forthcoming 52nd AGM. A notice of the AGM together with the Proxy Form is set out in this Annual Report.

2. DETAILS OF THE PROPOSED SHARE 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 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 2009 of RM3,578,077,818 comprising 3,578,077,818 ordinary shares of RM1.00 each in the Company (BCHB shares), a total of 357,807,781 BCHB Shares may be purchased by the Company pursuant to the Proposed Share 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 2010 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 2008 was RM2,080.20 million whilst the audited share premium account of the Company as at 31 December 2008 was approximately RM6,027.86 million.

BCHB may only purchase its own shares at a price which is not more than 15% above the weighted average market price for the past 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 5 market days immediately preceding the date of re-sale or not less than 5% below the weighted average market price of BCHB Shares for the 5 market days immediately prior to the re-sale provided that the re-sale

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of
Bursa Malaysia Securities Berhad

takes place no earlier 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.

The Proposed Share 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 Share 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 Share Buy-Back is as follows:

| | Before the Proposed Share Buy-Back | After the Proposed Share Buy-Back |
|----------------------------|---------------------------------------|--------------------------------------|
| Public shareholding spread | 70.75* ¹ | 60.61* ² |

Notes:

*¹ As at 31 March 2009

*² Based on the assumptions that:

- (i) the Proposed Share Buy-Back involves the aggregate purchase of 357,807,781 BCHB Shares (being an amount of 10% of the issued and paid up share capital of the Company as at 31 March 2009) 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 SHARE BUY-BACK

The Proposed Share 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 Share 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 SHARE BUY-BACK

4.1 Advantages

The potential advantages of the Proposed Share 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 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 Share 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 Share Buy-Back.

Statement Accompanying Notice of Annual General Meeting
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5. EFFECTS OF PROPOSED SHARE BUY-BACK

Assuming that the Company purchases up to 357,807,781 BCHB Shares representing approximately 10% of its issued and paid-up share capital as at 31 March 2009 and such shares purchased are cancelled or alternatively be retained as treasury shares or both, the effects of the Proposed Share 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 Share Buy-Back will result in the issued and paid-up share capital of BCHB as at 31 March 2009 be reduced from RM3,578,077,818 comprising 3,578,077,818 BCHB Shares to RM3,220,270,037 comprising 3,220,270,037 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 Share Buy-Back on the issued and paid up share capital of BCHB are illustrated below:

| | As per audited financial statement as at 31 December 2008 | As at 31 March 2009 | After share purchase and cancellation |
|---------------------------------------|---|------------------------|---|
| Issued and paid up share capital (RM) | 3,578,077,818 | 3,578,077,818 | 3,220,270,037 ^{*1} |

Notes:

^{*1} Assuming approximately 10% or 357,807,781 BCHB Shares are purchased and cancelled.

5.2 Net Tangible Asset (NTA) and Working Capital

The effects of the Proposed Share 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 Share 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 Share 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 Share 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 Share 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 2009 are as follows:

| Substantial Shareholders | No. of BCHB Shares Held | | | | | | | |
|--------------------------------|--|-------|----------|---|---|-------|----------|---|
| | Before the Proposed Share Buy-Back ^{*1} | | | | After the Proposed Share Buy-Back ^{*2} | | | |
| | Direct | % | Indirect | % | Direct | % | Indirect | % |
| Khazanah Nasional Berhad | 1,002,819,958 ^{*3} | 28.43 | - | - | 1,002,819,958 | 31.14 | - | - |
| Employees Provident Fund Board | 615,659,016 ^{*4} | 17.45 | - | - | 615,659,016 | 19.12 | - | - |

Notes:

^{*1} Adjusted for the number of treasury shares held as at 31 March 2009.

^{*2} Assuming that 10% of the issued and paid-up capital is purchased and retained as treasury shares.

^{*3} 847,971,658 BCHB Shares are held directly and the remaining 154,848,300 BCHB Shares are held through nominee companies.

^{*4} 570,140,416 BCHB Shares are held directly and the remaining 45,518,600 BCHB Shares are held through nominee companies.

| Directors | No. of BCHB Shares Held | | | | | | | |
|---|--|---------------|----------|---|---|---------------|----------|---|
| | Before the Proposed Share Buy-Back ^{*1} | | | | After the Proposed Share Buy-Back ^{*2} | | | |
| | Direct | % | Indirect | % | Direct | % | Indirect | % |
| Tan Sri Dato' Md Nor Yusof | 600,000 | ⁻³ | - | - | 600,000 | ⁻³ | - | - |
| Dato' Sri Nazir Razak ^{*4} | 27,953,261 | 0.79 | - | - | 27,953,261 | 0.87 | - | - |
| Dato' Mohd Shukri Hussin | 300,112 | ⁻³ | - | - | 300,112 | ⁻³ | - | - |
| Dato' Zainal Abidin Putih ^{*5} | 55,000 | ⁻³ | - | - | 55,000 | ⁻³ | - | - |
| Dato' Robert Cheim Dau Meng | 50,000 | ⁻³ | - | - | 50,000 | ⁻³ | - | - |

Notes:

^{*1} Adjusted for the number of treasury shares held as at 31 March 2009.

^{*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.

Statement Accompanying Notice of Annual General Meeting

Statement Pursuant to Paragraph 8.28(2) of the Listing Requirements of
Bursa Malaysia Securities Berhad

6. APPROVAL REQUIRED

The Proposed Share Buy-Back is conditional upon the approval of the shareholders of BCHB at the forthcoming 52nd AGM.

7. SHARE PRICES

The monthly highest and lowest prices per share of BCHB Shares traded on Bursa Securities for the last 12 months from April 2008 to March 2009 are as follows:

| 2008 | High (RM) | Low (RM) |
|-----------|-----------|----------|
| April | 10.5 | 9.80 |
| May | 10.2 | 9.25 |
| June | 9.55 | 7.90 |
| July | 8.85 | 6.95 |
| August | 9.10 | 7.55 |
| September | 8.45 | 6.85 |
| October | 7.95 | 5.65 |
| November | 6.60 | 5.80 |
| December | 6.15 | 5.55 |
| 2009 | | |
| January | 7.15 | 5.95 |
| February | 6.95 | 6.30 |
| March | 7.10 | 5.90 |

