

CIMB GROUP HOLDINGS BERHAD (50841-W)

Sustainability Report Two Thousand Thirteen

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sustainability  
report  
two  
thousand  
thirteen

# INTO *A New Era*

CIMB Group is moving into a new era of sustainability. We have many stakeholders now and our Sustainability Report is an initiative to measure, disclose and be accountable for the economic and social impact of the Group's activities. Our new Group headquarters are gold standard on environmental ratings and the tree of life outside our main lobby is symbolic of our increased focus on sustainability.



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COMMUNITY



WORKPLACE



MARKETPLACE



ENVIRONMENT



# **SUSTAINABILITY REPORT 2013**



# STATEMENT BY GROUP CHIEF EXECUTIVE

## **Dear Shareholders,**

We are very clear that our Corporate Social Responsibility initiatives play a big role in empowering communities wherever we operate. Building social sustainability and creating long term value in the end work to everyone's advantage.



Our sustainability report formally recognises the growing number of stakeholders at CIMB and is an initiative to put the necessary steps in place to measure, disclose and be accountable to stakeholders for the economic, environmental and social impact of the Group's activities.

We place great importance on our social responsibilities at CIMB Group. Giving back to the communities we serve is a key part of our Group DNA and is specifically enshrined in our corporate value of enabling people - we empower and align our people to innovate and deliver value in their workplace as well as for the community they serve. I am greatly encouraged by the energy and enthusiasm that my colleagues throughout the Group have shown in taking part in our corporate responsibility activities, and the positive changes in terms of team work and personal growth.

We are also very clear that our corporate social responsibilities are part of a virtuous circle. When we support people in our communities, workplace, marketplace and environment, we are helping to build social sustainability and create long term value. Under these conditions, we are also able to grow our own businesses and work towards our vision to be the leading ASEAN company.

Back in 2007, shortly after CIMB started its transformation into a regional universal bank, we launched CIMB Foundation to implement the community-focused projects of our corporate social responsibility initiatives.

Not only have we supported young people to become champions in sports, afforded them opportunities to improve their English, and learn computing skills, we have also provided scholarships, internships and small business grants.

We have impacted the lives of more than three million people in the past seven years, and in 2013, we were involved in 94 projects.

We had particular success with our sports. In our CIMB Junior Squash Development Programme, our juniors won the gold for Boys' and Girls' Team events at the Asian Youth Games and the Girl's Individual gold and Boy's Individual silver. At the British Junior Open, our youngsters won the Girl's U13 and U15 gold whilst the boys came away with a silver medal. All in all, a rich harvest for squash.

Our community football academy, CIMB YFA-Bintang also scored well in 2013. Three players from our junior team represented Malaysia at international matches and one junior was selected as Captain for the U16 national team at the Asian Football Federation Cup.

We sponsored Malaysia's blind footballers at the ASEAN Paragames in Myanmar and they brought home the silver medal.

Our prestigious CIMB Regional Scholarship programme saw four recipients graduate and return to their home countries to pursue careers in their fields of study.

CIMB Foundation's flagship programme Community Link is a partnership between the Group's consumer banking franchise and staff in headquarters. This partnership allows staff to play an active role in community projects and keeps branch staff in close contact with customers in their surrounding areas. Community Link approved RM3.3 million in grants in 2013 to a wide variety of community projects: working with Rotary Club, we gave sight back through cataract and lens replacement operations to the underprivileged. We sponsored the Borneo Eco Film Festival workshops where indigenous people were taught film making skills to allow them to produce short documentaries to showcase the ecological problems faced by their communities.

With our move to Menara CIMB in KL Sentral, CIMB Foundation and our Corporate Responsibility Department have jointly launched Project Brickfields whose aim is to ensure that our new neighbourhood is looked after. We have cemented partnerships with blind and disabled organisations in the neighbourhood and have started working with all the schools in the Brickfields area. Our celebrations of religious festivals take place in houses of worship in Brickfields and each includes a lunch and donation of foodstuffs to the needy of the area.

Indeed, our work in the field of Corporate Social Responsibility (CSR) was recognised this year by Nottingham University, which is also an active proponent of private-public social initiatives. I gave the keynote address at the International Conference on CSR at Nottingham University's Malaysia campus.

I would like to thank the trustees of CIMB Foundation, including our CIMB Group Chairman Tan Sri Md Nor Yusof, for their guidance and participation in championing our many community initiatives. I would also like to thank CIMB Foundation CEO Raja Noorma and my colleagues across the region who have worked hard to create long term value and build our sustainable corporate social responsibility network.



**Nazir Razak**  
Group Chief Executive



# COMMUNITY

At CIMB, the Community is served by CIMB Foundation, the Corporate Social Responsibility and philanthropic arm of the Group. Established in 2007, CIMB Foundation is fully funded by CIMB and focuses on three areas: Community Development, Sports and Education. CIMB has pledged RM100 million to fund causes that are close to the hearts of our communities thus enabling these communities to flourish.

The Foundation supports the development of local communities and works to improve the quality of life of these individuals by responding to their needs and learning opportunities. CIMB Foundation also endeavours to forge stronger ties with and empower these communities through carefully selected, sustainable, capacity building projects.





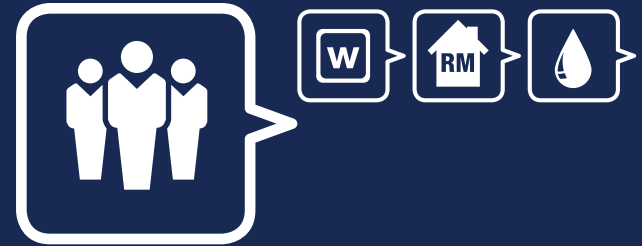
**CIMB**  
**FOUNDATION**



# AREAS OF FOCUS







# COMMUNITY DEVELOPMENT

The Foundation's community development initiatives create opportunities and build the capacity of communities which are then equipped with the necessary resources to improve their quality of life and promote sustainable development. Communities are encouraged to work together in order to identify and solve problems, cultivate socially valuable relationships and support leadership development. CIMB Foundation focuses primarily on conserving the environment, improving the socio-economic status, health, and education standards in these communities whilst putting a positive emphasis on national unity.

# SPORTS

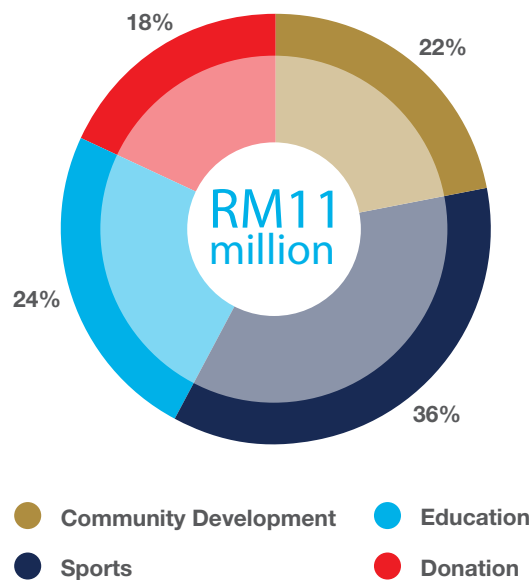
Sports programmes are important as they promote good health, unity and develop a wide range of positive societal attributes. The Foundation supports activities related to junior sports development and provides opportunities that nurture Malaysia's young talents and athletes.

# EDUCATION

Education holds the key to the future. As such, the Foundation supports projects that provide community-based learning opportunities with particular emphasis on English and ICT knowledge. These opportunities are open to all regardless of age.

# COMMUNITY DEVELOPMENT

Community Development is one of CIMB Foundation's three pillars. Grants are given specifically for socio-economic development, the environment, health, community sports, orphanage/old folks' homes and national unity. Projects are funded according to established criteria and must provide lasting benefits and sustainable changes to the community.



CIMB Foundation's approved disbursements in 2013

Pillars	Amount (RM)	%
Sports	3,990,011.65	36.21
Education	2,620,434.81	23.78
Community Development	2,379,003.06	21.59
Donation	2,028,650.85	18.41
<b>Total</b>	<b>11,018,100.37</b>	<b>100.00</b>

## COMMUNITY LINK

The Foundation's flagship, Community Link is a community development initiative aimed at forging closer ties with the communities served by the Group through its large network of CIMB Bank branches nationwide. The central theme is community empowerment. Community Link identifies causes relevant to communities that are served by the Group.

Community Link provides an excellent platform for branch employees to understand customers' overall needs so that they can be served more efficiently and effectively.

In 2007, Community Link made a start with the implementation of 55 projects with a total funding of RM2.25 million. In 2008, 128 Community Link initiatives were approved amounting to RM4.1 million. Over 20,000 individuals were directly involved in these projects with many more benefiting indirectly.

In 2013, Community Link was launched on 1 April. Over 200 Community Link grant applications were received during the year. 94 of these were approved to the tune of RM3.3 million. These programmes covered a wide range of important community initiatives such as cataract operations, establishing sepak takraw clubs in schools and providing grants to underwrite film making workshops, cultural performances and musical orchestras. In 2013, there was a greater breadth of projects compared to previous years as there appears to be greater knowledge of the fund's existence and a clearer understanding that CIMB Foundation imposes no conditions on grant recipients.

Community Link is sub-divided into Socio-Economic, Health, Sports, Environment, Orphanage/Old Folks' Homes, English & ICT and National Unity.

In 2013, individual countries in the Group assumed responsibility for their CSR projects and funding. Active participation was seen especially in Indonesia and Cambodia. The vast majority of projects sought to improve the livelihoods of communities and their dependents. Such projects are increasingly valuable in communities with scarce resources and poor access to funds.

CIMB employees continue supporting Community Link projects through implementing and actively participating in many projects. CIMB Foundation Trustees are generous with their time and are always supportive of these initiatives. This support is on a voluntary basis and CIMB Foundation would like to extend its heartfelt thanks to our Trustees and everyone who contributed to these initiatives.

**CIMB FOUNDATION FUNDED 12 SOCIO-ECONOMIC PROJECTS UNDER COMMUNITY LINK AMOUNTING TO**

**RM419,100**

**IN 2013.**

### **COMMUNITY LINK: SOCIO-ECONOMIC DEVELOPMENT**

CIMB's community outreach efforts include collaborations with NGOs to create opportunities for the disadvantaged and disenfranchised. Our grants and projects are designed to empower this section of society by improving their ability to generate income. Capacity building programmes provide skills training and knowledge to run businesses. Typically, the programme's participants learn skills which can be translated into employment or starting their own business.



#### **Sewing Skills Centre**

The Sewing Skills Centre project offers needlework training to underprivileged women. CIMB Foundation funded the cost of sewing materials, premises rental, utilities and the tutor's salary for two years. The centre was equipped with 22 sewing machines by the Rotary Club. Rotary Club works closely with the Welfare Department of Teluk Intan to identify needy candidates. Nyoklan Garments Sdn Bhd eventually provided a few talented trainees with jobs at the end of the course. Twenty low-income earning women and single mothers benefitted from this project.

#### **Cerebral palsy chairs**

The Cerebral Palsy Chairs project provided prison inmates with income generating opportunities. They receive skills training to teach them to build Ergonomically Designed Special Chairs for Children with Cerebral Palsy. Prison inmates are thus empowered economically and are encouraged to initiate business plans once they have served their sentences. This project helped to improve the Key Performance Indicators (KPI) of Kajang Correction Centre's reintegration programme for inmates. It also reduced the expenditure and burden of parents of children with cerebral palsy by providing affordable high quality corner chairs. This programme helped 20 children with cerebral palsy achieve a more comfortable life.

#### **Women's Self-empowerment and Entrepreneurship Programme**

CIMB Foundation's grant provided sewing skills training to 20 underprivileged women in Banting. CIMB Foundation funded the purchase of sewing materials and tutor fees. Nishana Skills Development Centre provided the sewing machines while the local Welfare Department identified the underprivileged women. At the end of the course, the women were able to find employment, thus affording them a better life.

## 010

**Golden Glue**

The Golden Glue project provided 20 farmers in Parit Nibong with an opportunity to earn additional income by producing bee products. Universiti Sains Malaysia taught these farmers various aspects of apiculture. The farmers were able to improve fruit production while generating extra income by collecting propolis from the bees. Propolis contains bioactive ingredients that can be used for antibacterial, antifungal and antitumor medication in health and cosmetic products.

**Mah Meri skills upgrading**

Based on Carey Island, the Mah Meri tribe is skilled in wood carving. Our grant allowed 34 members of the Mah Meri tribe to improve their woodworking, iron working, sewing and tour guiding skills.

**Used cooking oil project**

Our grant provided equipment for collecting used cooking oil from food operators around Universiti Putra Malaysia. This oil was converted to biodiesel fuel through the support of UPM, MARDI and the Department of Agriculture.

**Film workshops**

CIMB Foundation sponsored film-making workshops for the Borneo Eco Film Festival which showcases films made by indigenous and local communities. These films share the stories and experiences of the tribes and give a view of Borneo's bio-cultural heritage. 80 participants from 11 Sabah districts took part in these workshops. The films were viewed by approximately 2,200 people.



CIMB FOUNDATION FUNDED 19 NATIONAL UNITY PROJECTS UNDER COMMUNITY LINK AMOUNTING TO

**RM552,300**

IN 2013.

### COMMUNITY LINK: NATIONAL UNITY PROJECTS

#### Sepak takraw for schools

Our sepak takraw project was initiated to reignite interest in our national sport in and around the Klang Valley. Pupils were taught the techniques and tactics of this traditional game. We provided training courts, equipment and coaches for the pupils. At the end of the project, four schools selected their teams with the aim of competing at the national level. This is the third year that CIMB Foundation has funded sepak takraw development for communities in Klang.

We funded the building of sepak takraw courts in 11 schools: SM Puncak Alam, SK Telok Menegon, SK Telok Gadong, SK Sg. Kapar, SK Sg. Udang, SK Sg. Serdang, SK Sg. Binjai, SK Rantau Panjang, SK Meru, SK Bukit Kapar and SK Abdul Samat.



#### 24 Drums

CIMB Foundation sponsored a group of 40 schoolchildren who play the big Chinese drums. These pupils practise their drumming every week and also perform at various school functions like sports days and assembly. There are plans to enter competitions nationally in 2014.



#### Angkur, a Malaysian Indian Youth Orchestra

Using Indian musical instruments, Angkur is an orchestra of young people based at the Temple of Fine Arts in Brickfields. This orchestra plays songs from all over the world but with a special interest in Malaysian music and specially composed songs by local and international songwriters.

#### M50

Getaran Jiwa Cultural Performances celebrating 50 years of Malaysia were part of a street party held to celebrate 50 years of the formation of Malaysia. Getaran Jiwa showcased performances from all over Malaysia with a special emphasis on the dances of Sabah and Sarawak. The event was launched and graced by Toh Puan Uma Sambanthan.



#### Versatility in English

Calvaryland is a charity home owned by the Calvary Church of Malaysia. It is a shelter for old people, the handicapped, unwed mothers and orphans. Proficiency in the use and writing of the English language is the main aim of this project. Our grant allowed the home to reach out to the surrounding communities of Sungai Pelek in Selangor and offer them places on the course. Using computers, specialised software, a projector and study materials bought using our grant, the children of the area were able to learn English using the latest techniques.



IN 2013, CIMB FOUNDATION  
APPROVED GRANTS TOTTALLING  
**RM1,340,041**  
FOR 27 HEALTH AND AWARENESS  
INITIATIVES.

## COMMUNITY LINK: HEALTH

### Clinic for the poor

CIMB Foundation's grant supports three clinics which serve the poor and low income communities. These clinics are located at Medan Bunus, Jalan Masjid India, Kuala Lumpur; Tras, Raub Pahang; and Taman Chi Liung, Klang, Selangor. In 2013, approximately 3,600 patients were treated at these clinics.



### Vision for the poor

CIMB Foundation provided a grant for 200 intra-ocular lenses to people who would otherwise have been unable to afford surgery at the Sultanah Bahiyah Hospital, Alor Setar and Langkawi Hospital. This was a joint project with the Rotary Club of Alor Setar.

### Forget-Me-Not project

A trained nurse from the United Kingdom was specially brought in to teach nurses and care givers specialising in dementia the latest methods used in British hospitals. 280 nurses and care givers were trained to the benefit of some 1,400 of their patients. An awareness talk was also conducted by the nurses to raise awareness of the problems of aging.



### Diabetic retinopathy screening

Working with the Lions Club of Bukit Kiara, CIMB Foundation sponsored a day of diabetic retinopathy screening. This screening provides early detection of diabetes through Digital Retinal Imaging. This non-invasive screening allows the public to detect and take immediate action to avoid diabetes.

CIMB FOUNDATION INVESTED A  
TOTAL OF  
**RM204,715**  
IN COMMUNITY SPORTS  
DEVELOPMENT IN SCHOOLS IN 2013.

### COMMUNITY LINK: COMMUNITY SPORTS

#### U10 Tennis development

The U10 Tennis Development Programme provides children with tennis training equipment and coaches in the Klang Valley. In 2013, between 100 and 150 children under the age of 10 participated in this programme. The U10 Tennis Development Programme is a platform for national tennis associations to develop tennis skills in children under the age of 10 at the grassroots level. Quarterly tennis tournaments are held and the winners are selected to participate in the National Tennis 10s. This tennis junior development programme is a collaboration with the Ministry of Education.



#### 3rd CIMB-Ranau Run For Life

This is the third year CIMB Foundation has funded the Run. 10 athletes were chosen to represent Sabah in the national competition. It is hoped that more middle and long distance athletes will be produced in the future. Working with Universiti Malaysia Sabah, CIMB Foundation was able to spread the word on the importance of exercise and a healthy lifestyle.

ENGLISH AND ICT RECEIVED GRANTS  
TOTALLING  
**RM661,118**  
FOR 25 PROJECTS IN 2013.

### COMMUNITY LINK: ENGLISH AND ICT

#### Buku Jalanan Titi

CIMB Foundation's grant provided free reading materials to the public at Titiwangsa Lake Garden. Buku Jalanan Titi is organised by a group of volunteers that provides reading materials to the public on a fortnightly basis. The group also holds events, classes and performances for individuals and organisations. More than 500 people have used the semi-mobile library.





### Learning and understanding English

The Learning and Understanding English programme encourages the use of the English language by low income deaf people. It also introduces this section of the community to ICT which is important in their acquiring information and knowledge. The ability to understand English also helps build confidence, enabling them to play a greater role in society. 115 deaf people from the Persatuan Orang Pekak Perak are well on their way to mastering the English language.

### Story telling training camps

These camps helped 263 children learn how to express themselves in English. The camps taught the children the importance of grammar, pronunciation and diction. Part of the camp also taught them creative thinking skills to enable the children to come up with their own stories to tell.



### NILAM project

This is a reading project aimed at teachers and children. A total of 1,789 pupils from Forms 1 to 5 attended the classes that paved the way to better English through reading.

### English Language Skills for Disadvantaged Women

This programme sponsored by CIMB Foundation taught 100 disadvantaged women aged between 18 and 40 years old to read, write and speak English. These women mastered good communication skills allowing them to speak confidently and effectively. They were encouraged to use English in their places of work. They were also taught basic IT skills such as how to use email.

### Improving English through ICT

CIMB Foundation continues to encourage students to learn English through interactive ICT exercises through this initiative. These exercises are designed to build students' confidence in communicating using English. Self-access learning activities through ICT were introduced to the students. It is hoped that this programme will help improve the English pass rate in the UPSR examinations.





## NATION BUILDING: DEVELOPING THE LOCAL COMMUNITY

### Project Brickfields

Project Brickfields is a joint initiative by CIMB Foundation and the Group's Corporate Responsibility Department. Since moving in to our new headquarters Menara CIMB at KL Sentral, Project Brickfields has reached out to the surrounding communities with initiatives that aim to improve their standard of living. We have forged relationships with various handicapped and blind NGOs in the area and also opened our programmes at Cruyff Court to include disabled football and futsal matches.

Brickfields is home to many handicapped organisation and as such, the main thrust of our programmes will be to afford their members a better life. To date, we have started work with the Malaysian Association for the Blind to build their digital library which will allow users to access information and reading materials with greater ease.

Project Brickfields also ensures that residents in our neighbourhood do not want for anything during the festive season. We celebrated Deepavali and Christmas in houses of worship in the area and handed food and sundry goods to the needy. Chinese New Year was celebrated with lion dances and the giving of ang pow and oranges to the elderly of Brickfields.

Working with the Lions Club of Bukit Kiara, CIMB Foundation feeds the poor and homeless for 26 weeks of the year, alternatingly weekly with Lions Club. This initiative helps some 100 homeless men and women every day and is invariably their only source of food.

## REGIONAL CSR INITIATIVES



### Let's Save and Share

To encourage communities to save, CIMB Niaga launched their 'Let's Save and Share' programme in 25 elementary schools in 11 cities. 4,191 pupils were taught the basics of banking.



### CIMB Niaga Creative Industrial Technology Scholarship

Working with the Ministry for Education and Culture, CIMB Niaga sponsored the Outstanding Achievements in Creative Industrial Technology Scholarships for the second year running. 15 people running a variety of business throughout Indonesia received scholarships.



### Bird Atlas project

The Bird Atlas project aims to map the biodiversity of Indonesia with particular emphasis on birds. The research is conducted by the University of Atma Jaya in Yogyakarta specifically to increase awareness of bird conservation.



### Urban Forest project

CIMB Niaga's commitment to environmental conservation can clearly be seen in its continuous support of initiatives like Tree Planting at the the Urban Forest at Pesenggarahan Sangga Buana. Tree seedlings were donated and CIMB Niaga committed IDR500 million to this re-greening effort that benefits all the villagers around this urban forest.



### Disaster Relief

CIMB Niaga was very active in 2013 in making monetary and goods donations to disaster struck areas in Indonesia. For the 1,250 affected residents living around Mount Sinabung, CIMB Niaga invested IDR67,800,000.



### Mangrove Forest Ecosystem Learning Center

The Mangrove Forest Ecosystem Learning Center was set up by CIMB Thai and 36 commercial Banking Group clients. This outdoor learning centre is used by schoolchildren and teachers to study the mangrove forest ecosystem.



### Wan Kaew project

A total of 120 CIMB Thai volunteers helped to clear and beautify the gardens and building at the Foundation for Support and Development of Disabled Persons in Nontaburi province.



### Share of Love and Smiles

CIMB Thai built a computer room and library in the Songkla province to enable students to study and have Internet access. Students come to the centre to improve their IT skills, giving them better opportunities in the work market.



### Community Computer Learning Center

With the cooperation from three clients, Mitsu Natdanai Co. Ltd, Yamo Reinforced Concrete Co. Ltd and Thirapada Home Mart Co. Ltd, CIMB Thai built and equipped a classroom with 10 computers for use by 1,800 people in Nakhonratchasima province.



### E-learning Classroom and Library

Collaborating with Channel 3 News Family, CIMB Thai donated 10 computers to Tadika School in Patani province. This gave the students and youngsters in the south equal opportunity to access IT knowledge as other Thai youth.



### Blood Donation Drive

The Thai Red Cross and CIMB Thai held four quarterly blood donation drives at CIMB Thai's Head Office in Bangkok with 1,200 people donating blood in 2013.



### Spelling Bee

Aiming to teach children the relationship between orthography and phonography in English, CIMB Cambodia and Kent Ridge Education sponsored a spelling bee competition. Over 1,000 young people participated in the competition held in Phnom Penh.