8. PURCHASES AND RESALE OF TREASURY SHARES MADE DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2008

Details of the share buy-back transactions made during the financial year ended 31 December 2008 are set out below:

| Month | No. of BCHB Shares Purchased | Highest Price Paid per BCHB Shares RM | Lowest Price Paid per BCHB Share RM | Average Price Paid per BCHB Share RM | Total Consideration RM |
|--------------|------------------------------|---------------------------------------|-------------------------------------|--------------------------------------|------------------------|
| January | 2,532,400 | 10.40 | 10.10 | 10.31 | 26,131,254 |
| February | 4,335,300 | 10.50 | 10.20 | 10.43 | 45,165,855 |
| March | 8,528,000 | 10.40 | 8.50 | 9.78 | 81,946,197 |
| April | 4,683,300 | 10.30 | 9.85 | 10.01 | 46,988,658 |
| May | 8,331,300 | 10.00 | 9.25 | 9.60 | 79,949,035 |
| June | 10,055,100 | 9.45 | 7.95 | 8.71 | 87,962,044 |
| July | 4,281,500 | 8.65 | 7.15 | 7.71 | 32,913,396 |
| August | 3,976,400 | 8.80 | 7.55 | 8.21 | 32,919,779 |
| September | 1,783,300 | 8.30 | 7.60 | 7.99 | 14,086,738 |
| October | 1,256,700 | 7.30 | 6.25 | 6.91 | 8,634,358 |
| November | 450,000 | 6.15 | 5.80 | 5.95 | 2,697,854 |
| December | 395,800 | 5.80 | 5.80 | 5.80 | 2,306,353 |
| Total | 50,609,100 | | | 8.45 | 461,701,521 |

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
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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 Share 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 Share 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 Share Buy-Back is in the interest of the Company. Accordingly, they recommend that you vote in favour of the ordinary resolution for the Proposed Share Buy-Back to be tabled at the forthcoming 52nd AGM.

11. MALAYSIAN CODE ON TAKE-OVERS AND MERGERS 1998 (THE CODE)

The Proposed Share Buy-Back if carried out in full (whether shares are cancelled or treated as treasury shares) may result in a substantial shareholders 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

CIMB Group Sdn Bhd

CIMB Investment Bank Berhad

CIMB Futures Sdn Bhd

CIMB SI Sdn Bhd

10th Floor, Bangunan CIMB
Jalan Semantan
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2084 8888
Fax : 603 2084 8899
Website : www.cimb.com

CIMB Bank Berhad

6 Jalan Tun Perak
50050 Kuala Lumpur
Tel : 603 2693 1722
Fax : 603 2698 6628
Website : www.cimb.com

CIMB Islamic Bank Berhad

1st Floor, Menara KH
Jalan Sultan Ismail
50250 Kuala Lumpur
Tel : 603 2116 1200
Fax : 603 2144 4746
Website : www.cimbislamic.com

CIMB Islamic Investment House BSC (C)

304, Almoayyed Tower
Seef District
Manama
Kingdom of Bahrain
Tel : 00 973 17 567 111
Fax : 00 973 17 583 180
Website : www.cimb.com

CIMB Investment Bank Berhad

Brunei Branch

14th Floor, PGGMB Building
Jalan Kianggeh
Bandar Seri Begawan BS8111
Brunei Darussalam
Tel : 673 224 1888
Fax : 673 224 0999

PT Bank CIMB Niaga Tbk

Graha Niaga
Jl. Jend Sudirman Kav. 58
Jakarta 12190
Indonesia
Tel : 6221 250 5252
Fax : 6221 252 6749
Website : www.cimbniaga.com

BankThai PCL

Sathon Building
44 North Sathon
Silom Bangrak
Bangkok 10500
Tel : 662 633 9000 3
Fax : 662 633 9026

Commerce Asset Ventures Sdn Bhd

CIMB Private Equity Sdn Bhd

6, Commerce House
22-24 Jalan Sri Semantan Satu
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2732 5577
Fax : 603 2732 1343/1345

CIMB Aviva Assurance Berhad

CIMB Aviva Takaful Berhad

Level 8 & 11
388 Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2612 3600
Fax : 603 2698 7035
Website : www.cimbaviva.com

CIMB Insurance Brokers Sdn Bhd

(formerly known as Affin Insurance Brokers Sdn Bhd)

Tingkat 2, Kanan Bangunan LTAT
Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2164 3888
Fax : 603 2164 4130

CIMB Trust Ltd

Level 14(A), Main Office Tower
Financial Park Labuan
Jalan Merdeka
87000 Labuan
Federal Territory of Labuan
Tel : 6087 411 252
Fax : 6087 411 855

CIMB Bank (L) Ltd

Level 14(A), Main Office Tower
Financial Park Labuan
Jalan Merdeka
87000 Labuan
Federal Territory of Labuan
Tel : 6087 410 305
Fax : 6087 410 313

**CIMB Trustee Berhad
BHLB Trustee Berhad**

Level 7, Wisma Amanah Raya
Jalan Semantan
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2084 8888
Fax : 603 2095 5469

iCIMB (Malaysia) Sdn Bhd

10th Floor, Menara Atlas
Plaza Pantai
5 Jalan 4/83A
Off Jalan Pantai Baru
59200 Kuala Lumpur
Tel : 603 2296 0000
Fax : 603 2710 9570

CIMB-GK Securities Pte Ltd

50 Raffles Place #19-00
Singapore Land Tower
Singapore 048623
Tel : 65 6225 1228
Fax : 65 6225 1522

CIMB-GK Securities (HK) Ltd

28 Queen's Road Central
25th Floor, Central Tower
Hong Kong
Tel : 852 2868 0380
Fax : 852 2537 1928

CIMB-GK Securities (UK) Ltd

27 Knightsbridge
London SW1X 7YB
United Kingdom
Tel : 44 20 7201 2199
Fax : 44 20 7201 2191

PT CIMB-GK Securities Indonesia

The Jakarta Stock Exchange
Building Tower II
20th Floor, Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190
Indonesia
Tel : 6221 515 1330
Fax : 6221 515 1335

CIMB-GK Securities (Thailand) Ltd

Unit 3502, 35th Floor
Q. House Lumpini Building
1 South Sathorn Road
Tungmahamek Sathorn
Bangkok 10120
Thailand
Tel : 662 687 0888
Fax : 662 677 7538

CIMB-GK Securities (USA) Inc

540 Madison Avenue
11th Floor, New York
NY 10022 USA
Tel : 1 212 616 8600
Fax : 1 212 616 8639

**CIMB-Mapletree Management Sdn Bhd
CMREF 1 Sdn Bhd**

Lot 3-02, Level 3 Annex Block
Menara Milenium
8 Jalan Damanlela
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2084 2000
Fax : 603 2096 1591

**CIMB-Principal Asset Management Berhad
CIMB-Principal Islamic Asset
Management Sdn Bhd**

Level 5, Menara Milenium
8 Jalan Damanlela
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2084 2000
Fax : 603 2084 2233
Website : www.cimb-principal.com.my

CIMB Wealth Advisors Berhad

50, 52 & 54 Jalan SS21/39
Damansara Utama
47400 Petaling Jaya
Selangor
Tel : 603 7712 2888
Fax : 603 7726 5088
Website : www.cimb-wealthadvisors.com

**CIMB Strategic Assets Sdn Bhd
CIMB Standard Strategic Asset Advisors
Sdn Bhd**

Lot 3-02, Level 3 Annex Block
Menara Milenium
8 Jalan Damanlela
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2093 8942
Fax : 603 2093 9677
Website : www.seasafund.com