### M'Lop Tapang

300 students were able to learn the use of computers and the Internet through CIMB Cambodia's refurbishment of a computer lab and donation of 10 computers in Shihanouk province.



### Red Cross Donation

CIMB Cambodia donated USD5,000 to help those suffering from natural disasters. The donation was made to the Cambodian Red Cross.



### Library Kits

Two schools with more than 1,000 pupils in Siem Reap benefitted from a donation from CIMB Cambodia for library kits. These kits are designed to support the children's studies.



### Flood Donation

Two hundred families in two villages in Battambang province received relief, totaling USD1,900 from CIMB Cambodia and its staff.

# SPORTS

Sports play a huge role in society. It brings people together and it unites communities throughout the world. CIMB foundation recognises the important role sports play in civil society and as such makes great investments in our junior Development Programmes. We are committed to developing sports at the grassroots level and this commitment has borne much fruit.

2013 was a bumper year for our programmes and we are immensely proud of all our juniors' achievements on the local, regional and international stages. The success of our able-bodied athletes has encouraged us to make a foray into the world of disabled sports and we were overwhelmed by the response we received. Disabled sports, primarily futsal and football, is now a permanent feature of our sports programmes.



## SQUASH



CIMB Group became 'Rakan Sukan Squash' in 2005 through our partnership with the National Sports Council (NSC) and the Squash Racquets Association of Malaysia (SRAM). Since that time, CIMB has become synonymous with squash.

Our funding provides for the promotion of squash to increase the number of Malaysians playing the sport. It also enables more people to watch world class matches through our sponsorship of the Malaysian Open tournaments.

In 2006, we initiated the CIMB Junior Squash Development Programme to encourage the growth of squash at grassroots level. In 2012, over 700 juniors participated in programmes for six age groups ranging from U9 to U19. The CIMB Rising Star National Junior Circuit and the CIMB National Junior Circuit are the cornerstones of this immensely successful development programme that to date has seen more than 4,200 youngsters play squash under our banner.

The Foundation continues its benchmarking and incentive scheme that started in 2010. This scheme sponsors the winners of each group of the two circuits to compete in international tournaments, thus enabling us to gauge the standard of our players against their peers around the world.



The results of this incentive scheme have been unprecedented. In 2013, our juniors brought home over 20 medals.

Our juniors bagged three of the four possible golds and one silver at the Asian Youth Games 2013 held in Nanjing, China. At the British Junior Open, S. Sivasangari and Aifa Azman took the gold in their age categories whilst Ng Eain Yow brought home the silver.

In Japan, Andrea Lee Jia Qi won the Girls U17 category at the Japan Junior Open whilst Muhammed Hafiz Zhafri Abdul Harif brought home the gold for BU13 from the Indian Junior Open.

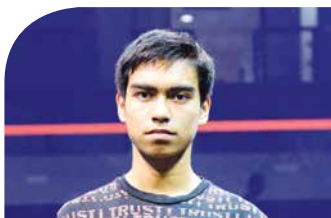
A detailed report of our juniors' wins is detailed on the next page.



Player	Achievement
<b>Vanessa Raj</b>	<ul style="list-style-type: none"> <li>Asian Youth Games, Nanjing (Individual) Champion</li> <li>Asian Youth Games, Nanjing (Team) – Champion</li> <li>CIMB National Junior Circuit (Girls U19) – Champion</li> <li>MILO All Stars Squash Champion (Girls U19) – Runner-Up</li> </ul>



<b>S. Sivasangari</b>	<ul style="list-style-type: none"> <li>Majlis Sukan Sekolah-Sekolah Malaysia (Girls U15) – Champion</li> <li>CIMB National Junior Circuit (Girls U19) – Runner-Up</li> <li>MILO All Stars Squash Champion (Girls U15) – Runner-Up</li> </ul>
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<b>Muhammed Syafiq Kamal</b>	<ul style="list-style-type: none"> <li>Asian Youth Games, Nanjing (Team) – Champion</li> <li>Asian Youth Games, Nanjing (Individual) – Runner-Up</li> <li>CIMB National Junior Circuit (Boys U17) – Third</li> <li>MILO All Stars Squash Champion (Boys U17) – Third</li> </ul>
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<b>Ng Eain Yow</b>	<ul style="list-style-type: none"> <li>Asian Youth Games, Nanjing (Team) – Champion</li> <li>Asian Youth Games, Nanjing (Individual) – Third</li> <li>British Junior Open (Boys U15) – Champion</li> <li>CIMB National Junior Circuit (Boys U19) – Champion</li> <li>MILO All Stars Squash Champion (Boys U17) – Champion</li> </ul>
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<b>Muhd Hafiz Zhafri</b>	<ul style="list-style-type: none"> <li>5th Indian Junior Open 2013 (Boys U13) – Champion</li> <li>MILO All Stars Squash Champion (Boys U13) – Champion</li> <li>CIMB Rising Star National Junior Circuit 2013 (Boys U13) – Champion</li> </ul>
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<b>Andrea Lee</b>	<ul style="list-style-type: none"> <li>Japan Junior Open 2013 (Girls U17) – Champion</li> <li>CIMB National Junior Circuit (Girls U17) – Champion</li> <li>MILO All Stars Squash Champion (Girls U15) – Champion</li> </ul>
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Name	Tournament Name (Local/International)	Rank/Medal	Age Group
Adam Agan Aziz	MILO All Stars Squash Champion	2	BU13
Aifa Azman	CIMB Rising Star National Junior Circuit 2013	1	GU13
	MILO All Stars Squash Champion	1	GU13
	Majlis Sukan Sekolah-Sekolah Malaysia	1	GU13
	Majlis Sukan Sekolah-Sekolah Malaysia	1	GU13
Aina Azman	CIMB Rising Star National Junior Circuit 2013	1	GU9
Alwin Chai	CIMB National Junior Circuit	2	BU17
Andrea Lee Jia Qi	CIMB National Junior Circuit	1	GU17
	Japan Junior Open 2013	1	GU17
	MILO All Stars Squash Champion	1	GU15
Celine Yeap Shu Wan	Asian Youth Games, Nanjing	1	Team
	MILO All Stars Squash Champion	3	GU19
Chan Yiwen	CIMB National Junior Circuit	2	GU15
Chen Yu Ng	CIMB Rising Star National Junior Circuit 2013	3	GU11
Chew Yan Chun	CIMB Rising Star National Junior Circuit 2013	2	BU9
Chris Lau	CIMB Rising Star National Junior Circuit 2013	1	BU9
Darren Chan	MILO All Stars Squash Champion	2	BU17
	Asian Youth Games, Nanjing	1	Team
Darryl Gan	CIMB Rising Star National Junior Circuit 2013	3	BU13
	Hong Kong Junior Open 2013	1	BU13
Eugene Heng	MILO All Stars Squash Champion	2	BU15
	CIMB National Junior Circuit	3	BU15
Havineshwaran	MILO All Stars Squash Champion	3	BU11
Jadeleen Lee	MILO All Stars Squash Champion	2	GU17
Jesicca Kheng	5th Indian Junior Open 2013	1	GU11
	CIMB Rising Star National Junior Circuit 2013	1	GU11
	MILO All Stars Squash Champion	1	GU11
Josephine Yii	CIMB Rising Star National Junior Circuit 2013	2	GU13
Kaydenn Keeshan Pragasam	CIMB Rising Star National Junior Circuit 2013	3	BU9

Name	Tournament Name (Local/International)	Rank/Medal	Age Group
Kiroshanna Manoharan	MILO All Stars Squash Champion	3	GU11
	CIMB Rising Star National Junior Circuit 2013	2	GU11
	Hong Kong Junior Open 2013	1	GU11
Kiven Shanmugan	MILO All Stars Squash Champion	1	BU11
Lai Wen Li	CIMB National Junior Circuit 2013	3	GU15
Lee Ka Eng	CIMB National Junior Circuit 2013	3	GU17
Mivesh Kumar	CIMB National Junior Circuit 2013	2	BU15
Mohd Amir Amirul Azhar	CIMB Rising Star National Junior Circuit 2013	1	BU11
Mohd Farez Izwan	MILO All Stars Squash Champion	1	BU15
	Asian Individual Junior Championships 2013	1	BU15
Muhammed Syafiq Kamal	MILO All Stars Squash Champion	3	BU17
	Asian Youth Games, Nanjing	1	Team
	CIMB National Junior Circuit 2013	3	BU17
	Asian Youth Games, Nanjing	2	
Muhd Hafiz Zhafri	Asian Individual Junior Championships 2013	1	BU13
	CIMB Rising Star National Junior Circuit 2013	1	BU13
	MILO All Stars Squash Champion	1	BU13
	5th Indian Junior Open 2013	1	BU13
Nazihah Hanis	MILO All Stars Squash Champion	1	GU15
Ng Eain Yow	Asian Individual Junior Championships 2013	1	BU17
	CIMB National Junior Circuit 2013	1	BU19
	Asian Youth Games, Nanjing	3	Individual
	Asian Youth Games, Nanjing	1	Team
	British Junior Open	1	BU15
	MILO All Stars Squash Champion	1	BU17
Noor Aina Azman	Japan Junior Open 2013	1	GU15
Nur Waffiah	CIMB Rising Star National Junior Circuit 2013	3	GU9
Nurina bt. Muhd Najib	CIMB National Junior Circuit 2013	2	GU17
Nurul Izzah Abdul Razak	CIMB Rising Star National Junior Circuit 2013	3	GU13
Ong Sai Hung	CIMB National Junior Circuit 2013	1	BU15
	MILO All Stars Squash Champion	3	BU15

Name	Tournament Name (Local/International)	Rank/Medal	Age Group
Ooi Kah Yan	Asian Individual Junior Championships 2013	1	GU13
	CIMB National Junior Circuit 2013	1	GU15
	MILO All Stars Squash Champion	3	GU13
Pradeep Dev	Japan Junior Open 2013	1	BU9
Purendren	CIMB National Junior Circuit 2013	1	BU17
Rachel Arnorld	Asian Youth Games, Nanjing	1	Team
	MILO All Stars Squash Champion	1	GU19
S.Sivasangari	CIMB National Junior Circuit 2013	2	GU19
	British Junior Open	1	GU15
	MILO All Stars Squash Champion	2	GU15
	Majlis Sukan Sekolah-Sekolah Malaysia	1	GU15
Sachin Kumar	CIMB Rising Star National Junior Circuit 2013	3	BU11
Satoni Watanabe	CIMB National Junior Circuit 2013	3	GU19
Sheveetran Kumar	CIMB Rising Star National Junior Circuit 2013	2	GU9
Siow Yee Xian	CIMB Rising Star National Junior Circuit 2013	2	BU13
Timorthy Ling	MILO All Stars Squash Champion	3	BU13
Tommy Lau	CIMB Rising Star National Junior Circuit 2013	2	BU11
Vanessa Raj	CIMB National Junior Circuit 2013	1	GU19
	Asian Youth Games, Nanjing	1	Individual
	Asian Youth Games, Nanjing	1	Team
	MILO All Stars Squash Champion	2	GU19
Vasudhra	5th Indian Junior Open 2013	2	GU11
Yoo Seg Yong	CIMB National Junior Circuit 2013	3	BU19
Youieshan	CIMB National Junior Circuit 2013	2	BU19
Zoe Foo	Asian Individual Junior Championships 2013	1	GU15
	MILO All Stars Squash Champion	3	GU15

## CIMB JUNIOR GOLF DEVELOPMENT PROGRAMME



In 2010, the CIMB Junior Golf Development Programme was initiated as part of the Group's title sponsorship of the CIMB Asia Pacific Classic, Malaysia tournament, the first PGA Tour-sanctioned tournament in ASEAN.

In 2013, the programme covered 80 top juniors from four countries. The programme is divided into a series of three training camps. The juniors receive top-notch instruction from instructors of the PGA TOUR Academy at these camps to hone their basics and improve their skills. Many of the top CIMB junior golfers have been in the programme since 2011 and are maturing in the development programme. The training and development programme is evolving to meet the needs of the CIMB juniors as they compete at international junior tournaments around the world.

In 2013, the top six juniors under the CIMB Junior Golf Development Programme were selected to participate at a 21-day competitive programme. These juniors competed at the San Diego Junior Masters and

The Callaway Junior World Golf Championships in the United States as part of an incentive programme. The programme's objective was to expose the CIMB juniors to competing with top junior golfers at the highest levels of competition. It also provided an opportunity for them to be scouted by the top US college coaches for golf scholarships. The juniors attended preparation camps to acclimatise to the extremely windy playing conditions in San Diego.

Danthai Boonma was a runner-up in the Boys 15-18 category at the San Diego Junior Masters. The CIMB juniors excelled at The Callaway Junior World Golf Championships by finishing in the top five in three age categories. Puwit Anupansuebsai was a runner-up in the Boys 13-14; Paphangkorn Tavatanakit was third in the Girls 13-14 group; and Benyapa Niphatsophon was fourth in the Girls 15-17 category.

In 2013, the CIMB junior golfers' success in the international arena continued with Danthai Boonma at the 2013 SEA Games. He clinched the Men's Individual Gold medal and helped Thailand win the Men's Team Gold medal. Danthai had earlier won the bronze medal at the Asian Youth Games in Nanjing.

Puwit Anupansuebsai and Paphangkorn Tavatanakit excelled at the World Masters of Junior Golf tournament by winning the Boys 13-14 and Girls 13-14 categories respectively. Aeerishna Shahsthy won the Faldo Series in Cambodia and qualified for the Faldo Series Asia Grand Finals in 2014. Siti Zulaikhaa was a runner-up at the US Kids European Championships in the Girls 13-14 category.

In 2013, four of our CIMB junior golfers received golf scholarships for the United States of America and Singapore. Our Malaysian junior golfer, Islamiah Fuad, received a scholarship for Sport, Recreational and Park Management studies at the University of South Dakota, while Aeerishna Shahsthy received a high school scholarship to Raffles Institute, Singapore. Rachel Lim of Singapore received a scholarship in Professional Golf Management studies at the University of California, Pennsylvania. Benyapa Niphatsophon of Thailand was offered a golf scholarship to the IMG Academy in Florida.

To date, over 80 top juniors participate in the CIMB Junior Golf Development Programme.

Name	Tournament Name (Local/International)	Team/Individual Name	Rank/Medal	Age Group
<b>Malaysia</b>				
Natasha Andrea Oon	Majilis Sukan Wilayah Persekutuan-Qualifying	Individual	1	12 and Under
	Tournaments Of Champions	Individual	1	12 and Under
	Majilis Sukan Sekolah Malaysia 2013	Individual	1	12 and Under
	Clearwater Junior Amateur Open 2013	Individual	1	12 and Under
	Rahman Putra Monthly Medal May 2013	Individual	2	All Ages
	Malaysia Ladies Amateur Open 2013	Individual	1	Amateur
	SportExcel Elite Junior Premier -1st leg	Individual	1	12 and Under
	Jakarta Junior World Championship	Individual	4	12 and Under
	SportExcel Elite Junior Premier -2nd Leg	Individual	2	12 and Under
	5th leg SportExcel National Junior Golf 2013	Individual	1	12 and Under
6th leg SportExcel National Junior Golf 2013	Individual	2	12 and Under	
Paul San	Perak Amateur Open	Individual	3	
	RSGC AmBank Junior Amateur Open	Individual	3	
	Combined College	Individual	1	
Ervin Chang	Phillipine Junior Amateur	Individual	2	
	North Malaysian Open	Individual	2	
Albright Choong Ming Soon	Faldo Series Malaysia	Individual	1	
	PG UMW Sabah Classic	Individual	1	
	Kuala Lumpur Amateur Open	Individual	3	
	Malaysian School Sports	Individual	2	
	SGCC Amateur Open	Individual	1	
	Sabah Masters	Individual	3	
Fazley Ahmad Chua	Sutera Harbour Amateur Open	Individual	2	
	SGCC Amateur Open	Individual	2	
	Malaysia School Sports	Individual	3	
Mohammad Asyraf Rosli	SportExcel Leg 2	Individual	2	
	SportExcel Leg 4	Individual	2	
	RSGC AmBank Junior Amateur Open	Individual	2	
Mohammad Naquiddin Fuad	Selangor Masters	Individual	3	
	ETIQA International Junior Master	Individual	3	

Name	Tournament Name (Local/International)	Team/Individual Name	Rank/Medal	Age Group
Aaerishna Shahsthy	Titleist Champion of Champions, Templers Park GCC	Individual	1	under 14
		Individual	1	under 16
	Singapore National Schools Competition, Marina Bay	Individual	2	under 14
		Individual	1	under 16
	Singapore Junior Golf Open, Keppel Golf & CC	Individual	1	under 16
	Nick Faldo Series, Siam Reap, Campodia	Individual	2	open
	NSRCC Kranji Junior Open, Singapore			
	Penang Amateur Open, Bukit Jawi Golf & CC			
Siti Zulaikhaa Shaari	Philippines Ladies Amateur Open	Individual	2	Class A
	Majlis Sukan Sukan Selangor	Individual	1	under 15
	US Kids 2013 European Championships	Individual	2	under 13/14
	SportExcel Match Play	Individual	1	Overall
	Chief Minister Cup Junior International	Individual	1	under 14
	Chief Minister Cup Junior International	Team	2	under 14

Name	Tournament Name (Local/International)	Team/Individual Name	Rank/Medal	Age Group
<b>Indonesia</b>				
Mochamad Seandy Alfarabi	Banten League Junior Golf Tournament	Individual	1	15-17
Jordan Surya Irawan	JGC-TRG Classic	Individual	1	
	Liga Mahasiswa Championship	Individual	2	
	ICTSI Mount Maharayat Classic	Individual	3	
	Lion City Cup	Individual	3	
	CIMB Niaga Indonesia Masters	Individual	2	
Kevin Caesario Akhbar	JGC Classic	Individual	3	
	Indonesia Junior Open	Individual	2	
	Enjoy Jakarta World Junior Championship	Individual	3	
	CIMB Niaga Indonesian Masters	Individual	1	
Elki Kow	Atlanta Collegiate Amateur	Individual	1	
Fadhli Rahaman Soestarlo	JGC-TRG Classic	Individual	3	
	Credit Suisse Match Play	Individual	2	
	JGC Classic	Individual	3	
	Indonesia Junior Open	Individual	3	
Tirto Tamardi	Penang Amateur	Individual	3	
	Indonesia Junior Open	Individual	1	

Name	Tournament Name (Local/International)	Team/Individual Name	Rank/Medal	Age Group
<b>Singapore</b>				
Marc Ong	Hong Kong Open Amateur & Mid Amateur	Individual	2	
Lucuis Toh	SGA 5th National Ranking Game	Individual	1	
	NSRCC Junior Open	Individual	2	

Name	Tournament Name (Local/International)	Team/Individual Name	Rank/Medal	Age Group
<b>Thailand</b>				
Virunpat Olankitkunchai	Singha Thailand Junior World Golf Championship/ International	Individual	3rd	13-14 years old
	TGA-SINGHA Junior Golf Ranking 2013 Stage 3/ Local	Individual	2nd	15-17 years old
	38th Satit Samakkee, 2013/Local	Individual and Team	1st	15-17 years old
	TGA-SINGHA Junior Golf Ranking 2013 Stage 4/ Local	Individual	1st	15-17 years old
	TGA-SINGHA Junior Golf Ranking 2013 Stage 5/ Local	Individual	2nd	15-17 years old
Putt Sridama	38th Satit Samakkee, 2013/Local	Individual and Team	1st	15-17 years old
	TGA-SINGHA Junior Golf Ranking 2013 Stage 5/ Local	Individual	3rd	15-17 years old
Pajaree Anannarukarn	TGA-SINGHA Junior Golf Ranking 2013 Stage 3/ Local	Individual	1st	15-17 years old
	Thailand LPGA Masters 2013	Individual	1st (Amateur)	13-14 years old
	TGA-SINGHA Junior Golf Ranking 2013 Qualify for Asia Pacific/Local	Individual	2nd	13-14 years old
	TGA-SINGHA Junior Golf Ranking 2013 Qualify for Junior World/Local	Individual	2nd	13-14 years old
	TGA-SINGHA Junior Golf Ranking 2013 Stage 4/ Local	Individual	2nd	15-17 years old
	TGA-SINGHA Junior Golf Ranking 2013 Stage 5/ Local	Individual	1st	15-17 years old
Prin Phokan	TGA-CAT Junior Golf Champions 2013	Individual	1st	15-17 years old
	Optimist International Junior Golf Championship Qualifying Tournament 2013	Individual	2nd	15-17 years old
	TGA-SINGHA Junior Golf Ranking 2013 Stage 5/ Local	Individual	7th	15-17 years old

Name	Tournament Name (Local/International)	Team/Individual Name	Rank/Medal	Age Group
Danthai Boonma	Tiger Myanmar Open 2013/International		2nd	
	TGA-CAT Junior Golf Championship (Asia Pacific)/ Local		1st	
	Philippines Junior Golf Championship 2013/ International		2nd	
	Putra Cup (53ND Southeast Asia Amateur Golf Championship 2013)/International		Team 2nd 2nd	
	San Diego Master 2013/International		4th	
	Pon Cat Dutch Junior Open 2013/International		Bronze	
	Asian Youth Game Nanjing2013/International		3rd/Team	
	Nomura cup 2013		1st Individual and Team	
	27th SEA Games		26th (Amateur)	
	King's Cup Golf Hua Hin			
Runchanapong Youprayong (Run)	TGA-SINGHA Junior Golf Ranking 2013# 5/Local	Individual	4th	13-14 years old
Nisha Vorrasanpisut (Eng)	Mercedes Benz	Individual	T2	13-14 years old
	TGA - Eastern	Individual	T1	13-14 years old
	TGA (Qualify for Asia Pacific)	Individual	T4	13-14 years old
	Mercedes Benz Round	Individual	T2	13-14 years old
	TGA-Eastern	Individual	T2	13-14 years old
	Mercedes Benz Final	Individual	T5	13-14 years old
	PTT Junior golf (Qualify)	Individual	T2	13-14 years old
	TGA (Qualify for Junior World)	Individual	T1	13-14 years old
	Callaway Junior World	Individual	T35	13-14 years old
Optimist Intl Junior Golf	Individual	T5	13-14 years old	