CIMB Foundation

Level 6, Menara SBB
83 Medan Setia 1
Plaza Damansara
Bukit Damansara
50490 Kuala Lumpur
Tel : 603 2087 3000
Fax : 603 2093 1008
Website : www.cimbfoundation.com

CIMB BANK'S BRANCHES - DOMESTIC

CENTRAL (KUALA LUMPUR, SELANGOR, PERAK, NEGERI SEMBILAN)

Regional Director - Central 1

Engku Mohamad Fauzan Bin Engku Muhsein

9th Floor, Menara CIMB Bank
Jalan Tun Perak
50050 Kuala Lumpur
Tel : 603 2693 1722 extn : 6232
Fax : 603 2692 5116

Area Business Manager Firdaus Azidin

Business Centre KL1
7th Floor, Wisma Bandar
18 Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2697 9700
Fax : 603 2697 5088

Area Business Manager Jason Tan Len Chui

Business Centre KL3
12th Floor, Menara Bumiputra
21 Jalan Melaka
50100 Kuala Lumpur
Tel : 603 2698 8011
Fax : 603 2694 7819

Area Business Manager Garry Lam Yat Fou

Business Centre Plaza Damansara
Level 5, Menara SBB
83 Medan Setia 1
Plaza Damansara
Bukit Damansara
50490 Kuala Lumpur
Tel : 603 2087 3000
Fax : 603 2087 3389

Retail Business Centres

RBC Lucky Garden
1st Floor, 21 Lorong Ara Kiri Satu
Lucky Garden
59100 Bangsar, Kuala Lumpur
Tel : 603 2093 7585
Fax : 603 2093 4975

RBC Wisma Bandar

7th Floor, Wisma Bandar
18 Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2692 6152
Fax : 603 2694 3864

RBC Jalan Ipoh

Bangunan Lim, 803-817
Batu 4 1/2M Jalan Ipoh
51200 Kuala Lumpur
Tel : 603 6250 6160
Fax : 603 6250 2116

RBC Taman Maluri

279 Jalan Perkasa Satu
Taman Maluri, Off Jalan Cheras
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
Selangor Darul Ehsan
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 3563
Fax : 603 2698 2261

Masjid India

205 Jalan Bunus 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 2698 8206
Fax : 603 2693 4477

Jalan Tuanku Abdul Rahman

Ground Floor
338 Jalan Tunku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2698 0150
Fax : 603 2692 2137

Jalan Hang Lekiu

49 Jalan Hang Lekiu
50100 Kuala Lumpur
Tel : 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 Tuanku Abdul Rahman
50100 Kuala Lumpur
Tel : 603 2698 1132
Fax : 603 2692 7723

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

Private Banking Branch

Lot 7-01, Level 7
Menara Milenium
8 Jalan Damanlela
Damansara Heights
50490 Kuala Lumpur
Tel : 603 2093 8782
Fax : 603 2093 4019

Branches**Ampang Point**

23 Jalan Mamanda 7/1
Wisma Ampang Triangle II
Jalan Ampang, 68000 Ampang
Selangor Darul Ehsan
Tel : 603 4270 1749
Fax : 603 4270 1776

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 4142 7812
Fax : 603 4142 5348

Taman Seri Gombak

2 Jalan SG 1/2, Taman Seri Gombak
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6189 5336
Fax : 603 6188 5892

Taman Melawati

227 Jalan Bandar 13, Taman Melawati
53100 Kuala Lumpur
Tel : 603 4108 1212
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
50450 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
Wangsa Maju, 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
Fax : 603 2691 2802

Putra World Trade Centre

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

1st Floor, Menara PNB
Jalan Tun Razak
50400 Kuala Lumpur
Tel : 603 2161 7987
Fax : 603 2162 5152

KLCC

Lot G35, Ground Floor
Petronas Twin Tower
Kuala Lumpur City Centre
Jalan Ampang
50088 Kuala Lumpur
Tel : 603 2161 8414
Fax : 603 2161 8284

Bukit Tunku

J2 & K1, Taman Bukit Tunku
50480 Kuala Lumpur
Tel : 603 6201 3136
Fax : 603 6201 3328

Plaza Damansara

Menara SBB
83 Medan Setia 1
Plaza Damansara
Bukit Damansara
50490 Kuala Lumpur
Tel : 603 2087 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 7743
Fax : 603 6203 7753

Mini Branch

City Square

1st Floor
Menara PNB
Jalan Tun Razak
50400 Kuala Lumpur
Tel : 603 2161 5057
Fax : 603 2161 5061

Bureau de Change

BDC KLCC

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

Ku Zakiah binti Ku Razak

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 2060
Fax : 603 2031 9077

Jalan Bukit Bintang

Plaza Yeoh Tiong Lay
55 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2142 7673
Fax : 603 2144 1136

Jalan Sungai Besi

170 Jalan Sg Besi
57100 Kuala Lumpur
Tel : 603 9221 3658
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 2039 3117
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/G3.00 Genting Hotel
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
69000 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
69000 Genting Highlands, Pahang
Tel : 603 6101 1323
Fax : 603 6101 1343

BDC Genting Highlands - KIOSK

Genting Highlands Branch

Lot G/G3.00 Genting Hotel
69000 Genting Highlands
Pahang Darul Makmur
Tel : 603 6101 1264
Fax : 603 6101 1214

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
Fax : 603 2095 6631

Wisma Segar

231, Wisma Low Kim Har
Jalan Tun Sambanthan, Brickfields
50470 Kuala Lumpur
Tel : 603 2274 5708
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
Fax : 603 2095 7506

Jalan Ipoh

803-817, Bangunan Lim
Bt 4 1/2 Jalan Ipoh
51200 Kuala Lumpur
Tel : 603 6250 5871
Fax : 603 6250 1162

Sentul Raya

2, The Boulevard Shop Office
Jalan 11/48A, Sentul Raya
51000 Kuala Lumpur
Tel : 603 4041 5262
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 Off Jalan Cheras
55100 Kuala Lumpur
Tel : 603 9284 7516
Fax : 603 9284 7447

Wisma Indah

498-0-1, Wisma Indah
Jalan Tun Razak
50400 Kuala Lumpur
Tel : 603 9281 3607
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 9222 4372
Fax : 603 9221 7688

Jalan Imbi

43 Jalan Barat Off Jalan Imbi
55100 Kuala Lumpur
Tel : 603 2142 6018
Fax : 603 2145 1329

Taman Setiawangsa

1 Jalan 9A/55A
Taman Setiawangsa
54200 Kuala Lumpur
Tel : 603 4252 0611
Fax : 603 4252 0581

Kompleks Dayabumi

Lot 112, 1st Floor, Podium Block
Kompleks Dayabumi
Jalan Sultan Hishamuddin
50050 Kuala Lumpur
Tel : 603 2274 8577
Fax : 603 2693 2773