Name	Tournament Name (Local/International)	Team/Individual Name	Rank/Medal	Age Group
Paphangkorn Tawatanakit (Patty)	True Vision Singha Junior Golf Championships 2013 Stage 3	Individual	1st	13-14 years old
	True Vision Singha Junior Golf Championships 2013	Individual	1st	13-14 years old
	13th True Vision International Junior Golf Championships	Individual	1st	13-14 years old
	TGA-SINGHA Junior Golf Ranking 2013 Qualify for Junior World/Local	Individual	1st	13-14 years old
	Qualifying World Master of Junior Tournament, Las Vegas 2013	Individual	1st	13-14 years old
	True Vision Singha Junior Golf Championships 2013 Stage 8	Individual	1st	13-14 years old
	Enjoy Jakarta World Junior Golf Championship 2013	Individual	1st	13-14 years old
	Seletar POSB Junior Open 2013	Individual	1st	13-14 years old
	True Vision Singha Junior Golf Championships 2013	Individual	1st	13-14 years old
	Callaway Junior World Golf Championships 2013	Individual	3rd	13-14 years old
	Taylor Made World Master Junior Golf Tournament 2013	Individual	1st	13-14 years old
World Junior Golf Championship	Individual	1	13-14	
Witchayapat Sinsrang	TGA-CAT Junior Ranking	Individual	1	15-17
	Asian Tournament of Champion	Individual	2	15-17
	TGA-CAT Junior Ranking	Individual	2	15-17
	Representative from the province Nakhonratchasima	Individual	1	15-17
Atiruj Winaicharoenchai	Mercedes Benz Junior Golf Ranking	Individual	3	12-13
	PTT Golf Junior Open 2013	Individual	1	12-13
	Mercedes Benz Junior Golf Ranking 5	Individual	2	12-13
	Asia Pacific Junior Golf Qualify	Individual	1	12-13
	The Optimist Thailand Junior Golf Championship 2013	Individual	1	12-13
	Mercedes Benz Junior Golf Ranking 6	Individual	1	12-13
	PTT Golf Junior Open	Individual	2	12-13
	TGA-CAT Eastern Junior Golf Rank 2013	Individual	1	12-13
	Mercedes Benz Junior Golf Championship Asian Final 2013	Individual	2	12-13
	The Optimist Thailand Junior Golf Championship 2013	Individual	1	12-13
	PTT Golf Junior Open 2013	Individual	2	12-13
Puwit Anupansuebsai	Asian Junior Team Championship	Individual	2	
	Ryo Ishikawa World Junior Invitational	Individual	2	
	Lion City Cup	Individual	2	
	TGA-CAT World Junior Championship	Individual	3	
	True Visions International Junior 12	Individual	3	
	True Visions Singha Junior 3	Individual	2	
	World Junior Golf Championship 2013	Individual	2	13-14

## CIMB YFA-BINTANG MUDA FOOTBALL

With CIMB Foundation funding since 2009, our grassroots Junior Football development Programme, the YFA-Bintang Muda community football academy has gone from strength to strength. It began life with 894 players and has grown to include 1,299 junior footballers in the programme. CIMB Foundation funds this club to provide opportunities for young children to learn football. Our funding helps pay for equipment, apparel, training and events. It helps the club lower its fees and provide apparel for free so that children from lower-income families are able to participate. A portion of funding ensures that the club's elite teams receive quality training and can showcase their skills in local and international tournaments.

In 2013, CIMB YFA-Bintang's goal was to further develop grassroots footballers for selection by Malaysian sports schools and the national teams. CIMB YFA programmes offer junior footballers high level football training from the age of eight.

In 2013, five players from the CIMB YFA junior programme represented teams nationally. Muhammad Alif Haikal bin Adzrin was selected as captain for the Malaysia 1MCC U13 Team to the ASEAN Cup. U16 players Kogileswaran Raj, Dinesh a/l Maniyarasan and Muhd Syazwan Salihin were selected for the Malaysian U16 national team at the AFF U16 Cup in Myanmar. The Malaysian team defeated Indonesia 3-2 on penalties, after a full-time 1-1 tiebreak, to win the 2013 AFF Cup. Muhammad Hadin Azman, 19 was selected and is training with the Harimau Muda team.

CIMB YFA-Bintang performed well at tournaments in 2013. At the Asia World Youth Cup in Singapore, the U10 boys won while the U12 and U14 come out runners-up in their category. At the local level, CIMB YFA-Bintang U10 won the Asia World Youth Cup tournament, Youth 1MCC 9s, Elite Soccer Championships, Kuala Lumpur Grassroots League and Kul Kids tournaments in their age category. The U12 performed well winning the UKRC International and Kul Kids tournaments. The U12 were runners-up at the National Junior League, Asia's World Youth Cup and KL Youth Soccer International.



Sports	Tournament Name	Rank/Medal	Age Group	Team
CIMB YFA-BINTANG MUDA (FOOTBALL)	National Junior League –1Malaysia Cardiff City @ Piala Sultan Ahmad Shah	2	U12	
	Kuala Lumpur Youth Soccer International Tournament - KLYS	1 1 2 1	U8 U10 U12 U14	
	Karnival 1 MCC Masgenuine Cup (9's)	1	U10	
	UKRC International Tournament	3 2 1	U8 U10 U12	
	First Touch Football Carnival	1 1 2 1 3 2	U8 U9 U10 U11 U14 U16	
	Royal Selangor International Tiger 7	3	U12	
	Asia World Youth Cup - JSSL Singapore Soccer	3 1 2 2	U8 U10 U12 U14	
	Kejohanan Bolasepak Perbadanan Negeri Selangor Berhad - PNSB	3 2 1	U8 U10 U15	
	Elite Soccer Championships - Cup Port Dickson Negeri Sembilan	1 2	U10 U12	
	Kuala Lumpur Grassroot Under 10 League	1	U10	
	Kejohanan Bolasepak KUL Kids Kuala Lumpur (U10 & U12)	1 1	U10 U12	
	Kejohanan Bolasepak Bawah 12 Khazanah Nasional	2 1	U12 U12	B TEAM A TEAM
	RSC International 7s and Dato' Chu Ah Ngee Cup 2013	2 2 3 1 2	U18 U9 U11 U15 U13	A TEAM
	PLAYER NAME: KISITO	TOP SCORER	U18	



## CIMB-COBRA SCHOOLS RUGBY PROGRAMME

In alliance with the Combined Old Boys Rugby Association (COBRA), IJM Corporation Berhad, Penguin Rugby Club of the United Kingdom and the Malaysian Ministry of Education, CIMB Foundation funds rugby development programmes in schools. This programme is designed to create an environment of growth for Malaysian rugby through the training of school teachers to become rugby coaches, while introducing rugby programmes into schools across the country. CIMB Foundation only assumed sponsorship of this programme in 2008 but CIMB Group's association with the programme began in 2005 when Bumiputra-Commerce Holdings Berhad first became a sponsor.

In 2013, the CIMB Foundation COBRA Rugby for School had successes at regional junior tournaments. Our CIMB COBRA juniors were champions in the Under 18 and Under 16 categories at the BLRAC Bangkok International 10's 2013 and winners at the Zahira International 7s Sri Lanka 2013.

In 2013, 24 teams participated in the 10th CIMB Foundation-COBRA Schools 10s tournament comprising the 13 states and three teams from the Federal Territories of Malaysia as well as seven foreign teams from Thailand, Australia, New Zealand, Taiwan, and Brunei. SRU Colts, Sabah emerged the winner of the tournament when they defeated Sekolah Tuanku Abdul Rahman, Perak at the finals.

The programme has also trained more than 700 teachers as qualified rugby coaches. The holistic approach of the programme has also produced referees and competition managers so that there is a continuous addition to the talent pool necessary for planning and organising tournaments at school, state and national levels.

Sports	Tournament Name	Rank/Medal	Age Group
COBRA (RUGBY)	BLRAC Bangkok International 10's 2013	Champion Champion	U16 U18
	Zahira International 7s Sri Lanka 2013	Champion	

## KELAB BOLASEPAK PAN-DISABILITY



In 2013, CIMB Foundation began an exciting programme for the members of the disabled and special needs community. CIMB Foundation collaborated with the Malaysian Blind Sports Association and Pan-Disability IMC to establish a pan-disability football academy called Kelab Bolasepak Pan-Disability in Kuala Lumpur. The academy's goals and vision are to provide specialised football training for the disabled and to nurture talents for the national Paralympic team selection.

Football is a team sport with great benefits in helping the special needs community. It features behaviour management, coordination skills, social inclusion and integration. The training programme emphasises helping disabled players learn life skills through the football. In the first year, the academy focused on four disability groups: the visually impaired, partially sighted, individuals with cerebral palsy and the intellectually challenged.

Kelab Bolasepak Pan-Disability's academy conducts the training programme at Cryuff Court in Brickfields, Kuala Lumpur. Currently, there are 75 disabled individuals training in this programme. The visually impaired footballers are members of the national Paralympic team who won the silver medal at the 7th ASEAN Para Games in Myanmar.



# EDUCATION

## CIMB REGIONAL SCHOLARSHIP

The CIMB Regional Scholarship is a full scholarship post graduate programme open to Southeast Asians funded by CIMB Foundation. It covers all academic fees including registration and examinations fees. Scholars also receive a book allowance, accommodation, airfare, travel documents and subsistence allowance. The scholars are not bonded to CIMB Group upon completion of their studies but they are required to return and contribute to the region.

A total of 14 scholarships have been awarded since its establishment in 2010. CIMB Foundation is pleased to announce that four scholars have graduated and have now secured employment. They are Samuel Leong Chan Yan from Malaysia; Rachel Tanamas from Indonesia; Janet Moo Tein Ni from Malaysia; and Sooksun Popun-ngarm from Thailand.

### Details & Status of Graduated Scholars



#### Samuel Leong Chan Yan

<b>Nationality</b>	: Malaysian
<b>Area of Study</b>	: SEA Studies
<b>Type of Study</b>	: Master's Course
<b>Name of programme</b>	: Master's of Laws (LL.M)
<b>Graduate School</b>	: Columbia Law School, USA
<b>Current Profession</b>	: Counsel

Samuel graduated with a Master's of Laws with honours from Columbia Law School in the United States of America. He was also awarded the Harlan Fiske Stone Scholar for his performance. In February 2012, he returned to the region to pursue a career as an Assistant Counsel at the Singapore International Arbitration Centre (SIAC). He was promoted to Counsel in April last year. As a member of the case management team at SIAC, his caseload includes arbitrations administered under the SIAC Rules, UNCITRAL Rules, ICC Rules and the Singapore Bunker Claims Procedure. Samuel also conducted a number of Emergency Arbitrator proceedings under the SIAC Rules. In August, Samuel spoke on SIAC's new governance structure and arbitration rules at a seminar by the Singapore Institute of Arbitrators. He is looking forward to contributing to the development and integration of ASEAN in the future. He also received the Fulbright Malaysian Graduate Study and Research Programme award.

**RM1,211,048**  
WAS DISBURSED IN SCHOLARSHIPS IN 2013;



### Rachel Tanamas

**Nationality** : Indonesian  
**Area of Study** : Environmental Studies  
**Type of Study** : Master's Course  
**Name of programme** : MSc Building and Urban Design in Development  
**Graduate School** : University College London, UK  
**Current Profession** : Architect and Urban Designer

Rachel has worked as an Architect and Urban Designer with PTI-Architects since March 2013. She is in charge of design from concept to development. She was a practicing architect and urban planner involved in the Master Recovery Plan for the 2009 Padang earthquake before commencing her studies. Her aim of designing and developing urban homes able to resist earthquakes has a direct beneficial impact on the lives of many poor and underprivileged people in Southeast Asia. Rachel is also involved in part-time NGO activities.



### Janet Moo Tein Ni

**Nationality** : Malaysian  
**Area of Study** : Fine Arts  
**Type of Study** : Master's Course  
**Name of programme** : MSc Mental Health in Learning Disabilities  
**Graduate School** : King's College London, UK  
**Current Profession** : Corporate Responsibility Executive

Since graduating from King's College, Janet has been busy working with adults with learning disabilities. She is currently attached to the Corporate Responsibility Department at CIMB Group in Kuala Lumpur and is running workshops for autistic children at the National Autism Society of Malaysia. She will also be holding workshops for children with Down's Syndrome for CIMB staff. After her attachment with Corporate Responsibility, Janet will return to the UK to resume her studies on another CIMB Foundation scholarship to read for an MA in Dance Movement Psychotherapy at Goldsmith's in London.



## Sooksun Popun-ngarm

<b>Nationality</b>	<b>: Thai</b>
<b>Area of Study</b>	<b>: Environmental Studies</b>
<b>Type of Study</b>	<b>: Master's Course</b>
<b>Programme's Name</b>	<b>: Master's of Laws in Environmental Law and Policy</b>
<b>Graduate School</b>	<b>: University College of London</b>
<b>Current Profession</b>	<b>: Legal Advisor/Associate</b>

Sooksun is a graduate in Law from Thammasat University in Thailand. He was awarded the CIMB Regional Scholarship to pursue his LL.M. in Environmental Law and Policy. Sooksun completed his studies in September 2013 and graduated with merit. He returned to Thailand to work as an Independent Legal Advisor for the government water management project on a contract basis. Sooksun was engaged by the investors who are a joint venture between Thai and Chinese investors, and the government of Thailand. He is responsible for reviewing the construction and management of contracts to build sustainable reservoir in the river basins of Ping, Yom, Nan, Skae Krang and Pasak Rivers.