Wisma Koponas

70, Wisma Koponas
Jalan Tun Sambanthan
50470 Kuala Lumpur
Tel : 603 2274 6489
Fax : 603 2272 1816

Mini Branch**Taman Bunga Raya**

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
Fax : 603 2026 3040

Bureau de Change**BDC KL Sentral**

Lot 23 Departure Hall
Level 1 Kuala Lumpur City Air Terminal
KL Sentral
50470 Kuala Lumpur
Tel : 603 2273 1950
Fax : 603 2273 1960

BDC Giant Batu Caves

Lot 10243 Jalan Batu Caves
Bandar Baru Selayang
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6184 1059
Fax : 603 6184 1064

Regional Director - Central 2**Nik Johaan Nik Hashim**

9th Floor, Menara CIMB Bank
6 Jalan Tun Perak
50050 Kuala Lumpur
Tel : 603 2693 1722 extn : 6238
Fax : 603 2698 4798

Area Business Manager**Rukiyah Othmar****Business Centre 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**Nurulhaya Nasir****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

Area Business Manager**Azali Bin Kadir****Business Centre Jalan Barat**

First Floor
No 3 Jalan Barat
46200 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7954 6259
Fax : 603 7954 6891

Retail Business Centres**RBC 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 Sg. Buloh

Lot 395 Jalan 1A/1
Bandar Baru Sungai Buloh
47000 Sungai Buloh
Selangor Darul Ehsan
Tel : 603 6157 5702
Fax : 603 6140 4201

RBC MCFO

1401B, 14th Floor
Menara Choy Fook On
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
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

1st Floor, 48 & 50 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 9848
603 7728 9501
Fax : 603 7729 8278

Bandar Utama

Lot F-20, Centre Point Bandar Utama
Lebuhr Bandar Utama, Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7726 5052
603 7726 5214
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 7728 9743
Fax : 603 7728 7684

University Malaya

Lot 5270, Tingkat Bawah
Bangunan Pentadbiran Baru
Universiti Malaya Lembah Pantai
59100 Kuala Lumpur
Tel : 603 7957 0182
Fax : 603 7957 6021

Selayang

151 Jalan 2/3A KM12 Off Jalan Ipoh
68100 Batu Caves
Selangor Darul Ehsan
Tel : 603 6136 9651
603 6136 9652
Fax : 603 6136 9645

Taman Sri Selayang

14 Jalan Sri Selayang
Taman Sri Selayang
68100 Batu Caves
Selangor Darul Ehsan
Tel : 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 Gardens
Mid Valley City
59200 Kuala Lumpur
Tel : 603 2287 4073
Fax : 603 2287 4097

Area Retail Manager

Nik Ahmad Tajuddin Shaikh Jaafar Bangunan UMNO, Shah Alam

Level 1A, Bangunan UMNO Selangor
Lot P5.5, Persiaran Perbandaran
Seksyen 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 5519 8288
Fax : 603 5519 8330

Menara MRCB, Shah Alam

Menara MRCB, Tingkat Bawah
2 Jalan Majlis 14/10, Seksyen 14
40000 Shah Alam
Selangor Darul Ehsan
Tel : 603 5519 1053
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
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
Fax : 603 7805 2935

Taman Perindustrian Hicom Shah Alam

2, Wisma Anggerik
Jalan Perbahen 26/2
Taman Perindustrian Hicom
40400 Shah Alam
Selangor Darul Ehsan
Tel : 603 5191 9914
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

Area Retail Manager**Khairul Bariah Abdul Rahman
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 5633 5092
Fax : 603 5635 4276

Bandar Sunway

22 Jalan PJS 11/28A
Bandar Sunway
46100 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 5637 4391
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 1004
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 5636 6859

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
Batu 7 Jalan Klang Lama
46000 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7783 6925
Fax : 603 7783 6927

Service Kiosk

USJ Summit
Lot G01, The Summit Subang Jaya USJ
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
Fax : 603 7957 8782

Section 52, Petaling Jaya

Lot 27, 29 & 31 Jalan 52/2
46200 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7956 3762
Fax : 603 7955 0695

Section 14, Petaling Jaya

22 & 24 Jalan 14/14, Section 14
46100 Petaling Jaya
Selangor Darul Ehsan
Tel : 603 7960 9194
Fax : 603 7957 3872

Taman Tun Dr Ismail

138-142 Jalan Burhanuddin Helmi
Taman Tun Dr Ismail
60000 Kuala Lumpur
Tel : 603 7729 5914
Fax : 603 7727 8580

Jalan Gasing

111 & 113 Jalan Gasing
46000 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

No.69 Jalan Kuchai Maju 1
Dynasty 2
Off 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

Ancorp Mall

G 19, Ancorp 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

BDC Mid Valley, Megamall

Lot LG221, Lower Ground Floor
The Gardens, Lingkaran Syed Putra
Mid Valley City
59200 Kuala Lumpur
Tel : 603 2287 4073
Fax : 603 2287 5561

Area Retail Manager

Che Jamilah @ Jamilah Hj Rejab

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 6157 5698
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

No 37-47 Jalan Metro Perdana Timur 1
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

Vacant

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 5018
Fax : 603 7803 4313

SAAS Airport Subang

Lot G8-G9, Ground Floor
SkyPark Terminal
Lapangan Terbang Sultan Abdul Aziz Shah
47200 Subang Jaya
Selangor Darul Ehsan
Tel : 603 7846 1767
Fax : 603 7846 1717

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**Ramanathan A. Chettiar****Business Centre Klang**

Tingkat 5, Menara A&M
Garden Business Centre Jalan Istana
41000 Klang
Selangor Darul Ehsan
Tel : 603 3374 9110
Fax : 603 3374 3909

Area Business Manager**Michael Ong Eu Seng****Business Centre Perak**

50-52, 1st Floor
Persiaran Greentown 1
Greentown Business Centre
30450 Ipoh, Perak Darul Ridzuan
Tel : 605 2431 193
Fax : 605 2431 191

Retail Business Centres**RBC Klang**

Tingkat 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, 2nd Floor
Persiaran Greentown 1
Greentown Business Centre
30450 Ipoh, Perak Darul Ridzuan
Tel : 605 2558 780
Fax : 605 2431 189

RBC Teluk Intan

32 Jalan Pasar
36000 Teluk Intan
Perak Darul Ridzuan
Tel : 605 6234 386
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
36400 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

No. 22, Main Road
39200 Ringlet, Cameron Highlands
Pahang
Tel : 605 4956 877
Fax : 605 4957 096

Mini Branch**Tanah Rata, Cameron Highlands**

No. 60 Persiaran Camellia 3, Tanah Rata
39000 Cameron Highlands
Pahang
Tel : 605 4914 318
Fax : 605 4914 320

Area Retail Manager**Ayob Bin 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 8082 366
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 824
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 8472 229
Fax : 605 8473 406

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 Jalan 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 Bainun
30250 Ipoh
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 Bainun
30250 Ipoh
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
Universiti Teknologi Petronas
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 3341 5351
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 Berjantai

280 Jalan Besar
45600 Batang Berjantai
Selangor Darul Ehsan
Tel : 603 3271 9353
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 7016
Fax : 603 3281 3709

Sungai Besar

22A Jalan Menteri
45300 Sungai Besar
Selangor Darul Ehsan
Tel : 603 3224 1549
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
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 2456
Fax : 603 3323 2774

Plaza Metro Klang

G9, Ground Floor
Plaza Metro, Jalan Meru
41050 Klang
Selangor Darul Ehsan
Tel : 603 3345 1748
Fax : 603 3341 4142

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 1775
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 9395
Fax : 603 3122 7298

Banting

135 Jalan Besar
42700 Banting
Selangor Darul Ehsan
Tel : 603 3187 2103
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 2542
Fax : 603 3344 2544

Regional Director - Central 4

Nor Azzam Abdul Jalil

9th Floor
6 Jalan Tun Perak
50100 Kuala Lumpur
Tel : 603 2693 1722 extn : 6224
Fax : 603 2698 0485

Area Business Manager

Muhammad Idlan Ismail

Business Centre KL 2

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
Fax : 603 7981 1492

Retail Business Centres

RBC Kajang

9 & 10 Jalan Tun Abdul Aziz
43000 Kajang
Selangor Darul Ehsan
Tel : 603 8739 6217
Fax : 603 8739 6218

Area Business Manager

Akmal Hisham Abd Aziz

Japanese Business Unit

12th Floor, Menara Bumiputra
Jalan Melaka
50100 Kuala Lumpur
Tel : 603 2690 2387
Fax : 603 2694 5614

Area Business Manager

David Yeoh Boon Keat

Business Centre Negeri Sembilan

1A & 2B, Wisma DPMNS
Jalan Dato Bandar Tunggal
70000 Seremban
Negeri Sembilan Darul Khusus
Tel : 606 7651 537
Fax : 606 7675 420

Retail Business Centres

RBC Seremban

Retail Business Centre Seremban
1A & 2B, Wisma DPMNS
Jalan Dato Bandar Tunggal
70000 Seremban
Negeri Sembilan Darul Khusus
Tel : 606 7633 471
Fax : 606 7633 869

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 2804
Fax : 603 4295 3110

Taman Mutiara, Cheras

2468 Jalan Mutiara Timur Satu
Taman Mutiara, Cheras
56100 Kuala Lumpur
Tel : 603 9130 3181
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
Taman 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 7980 1574
Fax : 603 7982 4289

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 Kampung Pandan
55100 Kuala Lumpur
Tel : 603 9171 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
Negeri Sembilan Darul Khusus
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 Darul Khusus
Tel : 606 7625 305
Fax : 606 7637 680

Jalan Tuanku Munawir

Seremban

9G Arab Malaysian Business Centre
Jalan Tuanku Munawir
70000 Seremban
Negeri Sembilan Darul Khusus
Tel : 606 7617 519
Fax : 606 7617 506

Ampangan

No. 45 Jalan Cempaka
Bandar Baru Ampangan
70400 Seremban
Negeri Sembilan Darul Khusus
Tel : 606 7622 844
Fax : 606 7620 351

Lukut

Lot 3110 Jalan Besar, Lukut
71010 Port Dickson
Negeri Sembilan Darul Khusus
Tel : 606 6511 946
Fax : 606 6511 858

Senawang

51 Lorong Sri Mawar 12/2
Taman Sri Mawar
70450 Senawang
Negeri Sembilan Darul Khusus
Tel : 606 6792 739
Fax : 606 6792 710

Port Dickson

745 Banguan UMNO
Jalan Besar
71000 Port Dickson
Negeri Sembilan Darul Khusus
Tel : 606 6471 772
Fax : 606 6471 770

Bukit Pelandok

4232 Jalan Besar
71960 Bukit Pelandok
Negeri Sembilan Darul Khusus
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
Negeri Sembilan Darul Khusus
Tel : 606 6016 253
Fax : 606 6016 263

Service Kiosk**Terminal 1, Seremban**

Terminal 1 Shopping Centre
G-09, Ground Floor
20B Jalan Lintang
70200 Seremban
Negeri Sembilan Darul Khusus
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
Jalan Usahawan
63000 Cyberjaya
Selangor Darul Ehsan
Tel : 603 8318 2911
Fax : 603 8318 3421

Salak Tinggi

Bangunan UMNO Sepang
Jalan ST1D/2
Bandar Baru Salak Tinggi
43900 Sepang
Selangor Darul Ehsan
Tel : 603 8706 2198
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 2604
Fax : 603 8787 2485

Seri Kembangan

1485 Jalan Besar
43300 Seri Kembangan
Selangor Darul Ehsan
Tel : 603 8948 2458
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 3220
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**

Bangunan Delta
Universiti Multimedia
Jalan Multimedia
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 Perniagaan Putrajaya
2A Persiaran Perdana, Presint 3
62675 Putrajaya
Tel : 603 8890 2596
Fax : 603 8890 2606

Bureau de Change**BDC KLIA 1 - Satellite**

C08, Satellite Building, KLIA
43900 Sepang
Selangor Darul Ehsan
Tel : 603 8787 3991
Fax : 603 8787 3992

BDC KLIA 2 - Arrival

Arrival Hall
Main Terminal Building, KLIA
43900 Sepang
Selangor Darul Ehsan
Tel : 603 8776 3887
Fax : 603 8787 3885

BDC KLIA 3 - Arrival

Lot MTB NA 1, International Arrival
Main Terminal Building, KLIA
64000 KLIA Sepang
Selangor Darul Ehsan
Tel : 603 8776 4045
Fax : 603 8787 4159

BDC KLIA 4 - Departure Level 5

Lot MTBD 14(B), Departure Level
Main Terminal Building, KLIA
64000 KLIA Sepang
Selangor Darul Ehsan
Tel : 603 8787 2602
Fax : 603 8787 1759

BDC LCCT International Departure

Lot No LCID 04(b)
International Departure Hall
Low Cost Carrier Terminal
64000 KLIA Sepang
Selangor Darul Ehsan
Tel : 603 8787 2320
Fax : 603 8787 2325

BDC LCCT Public Concourse

Lot No LCPC 05(a), Public Concourse
Low Cost Carrier Terminal
64000 KLIA Sepang
Selangor Darul Ehsan

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 Jalan 8/1, Section 8
43650 Bandar Baru Bangi
Selangor Darul Ehsan
Tel : 603 8926 3184
Fax : 603 8926 3186