As a legal adviser, his opinion was sought on whether the contracts and relevant documents under the project complied with Thai law. Environmental compliance involved conducting a health and environmental impact assessment of the project. Human rights laws pertaining to the issuance of land expropriation and acquisition, and general contract law was considered.

He recently accepted an offer for an Associate position from Siam Premier International Law Office Limited, Thailand. He will be responsible for investments, particularly energy and renewable energy, in Thailand, Laos and Myanmar. He has been engaged by Siam Premier regional offices in Vientiane and Yangon.



## CIMB NIAGA SCHOLARSHIP PROGRAMME

CIMB Foundation provides bright Indonesian students with opportunities to pursue tertiary education at Malaysian universities in selected fields through the CIMB Niaga Scholarship.

This scholarship programme aims to increase bilateral linkages between Malaysia and Indonesia. It supports the development of Indonesian education and identifies talents who will become competent and skilled professionals in their fields.

A total of 15 scholarships were awarded since its inception in 2008: seven scholars have graduated; five will graduate in 2014; and three are still pursuing undergraduate studies at the University of Malaya.

Notable achievements include:

- Six scholars scoring CGPA 3.5 and above.
- The overall performance of these scholars are quite balanced in terms of academic and extra co-curricular activities. Most are very active and hold important positions in various clubs in their respective universities.



- A scholar from UKM, Satria Aji, won the SieMyCity game design competition and received a cash prize of RM10,000 and a four-day trip to Berlin University.
- Firmansyah Shidiq Wardhana was selected from 8,000 international applicants as a delegate for Harvard University Project Asia and International Relations 2013. This project was conducted by Harvard University and the American University of Dubai. He is currently in the second year of a Business Administration course at UM.

CIMB Niaga Scholars also possess a corporate sense of belonging. In 2013, Adilla Arantika contributed as an intern in CIMB Investment Bank. Andreas and Satria, who interned with CIMB Bank, were involved with the 1Platform core banking project in CIMB Malaysia.



## PINTAR



PINTAR is a programme initiated by Khazanah Nasional Berhad that aims to improve access to quality education for rural schools in Malaysia.

Since its inception in 2007, CIMB Foundation has adopted a total of 10 schools. In 2012, the first 5 schools graduated from our system and we carried on with the remaining 5, all of which are located in Perlis. The five primary schools are : SK Seri Perlis, SK Kuala Perlis, SK Panggas, SK Titi Tinggi and Sekolah Rendah Islam III. All these schools are rural and underperforming.

The adoption programme aims to help the schools improve their overall academic achievement. Particular attention is given to English and each school receives an allocation of RM20,000 per year to run English enhancement programmes. These initiatives improve and upgrade the schools' facilities and procure teaching and learning materials. The schools also received 30 computers and 136 linguaphone sets. These English self-learning kits make learning more interesting and fun, thus encouraging the youngsters to develop a greater attachment to the English language. In 2013, our funding of RM241,855 benefitted 1,702 pupils and 125 teachers in the five adopted schools.

### English Language Competition for PINTAR Schools

On 11 May 2013, 500 pupils from our PINTAR schools took part in a language competition at Sekolah Kebangsaan Seri Perlis in Kangar. The one-day event was organised to encouraged the pupils' interest in the English language. They were exposed to fun and exciting activities that enhanced their knowledge and improved their self-esteem. The day was filled with activities tailored for both Year 1 and Year 2 pupils.

Forty Year 1 to Year 3 pupils competed in the Spelling Bee contest: eight from each sponsored school. The contest reached the 65th round before the best spellers were identified through words meant for Year 2 pupils.

SK Seri Perlis was the best school overall followed by SK Kuala Perlis and SK Titi Tinggi. Cash prizes worth RM4,900 were shared by the winners. The prizes were given away by Encik Aziz Mahmud, a CIMB Area Manager and Encik Abdul Halim Alwi, CIMB Kangar/Kuala Perlis Branch Manager.



### SK Titi Tinggi wins the English Carnival for the first time

In April 2013, SK Titi Tinggi won the state-level Group Singing competition for the first time. The school represented Perlis in the national competition in Melaka and received a consolation prize. 14 Year 3 pupils competed under the guidance of two teachers.

The English Carnival is a yearly event organised by the Ministry of Education and is meant to increase pupils' awareness of the importance of English.



### Achievements in 2013

A total of 340 Year 6 pupils from our five PINTAR schools in Perlis sat for the Ujian Penilaian Sekolah Rendah (UPSR) in 2013. The results for 2013 were an improvement on 2012:

- 20 pupils scored 5As compared to 18 pupils in 2012.
- 28 pupils scored A in English compared to 20 pupils in 2012.
- The national average grade increased from 2.79 to 2.74 (a lower number is better).
- SK Titi Tinggi emerged as the best school with a 52% pass rate in English compared to 35% in 2012. The school also achieved a 50% overall pass rate compared to 30% in 2012.

## PINTAR Prize Giving Ceremony 2013

The sixth PINTAR School prize-giving ceremony was held at The Bougainvillea Hall, Meritus-Pelangi Beach and Spa Resort, Pulau Langkawi, Kedah on 1 December 2013. The event awarded all 5A achievers and honoured schools that performed well in the UPSR.

Each student who scored 5As was awarded RM500 and also received an Adidas school bag, a CIMB Group thumbdrive and various other gifts. The students are also awarded RM1,000 if they secure a place in a boarding school.

There were three categories of awards: 5A Achievers' Award for 34 achievers, Best School Award which was won by SK Titi Tinggi and SK Kuala Perlis; and Top Scholastic Award for SR Islam III and SK Titi Tinggi.

Selection for the Best School Award was based on the school's overall achievement in the UPSR. The Top Scholastic Award considers the teachers' commitment in implementing CIMB Foundation funded projects.



## English Statewide Education Programme

CIMB Foundation began its relationship with State Education Departments in 2009 by sponsoring tuition classes, language camps and workshops for English in Kelantan, Melaka, Sabah, Johor and WP Labuan. This programme has seen improvements in the UPSR pass rates for English. In 2013, RM454,783 was disbursed to the programme. In total, CIMB Foundation has invested RM2,136,785 in helping 5,596 children pass their UPSR English paper.



English performance for pupils involved in the English Statewide Education Programme

Year	No. of Pupils	Grade A		Grade B		Passed	
		No	%	No	%	No	%
2011	5,222	1,477	28.28	1,655	31.69	4,605	88.18
2012	4,445	955	21.48	1,429	32.15	3,914	88.05
2013	5,596	1,300	23.23	1,663	29.72	4,751	84.90



# WORKPLACE

Our employees are important key players and stakeholders in our business operations. Employee relations are fair, built on trust and are more than merely ethical and legal obligations. They are the main prerequisites for the successful management of our business activities.





### Effective Human Resources

An effective human resources policy monitors the rights and needs of employees along with their talent and qualifications. It defines the framework for efficient deployment of personnel and the optimal performance of employees through high motivation and job satisfaction.

Our human resources strategy is firmly anchored in our Group-wide sustainability strategy. It contains important topics such as a competitive workforce, future-oriented management expertise, high employer attractiveness and a professional organisation. The following focus areas have been derived from these strategic target dimensions:

- Diversity and equal opportunity
- Generation management and work-life balance
- Productivity increase through a highly qualified workforce
- Flexibility management aimed at market-oriented product control

Diversity is a daily reality and a challenge for a company that operates globally with employees from over 140 countries. A professional diversity management system with a long-term horizon was made an integral component of our human resource policy at an early stage. Great importance is attached to diversity management for business competitiveness.

A culture of diversity requires the existence of framework conditions. Any form of discrimination is rejected unequivocally as we insist on a working environment that is free of prejudice.

### Developing Local Economies

CIMB Group develops the local economies where it operates by promoting local career opportunities. We participate in career fairs organised by public and private universities. Malaysian students studying abroad are also recruited through annual career fairs organised by various third parties in the United Kingdom and Australia. We also support Talent Corp's initiative to hire Malaysians returning from working overseas.

The Group has adopted and institutionalised Bank Negara Malaysia's Code of Ethics for banking institutions in all its entities. It is the minimum code of conduct that is expected from all employees. This code encompasses all aspects of its daily business operations. The Group inculcates good and ethical banking standards in its employees from the moment they join the organisation. New recruits must acknowledge in writing their understanding of the code. The code is emphasised at the Group Orientation programme and certain aspects are highlighted during various training programmes.

## TWO-WAY COMMUNICATION BETWEEN MANAGEMENT AND EMPLOYEES

Two-way communication helps management understand current issues facing employees and formulate an effective approach. Employees are also able to understand management decisions and rationale. The Group develops communications channels as well as activities and events to promote understanding by all employees. Some of the engagement methods employed by the Group are highlighted below.

Handbooks and manuals are made available to all employees. The terms are also communicated to new employees during induction courses. These outline the conditions of employment and the procedures for handling disciplinary matters and employee complaints. All human resource policies and guidelines are accessible through CIMBNET and employee handbooks.

### Human Resources Policies and Procedures (HRPP)

The Group's HRPP clarifies all aspects of the Group's human resource management. The Group reviews its HRPP periodically to ensure that the policies and procedures remain relevant, and appropriate controls are in place to manage operational risks.

Group Corporate Resources updates employees of any changes to policies and procedures via emails or memoranda. These policies and procedures can be viewed by all employees via the Group's intranet portal.

## CIMB Emerging ASEAN Leaders Award CIMB Emerald

CIMB Emerging ASEAN Leaders Award or CIMB Emerald recognises and rewards middle managers for the value they bring to the organisation. It is a collaborative effort between Human Resource and business operations. Collectively, middle managers manage 80% of the organisation and their performance and well-being are instrumental to CIMB Group's success.

CIMB Emerald Award 2013 was launched on 1 August 2013. Nominations were called for outstanding middle managers in CIMB Group across ASEAN. The programme aimed to spot, recognise and reward middle managers who have demonstrated exemplary leadership qualities and have been able to drive workforce engagement through effective people management skills.

179 nominations were received from various countries and 20 were shortlisted for the regional level finalists.

At the regional level, 19 finalists were judged using 360 degree feedback from their supervisors, peers and junior staff and role play.

The finalist were tasked to present a talk on 'How can middle managers in CIMB help to build an engaged workforce?'





## Competitive Remuneration

CIMB Group aims to be a competitive and attractive employer. Remuneration and benefits are important drivers. Equal pay for work of equal value is the guiding principle. Individual salaries are based on position, the market and the employee's performance. They comply with the salary practice of each country.

CIMB complies with applicable laws, agreements and industry standards on working hours and compensation. In addition to fixed salaries and variable remuneration, pension plans, health plans, company cars or car allowances, recreation facilities, insurance and other customary benefits are offered. The benefits programmes are country-specific and offer:

- Total remuneration packages relevant to the specific country and employee category
- Basic protection through insurance arrangements for areas such as sickness benefits and pensions.

### Consumer Bank Staff financing

Type	Total Number Approved	Total Amount Approved (RM)
Housing Loan	318	105,773,247.00
Renovation Loan	36	2,121,474.00
Vehicle Loan	232	6,442,842.00
Sundry Loan	273	1,810,631.00
<b>Total</b>	<b>859</b>	<b>116,148,194.00</b>

### Investment Bank Staff financing

Type	No of Applications	Amount (RM)
Housing Loan	118	74,420,454.42
Renovation Loan	11	1,396,922.12
Vehicle Loan	89	4,596,104.84
<b>Total</b>	<b>218</b>	<b>80,413,481.38</b>



## Employee Engagement & Collective Bargaining

CIMB works closely with the Unions and its employees to ensure that they enjoy their right to be informed, be monitored and be included in the decision-making process. This helps safeguard their rights and interests while providing a greater sense of ownership of their work.