Metro Point Kajang

No.17 Jalan Jelok 6
Metro Point
43000 Kajang
Selangor Darul Ehsan
Tel : 603 8737 4209
Fax : 603 8737 4282

Country Heights

1 Persiaran Sinar Pagi
Country Heights
43000 Kajang
Selangor Darul Ehsan
Tel : 603 8737 1609
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

UKM

Lot 1.04 Level 1, Wisma Unikeb
Universiti Kebangsaan Malaysia
43600 UKM, Bangi
Selangor Darul Ehsan
Tel : 603 8925 0215
Fax : 603 8925 0177

Balakong

29 Jalan PCR 1
Kaw Perniagaan Cheras Raya, Batu 11
43200 Cheras
Selangor Darul Ehsan
Tel : 603 9076 9172
Fax : 603 9076 9162

Mini Branch

Pusanika UKM Bangi

Level 3 Kompleks Pusanika
Universiti Kebangsaan Malaysia
43600 UKM Bangi
Selangor Darul Ehsan
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

L1-46A
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
Taman Semarak
71800 Nilai
Negeri Sembilan Darul Khusus
Tel : 606 7994 864
Fax : 606 7994 861

Branches

Taman Semarak, Nilai

5717 Jalan TS2/1D
Taman Semarak
71800 Nilai
Negeri Sembilan Darul Khusus
Tel : 606 7994 864
Fax : 606 7994 861

Bahau

21 & 22 Jalan Mahligai
72100 Bahau
Negeri Sembilan Darul Khusus
Tel : 606 4545 819
Fax : 606 4545 064

Rembau

Bangunan RISDA
13 & 14 Jalan Terentang
71300 Rembau
Negeri Sembilan Darul Khusus
Tel : 606 6851 204
Fax : 606 6853 017

Bukit Pilah Perdana, Kuala Pilah

1 Jalan Angkasa Jaya
Bukit Pilah Perdana
72000 Kuala Pilah
Negeri Sembilan Darul Khusus
Tel : 606 4812 358
Fax : 606 4815 900

Tampin

Bangunan Baru UMNO, Jalan Besar
73000 Tampin
Negeri Sembilan Darul Khusus
Tel : 606 4411 588
Fax : 606 4413 163

Titi

68 Wisma Gerakan, Jalan Besar
71650 Titi
Negeri Sembilan Darul Khusus
Tel : 606 6113 166
Fax : 606 6112 535

Bandar Baru Nilai

7464 Jalan BBN 1/1A, Putra Point 1
71800 Bandar Baru Nilai
Negeri Sembilan Darul Khusus
Tel : 606 8500 543
Fax : 606 8500 514

**NORTHERN
(PULAU PINANG)****Regional Director - Northern****Liew Chee Cheang**

1st Floor
Bangunan Dewan Perniagaan Melayu
Malaysia 1, Lebu Pantai
10300 Pulau Pinang
Tel : 604 2613 930
Fax : 604 2619 322

Area Business Manager**Eddie Lim Eng Joo****Business Center Penang**

8th Floor, Bangunan KWSP
Lot 3009, Off Lebu Tenggiri 2
Bandar Seberang Jaya
13700 Seberang Jaya, Pulau Pinang
Tel : 604 3978 033
Fax : 604 3978 036

Area Business Manager**Irene Chew Gim Ee****Business Center Menara BHL**

Level 3, Menara BHL
51 Jalan Sultan Ahmad Shah
10050 Georgetown, Pulau Pinang
Tel : 604 2206 983
Fax : 604 2206 968

Retail Business Centres**RBC Lebu Pantai**

2nd Floor, Bangunan Dewan
Perniagaan & Perusahaan Melayu
1 Lebu Pantai
10300 Pulau Pinang
Tel : 604 2621 821
Fax : 604 2621 850

RBC Prai

1271, 2nd Floor Jalan Baru
Taman Emas
13600 Prai, Pulau Pinang
Tel : 604 3976 205
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 PC 07, Public Concourse
Departure Level
11900 Bayan Lepas, Pulau Pinang
Tel : 604 6447 890
Fax : 604 6457 297

BDC Penang Airport

Arrival Hall, Lot 116
Penang International Airport
11900 Bayan Lepas, Pulau Pinang
Tel : 604 6457 296
Fax : 604 6457 297

BDC Tune Hotel

100 Burmah Road
Section 15 Georgetown
10350 Pulau Pinang
Tel : 604 2282 394
Fax : 604 2282 394

BDC Penang International Airport**- Concourse**

Lot CM19, International Arrival Level
Pulau Pinang International Airport
11900 Bayan Lepas, Pulau Pinang
Tel : 604 6467 395

Area Retail Manager**David Sivapatham****No. 1 Lebu Pantai**

1st Floor
Bangunan Dewan Perniagaan
Melayu Malaysia
1 Lebu Pantai
10300 Pulau Pinang
Tel : 604 2628 936
Fax : 604 2627 266

Branches

No. 1 Lebu Pantai

Bangunan Dewan Perniagaan
Melayu Malaysia
1 Lebu Pantai
10300 Pulau Pinang
Tel : 604 2622 921
Fax : 604 2631 921

Tanjung

43 Lebu 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
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 3993 103

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

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 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

Faridah Anom Binti Pawanchik

Maju Utama, Butterworth
3188 Jalan Maju
Pusat Perniagaan Maju Utama
14000 Bukit Mertajam
Pulau Pinang
Tel : 604 5376 920
Fax : 604 5376 904

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

Maju Utama

3188, Jalan Maju
Pusat Perniagaan Maju Utama
14000 Bukit Mertajam
Pulau Pinang
Tel : 604 5376 920
Fax : 604 5376 904

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 - Kedah/Perlis**Mohd Azrul Bin Abdul Rahman**

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
Business Centre Kedah/Perlis
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 Setar

1st Floor, No. 101-103
Persiaran Sultan Abdul Hamid
05050 Alor Setar, Kedah
Tel : 604 7727 981
Fax : 604 7713 458

RBC Kangar

44 Jalan Penjara
01700 Kangar, Perlis
Tel : 604 9761 292
Fax : 604 9760 953

Area Retail Manager**Khirudin Bin Shamsudin**

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**

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 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

Changloon Kedah

(previously University Utama Malaysia)
Changloon Kedah No.2
Pekan Changloon 2
Lebuhraya Bukit Kayu Hitam
06010 Changloon, 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
05150 Alor Star, Kedah
Tel : 604 7339 122
Fax : 604 7318 981

Bureau de Change

BDC Langkawi International Airport
Lapangan Terbang Antarabangsa Langkawi
Lot 47, Public Concourse
07100 Padang Mat Sirat, Kedah
Tel : 604 9554 292
Fax : 604 9554 308

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

Mohd Razali Saadon
Business Centre Melaka
1st Floor, Graha UMNO, Jalan Hang Tuah
75300 Melaka
Tel : 606 2864 379
Fax : 606 2864 399

Area Business Manager

Damian Oh
Business Centre Johor
No 43 & 43-01 Jalan Permas 10/2
Bandar Baru, Permas Jaya
81750 Masai, Johor
Tel : 607 3876 390
607 3862 519
Fax : 607 3862 527

Area Business Manager

Frank Toh Kang Sai
Business Centre Johor South
No 75 Jalan Kuning Dua
Taman Pelangi
80400 Johor Bahru, Johor
Tel : 607 3348 755
Fax : 607 3382 166

RBC Melaka

3rd Floor, Graha UMNO
Jalan Hang Tuah
75300 Melaka
Tel : 606 2845 699
Fax : 606 2845 758

RBC Batu Pahat

39A Jalan Rahmat
83000 Batu Pahat, Johor
Tel : 607 4328 972
Fax : 607 4311 696

RBC Taman Molek

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 915
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

No. 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
80200 Johor Bahru
Tel : 607 2363 734
Fax : 607 2340 300

Jalan Ibrahim

Ground Floor, 61-61C Jalan Ibrahim
80000 Johor Bahru
Tel : 607 2271 940
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
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, Skudai

21 Jalan Kebudayaan 4
Taman Universiti
81300 Skudai, Johor
Tel : 607 5215 055
Fax : 607 5214 291

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 5992 155
Fax : 607 5994 855

Branches**Kluang**

No. 55 Jalan Rambutan
86000 Kluang, Johor
Tel : 607 7725 921
Fax : 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 6637 716

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

Ground Floor
80 & 82 Jalan Bendahara
75100 Melaka
Tel : 606 2830 813
Fax : 606 2863 727

Branches

Jalan Bendahara

Ground Floor
80 & 82 Jalan Bendahara
75100 Melaka
Tel : 606 2830 813
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 Platu
75150 Bukit Baru, Melaka
Tel : 606 2838 844
Fax : 606 2828 121

Multimedia University, Ayer Keroh

Student Plaza Complex
Multimedia University
Jalan Ayer Keroh Lama
75450 Melaka
Tel : 606 2523 325/ 6
Fax : 606 2523 327

Service Kiosk

Melaka

110 Jalan Bendahara
75100 Melaka
Tel : 606 2814 160
Fax : 606 2841 436

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 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

Taman Molek

73 Jalan Molek 3/1, Taman Molek
81100 Johor Bahru, Johor
Tel : 607 3584 378
Fax : 607 3583 877

Pasir Gudang

13A, Pusat Perdagangan Pasir Gudang
Jalan Bandar
81700 Pasir Gudang, Johor
Tel : 607 2524 955
Fax : 607 2512 932

Jalan Dedap

2 & 4 Jalan Dedap 20
Taman Johor Jaya
81100 Johor Bahru, Johor
Tel : 607 3544 501
Fax : 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-A6
Carrefour Shopping Centre
81100 Johor Bharu, Johor
Tel : 607 3543 714
Fax : 607 3543 738

Area Retail Manager

Vacant

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 4542 377

Labis

81, Taman Orkid Baru
85300 Labis, Johor
Tel : 607 9253 836
Fax : 607 9253 840

Parit Sulong

76 Jalan Muar, Parit Sulong
83500 Batu Pahat, Johor
Tel : 607 4186 258
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

Bureau de Change**BDC TESCO EXTRA, Plentong**

Lot No. OL-G01
Ground Floor, Lot 34
Jalan Masai Batu 10
81750 Johor Bahru
Johor Darul Takzim
Tel : 607 3527 042
Fax : 607 3527 037

BDC Holiday Plaza

G86, Holiday Plaza
Jalan Dato Sulaiman
80250 Johor Bahru
Johor Darul Takzim
Tel : 607 3313 072
Fax : 607 3313 067

Area Retail Manager**Md Saharif Md Sahit****Jalan Hang Tuah**

Graha UMNO, Jalan Hang Tuah
75300 Melaka
Tel : 606 2840 455
Fax : 606 2847 611

Branches**Jalan Hang Tuah**

Graha UMNO, Jalan Hang Tuah
75300 Melaka
Tel : 606 2840 455
Fax : 606 2847 611

Taman Melaka Raya

188, Taman Melaka Raya
Off Jalan Parameswara
75000 Melaka
Tel : 606 2848 960
Fax : 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
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 2836 659
Fax : 606 2836 659

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**

2nd Floor, Lot 3083, Jalan Sultan Ismail
20200 Kuala Terengganu, Terengganu
Tel : 609 6226 222
Fax : 609 6228 901

Area Business Manager**Zaidi Muhammad****Business Centre Terengganu**

Level 3, Wisma Square Point
Lot 1 Jalan Pengkalan Chepa
15400 Kota Bharu, Kelantan
Tel : 609 7435 209
Fax : 609 7478 714

Retail Business Centres**RBC Kuala Terengganu**

Tingkat 2, Lot 3083 Jalan Sultan Ismail
20200 Kuala Terengganu, Terengganu
Tel : 609 6226 222
Fax : 609 6228 901

RBC Kemaman

K11287, Tingkat 1
Taman Chukai Utama
Fasa 3 Jalan Kubang Kurus
24000 Kemaman, Terengganu
Tel : 609 8589 672
Fax : 609 8589 679

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**Tan Ai Ling****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 2779 762
Fax : 609 2782 517

RBC Kuantan

10th Floor, Bangunan BCB
Jalan Bank
25000 Kuantan, Pahang
Tel : 609 5121 331
Fax : 609 5121 336

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 : 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 5162 855

Kuantan

34-40 Jalan Teluk Sisek
25050 Kuantan, Pahang
Tel : 609 5163 211
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 346
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 973
Fax : 609 2777 975

Temerloh

77, Bangunan LKNP
Jalan Ahmad Shah
28000 Temerloh, Pahang
Tel : 609 2961 775
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 281
Fax : 609 2311 522

Raub

33 Jalan Lipis
Bandar Raub Perdana
27600 Raub, Pahang
Tel : 609 3559 387
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 2505 755
609 2505 766
Fax : 609 2505 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 Shah

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

Mesra Mall Kemasih, Kerteh

Lot 11, Ground Floor
Mesra Mall
24200 Kerteh, Terengganu
Tel : 609 8642 340
Fax : 609 8642 315

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 (Acting)**Tengku Fatimah Anang Tengku Musa****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 7485 229
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 7448 789
Fax : 609 7449 019

Area Retail Manager**Nik Mohd Razali Ismail**

3rd Floor, Bangunan BCB
Jalan Maju
15000 Kota Bharu, Kelantan
Tel : 609 7470 270
Fax : 609 7488 400

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 7864 367
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