Seven unions represent various categories of employees in the Group. All collective bargaining has been concluded amicably except for the NUBE collective agreement which has been referred to the courts. This national collective agreement covers all clerical staff in the industry. Relationships with various unions are friendly and professional to ensure amicable resolutions.

Name of Union	Representing
CIMB Bank Berhad Executive Staff Union (Peninsular Malaysia)	Grades 35 (Executive Officer) and 36 (Assistant Manager) based in Peninsular Malaysia
Association of Bank Officers Peninsular Malaysia (ABOM)	Grade 34 (Officer) based in Peninsular Malaysia
Kesatuan Pegawai Pegawai Bank Sarawak (KPPBS Sarawak)	Grade 34 (Officer) based in Sarawak
Kesatuan Pegawai Pegawai Bank Sabah (KPPBS Sabah)	Grade 34 (Officer) based in Sarawak
National Union of Bank Employees, States of Malaya (NUBE)	Grades 32 (non-clerical), 33 (clerical) and 33S (special grade clerk) based in Peninsular Malaysia
Sarawak Bank Employees' Union (SBEU Sarawak)	Grades 32 (non-clerical), 33 (clerical) and 33S (special grade clerk) based in Sarawak
Sabah Bank Employees' Union (SBEU Sabah)	Grades 32 (non-clerical), 33 (clerical) and 33S (special grade clerk) based in Sabah

## EMPLOYEE ENGAGEMENT METHODS

Communication Type	Method of Engagement
Communications	CEO's Blog CIMBNET CIMB News Email communications Annual Management Summit
Leadership awards	CIMB Emerging ASEAN Leaders (CIMB Emerald)
Sports and recreation	CIMB Has Talent Treasure hunts Football clinics for children of employees
Divisional/ Departmental Activities	Conventions Townhall sessions Team luncheons and dinners Departmental team building activities Divisional Annual Management Dialogue
Caring initiatives/Caring employer	Free health talks Free health screenings Safety talks for women and children of employees Staff Rejuvenation Programme Long service awards Pre-retirement talks Staff Welfare Fund/ Disaster Relief Fund Mothers' nursing rooms
CSR initiatives	Community Link initiatives
Induction/Learning and Development	CIMB Group Orientation The Complete Banker™ Programme CIMB Fusion CIMB-INSEAD Leadership Programme Accelerated Universal Banking Programme Essentials of Universal Banking Programme Scholarships and sponsorships

## ENGAGEMENT PROGRAMMES IN 2013

### CIMB Children's Football Clinic and Tournament

- The football clinic and mini tournament were held on two consecutive weekends of 15-16 June and 22-23 June. The programme consisted of a coaching clinic on Saturday and a mini tournament on Sunday, which were held at Akademi CIMB Putra, Bangi.
- The children were divided into two age groups. The first weekend welcomed 85 children in the U8 and U10 categories including two girls; the second had 84 boys in the U12 and U14 categories. Coaches from CIMB YFA-Bintang Muda conducted technical training and games.
- A total of 169 children participated and improved their footballing skills.

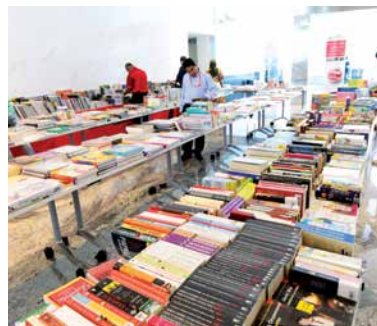


## Shopping for a Good Cause

In 2013, a series of sales were organised for employees, namely, Books and Beauty Carnival, Harvey Norman Sale, AirAsia MegaStore Sale, Kinohimitsu and Himalaya Sales. These sales were held at the headquarters of our consumer banking business in Menara Bumiputra-Commerce in Kuala Lumpur. Employees enjoyed discounted prices and a proportion of sales proceeds went to charitable organisations.

### List of Sales Activities Held

Book Sale	Book Xcess held the book fair from 28 to 31 May 2013. Total sales of RM58,400 for all four days of the carnival were recorded. 5% of the total sales was donated to charitable causes organisations.
AirAsia MegaStore and Sunway Lagoon Ticket Sales	The AirAsia Mega Store and Sunway Lagoon Sale were held from 10 to 12 July 2013. Total sales of RM56,500 were recorded over the three days. 5% of the total sales was donated to charitable causes organisations.
Harvey Norman Sale	A Harvey Norman sale, held from 29 to 30 July 2013, offered over 50 electrical items at up to 70% discount. 5% of the total sales was donated to charitable causes organisations.
Kinohimitsu and Himalaya Sale	Kinohimitsu and Himalaya conducted sales from 25 to 27 September 2013. Various product ranges were on offer including natural health drinks, detoxification products, beauty drinks and personal care items. 5% of the total sales was donated to charitable causes organisations.





### **CIMB Group Ramadan Treat for Orphans at Masjid Ar-Rahah**

- A shopping trip and breaking fast with 300 orphans were held on 21 and 24 July 2013 respectively. The orphans came from three homes: Pertubuhan Kanak-Kanak Insan Istimewa Cemerlang, Pusat Jagaan Lambaian Kasih and Rumah Amal Limpahan Kasih.
- The shopping for Raya clothes was at Kamdar, Jalan TAR while breaking fast was at Masjid Ar-Rahah, Kampung Kerinchi with assistance from 40 volunteer staff.
- Our guest of honour, YA Berbahagia Tun Rahah Mohd Noah gave duit raya to the orphans during the breaking of fast.



## Clothes Donation Drive for East Coast Flood Victims

- More than 300 boxes of clothes were donated to victims of floods on the East Coast of Peninsular Malaysia.



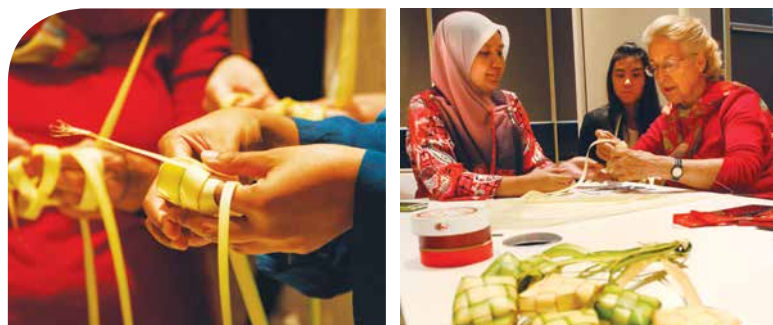
## Secrets of Maintaining a Healthy Heart

- On 25 September 2013, a Health Talk was delivered by Dr Wong Teck Wee at Srivijaya Hall.
- There was also a basic medical check-up to keep employees aware of their blood pressure, glucose and cholesterol levels.
- Approximately 200 employees participated.



### Ketupat Weaving Class for Ramadan

- 60 employees attended this event which was held on 15 and 25 July 2013 at Srivijaya Hall, Menara Bumiputra-Commerce.
- Staff members rediscovered the traditional art of Ketupat Weaving with Puan Maria from Switzerland, who wove using real palm fronds.



### Make Up Class for Ramadan

- Held on 15 and 25 July 2013, at Srivijaya Hall, Menara Bumiputra-Commerce.
- 100 staff members received a quick refresher course on how to keep looking vibrant and vital.



### Flower Arranging Class for Ramadan

- Held on 18 and 22 July 2013, at Srivijaya Hall, Menara Bumiputra-Commerce.
- 80 members of staff enjoyed flower arranging classes to brighten up their homes for Hari Raya.



### Tudung Tying Class for Ramadan

- On 18 and 22 July 2013, 100 employees attended a tudung tying class at Srivijaya Hall, Menara Bumiputra-Commerce.
- The Tudung Tying class taught new tudung techniques to those who wanted to change the style of headgear.



## Diversity and Equal Opportunities

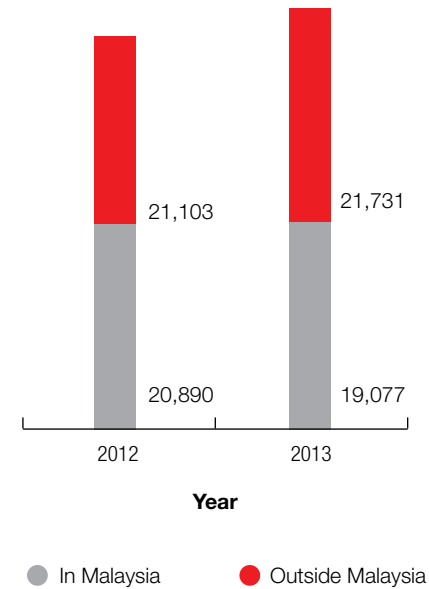
The Group observes a strict policy of respecting the rights of all individuals in the Company irrespective of race, gender, religion, orientation or nationality. The Group does not tolerate employees who are found to have committed any acts of disrespect to any race, religion or acts of sexual harassment. There is also a formalised sexual harassment policy.

The Group provides three months maternity leave to all female employees. Staff members may also apply for the Staff Rejuvenation Programme if they need to be away from work for personal reasons including taking care of sick family members.

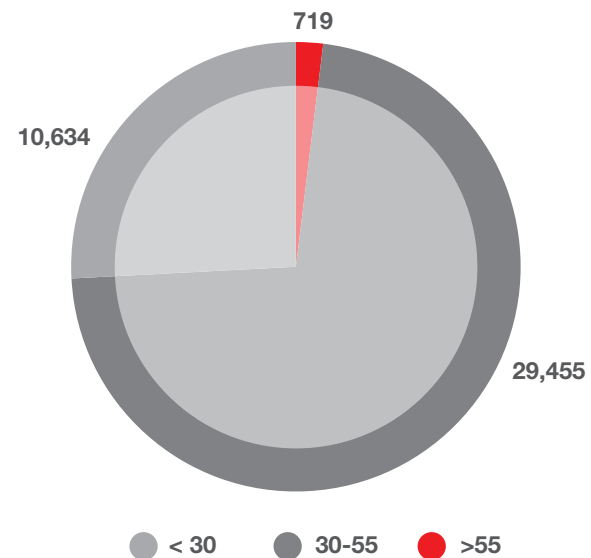
### Percentage of workforce by country (as at 31 December 2013)

Country	No. of Employees	%
Malaysia	19,077	46.75
Singapore	1,513	3.71
Indonesia	14,685	35.99
Thailand	4,787	11.73
Hong Kong	185	0.45
Brunei	3	0.01
Vietnam	4	0.01
Myanmar	1	0.00
Bahrain	7	0.02
London	38	0.09
New York	10	0.02
China	25	0.06
Cambodia	184	0.45
India	82	0.20
Sri Lanka	5	0.01
Korea	41	0.10
Australia	126	0.31
Taiwan	31	0.08