Fax : 6082 4220 57

Retail Business Centres

Miri RBC Miri

1st Floor, Lot 507, Block 9

Miri Concession Land District

Jln Permaisuri

98000 Miri, Sarawak

Tel : 6085 4203 71

Fax : 6085 4321 49

Sibu Desk Office

No 1, 2 & 3 Lorong Kampong Datu 5

Jalan Kampong Datu

96000 Sibu, Sarawak

Tel : 6084 3424 04

Fax : 6084 3200 01

RBC Twin Towers, Kuching

3rd Floor, Lots 2691

Block 10, KCLD

3rd Mile, Rock Road

93250 Kuching, Sarawak

Tel : 6082 2393 41

Fax : 6082 2390 66

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 Kota Kinabalu

Level 3, Central Building,

Jalan Sagunting

88000 Kota Kinabalu, Sabah

Tel : 6088 2696 04

Fax : 6088 2584 80

Area Retail Manager

Laudin Sundang

Api-Api Centre, Kota Kinabalu

Ground Floor, 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

Ground Floor, 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 57

Fax : 6088 4376 62

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, Podium Level

Financial Park Labuan Complex

Jalan Merdeka

87000 FT Labuan

Tel : 6087 4510 33

Fax : 6087 4510 32

Bundusan Square

Lot 16, Bundusan Square

Jalan Bundusan

88300 Kota Kinabalu, Sabah

Tel : 6088 7326 11/13/14/15

Fax : 6088 7326 18

Service Kiosk

University Malaysia

Sabah

Premise Bank 2, UMS Student Centre

Locked Bag 2073

88999 Kota Kinabalu, Sabah

Tel : 6088 4292 01

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 2651 00

Bureau de Change

BDC Kota Kinabalu

International Airport

Lot 1, LO1 (C6)

Public Concourse, Arrival Level,

Terminal Kota Kinabalu International Airport

88740 Kota Kinabalu, Sabah

Tel : 6088 4158 45

Fax : 6088 4138 46

BDC One Borneo

Unit No. G-811, Ground Floor

1 Borneo Hypermall

Kota Kinabalu, Sabah

Tel : 6088 4851 56

Fax : 6088 4851 57

Area Retail Manager

Maturin Sibi

Jalan Sagunting

6th Floor, Central Building

Jalan Sagunting

88000 Kota Kinabalu, Sabah

Tel : 6088 2695 22

Fax : 6088 2668 34

Branches**Jalan Sagunting****Kota Kinabalu**

Ground Floor, Central Building
Jalan 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

TL 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
Fax : 6089 2101 75

Area Retail Manager**David Ling Ee Kuong**

1st Floor, 32/33 Khoo Hun Yeang
Street Branch
93000 Kuching, Sarawak
Tel : 6082 2466 99
Fax : 6082 2580 42

Branches**Khoo Hun Yeang Street****Kuching**

32 Khoo Hun Yeang Street
93000 Kuching, Sarawak
Tel : 6082 4225 22
Fax : 6082 4245 98

Jalan Satok, Kuching

Lot 1.1, Bangunan Satok
Jln Satok/ Jln Kulas
93400 Kuching, Sarawak
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, Sarawak
Tel : 6082 2368 09
Fax : 6082 2367 97

Twin Towers, Kuching

Lot 2691-2, Block 10
Kcld, 3rd Mile Rock Road
93250 Kuching, Sarawak
Tel : 6082 4198 50
Fax : 6082 4202 63

Petra Jaya

Bangunan Masja
Ground Floor, Lot 4, Medan Raya
Petra Jaya
93050 Kuching, Sarawak
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 07
Fax : 6083 3208 87

Jalan Rubber, Kuching

282 Jalan Rubber
93400 Kuching, Sarawak
Tel : 6082 2380 72
Fax : 6085 2380 69

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 3144 43
Fax : 6084 3199 84

Shahida Commercial Centre**Bintulu**

Lot 2300, BDA-Shahida
Commercial Centre
Lebuhraya Abang Galau
97000 Bintulu, Sarawak
Tel : 6086 3314 75
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
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 4306 52
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 2525 2829
Fax : 852 2523 3287

London Branch

Ground Floor
27 Knightsbridge
London SW1X 7YB
United Kingdom
Tel : 44 207 201 3150
Fax : 44 207 201 3151

REPRESENTATIVE OFFICES

Shanghai

Unit 802 AZIA Center
1233 Lujiazui Ring Road
Pudong New District
Shanghai 200120
China
Tel : 8621 6194 0218
Fax : 8621 6194 0210

Yangon

35 (D) Pyay Road
7th Miles
Mayangone Township
Yangon, Myanmar
Tel : 951 6609 19
Fax : 951 6508 38

Bumiputra-Commerce Holdings Berhad

(Incorporated in Malaysia)
(50841-W)

CDS Account No. _____

Number of Shares _____

I/We _____ (name of shareholder as per NRIC/ID, in capital letters)

NRIC No./ID No./Company No. _____ (new) _____ (old) of
_____ (full address)

being a member of Bumiputra-Commerce Holdings Berhad ("BCHB" or "the Company"), hereby appoint _____
_____ (name of proxy as per NRIC/ID, in capital letters) NRIC No./ID No. _____ (new)

_____ (old) or failing whom _____ (name of proxy as per NRIC/ID, in
capital letters) NRIC No./ID No. _____ (new) _____ (old) or failing whom, the Chairman

of the Meeting as my/our proxy to vote for me/us on my/our behalf at the 52nd 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 Friday, 8 May 2009 at 9.30 a.m. or at any adjournment thereof.

My/our proxy is to vote as indicated below.

| RESOLUTIONS | | FOR | AGAINST |
|--|--------------|-----|---------|
| 1. Receipt of Audited Financial Statements and Reports | Resolution 1 | | |
| Re-election of Directors: | | | |
| 2. Tan Sri Dato' Seri Haidar Mohamed Nor | Resolution 2 | | |
| 3. Dato' Hamzah Bakar | Resolution 3 | | |
| 4. Dato' Zainal Abidin Putih | Resolution 4 | | |
| 5. Payment of Directors' Fees | Resolution 5 | | |
| 6. Re-appointment of Auditors | Resolution 6 | | |
| 7. Proposed renewal of the authority for Directors to issue shares | Resolution 7 | | |
| 8. Proposed renewal of the authority to purchase own shares | Resolution 8 | | |

(Please indicate with an "X" 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:

- Section 149(1)(b) of the Companies Act, 1965 shall not apply to the Company, a proxy may but need not be a member of the Company.
- The instrument duly completed must 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.
- The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or if such appointor is a corporation, under its seal or the hand of its attorney.
- Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy. A member shall be entitled to appoint only one (1) proxy unless he has more than 1,000 shares in which case he may appoint up to five (5) proxies provided each proxy appointed shall represent at least 1,000 shares.
- For the purpose of determining a member who shall be entitled to attend this 52nd 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 4 May 2009. Only a depositor whose name appears on the General Meeting Record of Depositors as at 4 May 2009 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
Malaysia

fold here

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