### Workforce Breakdown by region

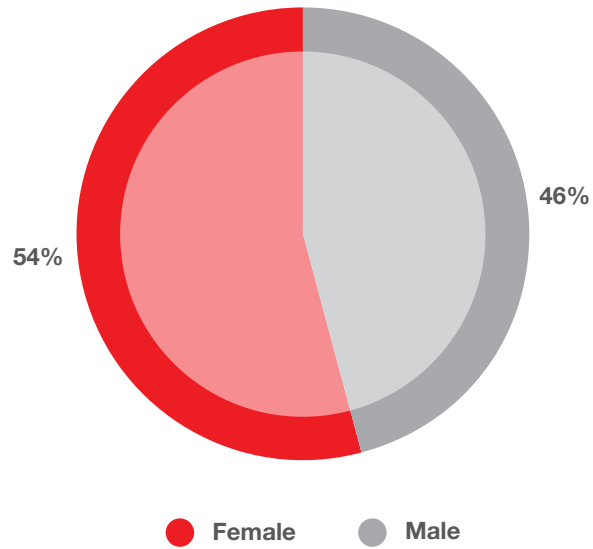


### Workforce Breakdown by Age Group



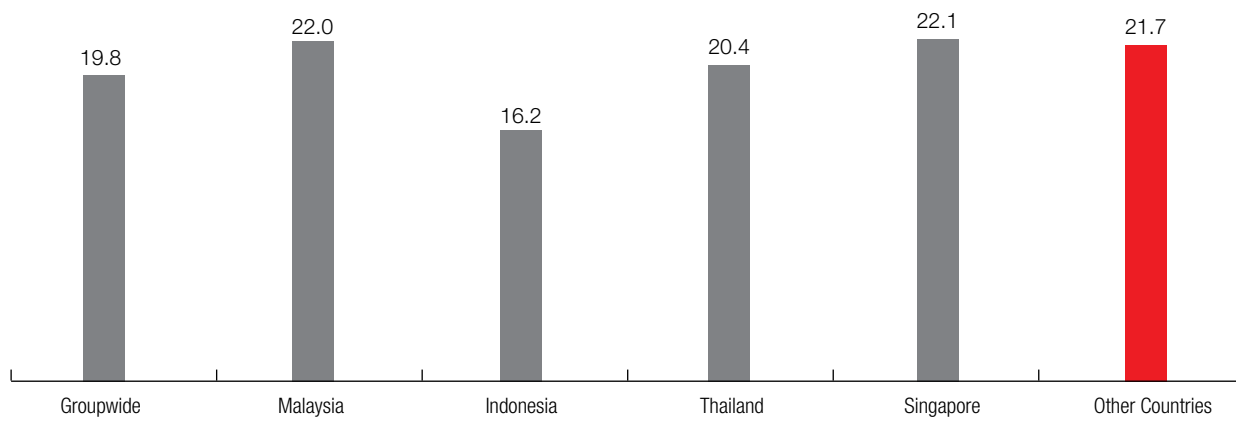


**Workforce Breakdown by gender**



Gender	Proportion in Senior Management (%)	Proportion in Middle Management (%)
Male	66	54
Female	34	46

**Employee turnover rate in 2013**



## OCCUPATIONAL SAFETY AND HEALTH

CIMB Group places a strong emphasis on occupational safety and health administration (OSHA) and has implemented a strong OSHA policy.

We are guided by the MS 1722 OSHA management system which provides practical techniques for planning, implementing and monitoring an effective OSHA system.

Social Responsibility, High Performance and Integrity are some of CIMB Group's core values that underpin our commitment to protecting the safety and health of our staff and the communities where we operate. The safety and health management system and its processes are the key to our operational excellence.

The CIMB Safety and Health Committee insists upon continuous improvement in the Group's safety culture and performance. The Group's Occupational Safety and Health Administration Unit is responsible for maintaining compliance with the Occupational Safety and Health Act 1994 and other regulations by the Department of Occupational Safety and Health (DOSH), Ministry of Human Resource, Malaysia. Among its responsibilities are:

- To advise the Group or any person in charge of a place of work on the measures to be taken in the interests of the safety and health in the place of work;
- To assist the Group in providing and promoting a positive, safe and healthy working and banking environment to all employees, customers, tenants, contractors and others by providing a safe system of work;
- To assist the Group in providing continuous improvement for safety and health through proactive training, campaign, seminar, instruction, information and supervision of everyone at work;
- To conduct and inspect the place of work to determine whether any machinery, equipment, substance, appliances or process or any description of manual labour used in the place of work, is of such nature liable to cause bodily injury to any person working in the place of work. Site audits and inspections are conducted periodically to ensure the standards are maintained and risks controlled;

- To investigate any accident, near-miss accident, dangerous occurrence, occupational poisoning or occupational disease which has happened in the place of work;
- To assist the employer or the safety and health committee, if any, pursuant to regulation 11 of the Occupational Safety and Health (Safety and Health Committee) Regulations 1996 [P.U.(A) 616/96] in organising and implementing occupational safety and health programme at the place of work;
- To collect, analyse and maintain statistics on any accident, dangerous occurrence, occupational poisoning and occupational disease which has occurred at the place of work;
- To provide so far as is practicable, as regards any place of work under the control of the employer or self-employed person, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of the means of access to and egress from it that are safe and without such risks; and
- To provide advice on the provision and maintenance of a working environment for employees that is, so far as is practicable, safe, without risks to health, and adequate as regards facilities for their welfare at work.

The Occupational Safety and Health statistics which include accidents and incidences are tracked and reviewed so that we can proactively and effectively manage safety risks and hazards. Therefore, following every accident reporting, we take proactive measures such as enforcement of education and training, provision of counselling and preventive action including risk-control programmes to minimise future recurrence.

Types of OSHA training include basic first aid and CPR, basic fire rescue, defensive riding, and safety risk management. One of the important modules included in the training teaches participants how to run an OSHA committee effectively at branch and building levels.

## TRAINING AND DEVELOPMENT

Our 2013 training programmes conducted via e-learning and face-to-face sessions have been classified under the following categories:

Programme Category	Description
Executive Leadership Development	Developing CIMB leadership strength and embedding a leadership culture to support the Group's corporate vision
Professional Development	Enhancing professional expertise and supporting career-progression
Treasury	Developing top-rated treasury personnel to optimise profitability and use of capital
Sales & Service	Developing ASEAN For You experience through increased sales and service capabilities
Corporate Advisory	Developing top-rated corporate advisors and corporate marketing personnel
Risk Management	Improving risk management culture that perpetuates sustainable optimal risk-returns
Credit	Building professionals with strong credit fundamentals
Business & People Management	Developing business and people managers with holistic business and management skill sets
Organisation and Culture Development	Inculcating an organisational culture that unifies CIMB Group employees across its markets

In Malaysia, employees received 721,759 hours of training in 2013. Each employee received an average of 42 learning hours.

Employee category	Average hours of training per year per employee
Non-executive	37
Executive	48
Manager	38
Senior Manager	43

Group Human Resource has introduced a series of talent development initiatives across the region. These initiatives help middle management build their technical and people management skills, and networking capabilities. This is done through various structured programmes such as Accelerated Universal Banking (AUB), Essentials of Universal Banking (EUB) and The Complete Manager (TCM). There are also regional culture/team building initiatives such as Explorer's Expedition (EE) and Navigator's Expedition (NE).

We support employees who wish to further their studies by offering a Sabbatical Leave option. The employee is required to meet a set of performance standards to qualify for Sabbatical Leave. The application must be recommended by the Head of Department, Head of Division and approved by our Group Chief People Officer. The Sabbatical Leave period is for a minimum of seven months. Employees may apply for the Staff Rejuvenation Programme (SRP) for a period of six months and below. The SRP is similar to Sabbatical Leave in many of its terms.

### Skim Latihan 1Malaysia (SL1M)

Skim Latihan 1Malaysia (SL1M) is also known as the 1Malaysia Training Scheme. SL1M is the government's joint effort with prominent corporations to increase the marketability and employability of Malaysian graduates. The four month programme is aimed at providing soft-skills and on-the-job training to these graduates. Fresh graduates in any field with less than two years' working experience are encouraged to apply to this programme.

Candidates are equipped with one month's training with a key focus on thinking and communication skills as well as positive work habits. The following three months consists of on-the-job attachments with business units to provide candidates with a broad, hands-on work experience. At the end of the programme, these graduates will have developed communication skills, adopted the best work habits and gained work experience in the corporate world through accelerated work-based learning.

Intake Year	Programme Duration	Number of Participants	Number of participants employed by CIMB
2011	4 months	137	40
2012	4 months	66	33
2013	4 months	37	16

### CIMB-INSEAD Leadership Programme

Our CIMB-INSEAD Leadership programme for senior management graduated our fourth cohort of 29 learners from across the region. It also enrolled a new cohort of 26. We continued our collaboration with Singapore's Nanyang Technological University to run the Accelerated Universal Banking programme for our senior and middle management. Last year we launched our third cohort of 34 learners.

### CIMB Credit Academy

We launched CIMB Credit Academy on 18 April 2013. Within eight months, 12 business leaders across the region have been certified as trainers by Omega Performance Ltd, a leading credit risk training provider. 32 credit employees from Malaysia, Indonesia, Singapore and Thailand were awarded this certification and the Diploma in Banking by Chartered Bankers Institute. We also supplied 23 credit coaches to support staff through their development journey.

As part of culture-building, 155 senior leaders also attended Omega's senior credit workshops. These workshops equipped and aligned them to the credit skills development roadmap, with some granting lending authority as we introduced the delegated authority (DA) framework for greater efficiency. We are mindful that the ultimate beneficiaries are always our customers.

Corporate advisory has always been our trademark and key strength. On 21 October 2013, we launched our Corporate Advisory Academy, six months after the launch of our Credit Academy. One of our first activities was to run Negotiation Impact Bootcamps. 72 of our senior leaders from six countries across APAC attended these Bootcamps.

### Expert Sharing Platform and Networking (EXPN)

We launched the EXPN (Expert Sharing Platform and Networking) Sector Talk Series for 359 employees in Asia Pacific via Webex. Metals and Mining, Telecommunications, Media and Technologies, Healthcare, Banks, and Real Estate sectors were initially covered. Our ultimate aim is to enable our people to advise our clients on trends and opportunities in all sectors.

## The Complete Banker™ Programme

We continued with our The Complete Banker™ (TCB) Programme for fresh graduates. This programme is the benchmark of management trainee programmes for universal banking in the region. In 2013, we enrolled 110 new recruits from Malaysia, Indonesia, Singapore, Thailand and Cambodia.

	As at 1 January 2013	Recruited in 2013	Resignation in 2013	As at 31 December 2013
Malaysia	263	56	9	310
Singapore	17	7	1	23
Thailand	11	7	2	16
Indonesia	84	40	2	122
Cambodia	1	0	0	1



Total TCBians classroom trained in 2013: 76 in Malaysia and 40 in Indonesia. Note that the recruited numbers in 2013 for Malaysia, Singapore and Thailand is only 70, but the number trained is higher because some were recruited the previous year.

## CIMB ASEAN Stock Challenge 2013



This virtual stock trading competition provides undergraduates with the opportunity to experience the excitement of buying and selling shares in a fully simulated virtual market environment. This is the fourth year of the CIMB ASEAN Stock Challenge.

The contestants were assessed on their sharp trading strategies and techniques pitched to a panel of judges. Team Mojopahit from the University of Gadjah Mada Indonesia beat three other finalists and secured a cash prize of US\$12,000. Malaysia's Transcend of Monash University, Sunway Campus came second with a cash prize of USD8,000. Singapore's Axel of National University came third and won USD5,000. The fourth place went to Thailand's Kawin & Friends of Chulalongkorn University who received USD3,000.

The national finalists will also be given the chance to pursue an internship programme with the Group.

The annual challenge is gaining popularity among students in the region, with a record-high participation of 911 teams last year. Currently, the challenge is the world's only cross-border simulation trading platform for stocks traded on the main bourses of Malaysia, Indonesia, Singapore and Thailand. The challenge provides participants with a hands-on cross-border stock trading learning opportunity.

The CIMB ASEAN Stock Challenge won an award for the 'Best Innovation on Campus' category at the recent Malaysia's 100 Leading Graduate Employers Awards Night 2013. This award recognises the strength of our corporate engagement with students on campus and excellence in graduate recruitment. The award was based on votes garnered in a poll among students in Malaysia.

## Learning facilities

CIMB Group's classroom training is conducted at our dedicated training centres: Akademi CIMB Putra, Menara Bumiputra-Commerce, CIMB Learning Centre (Jalan Semantan) and various regional training centres located in major towns in Malaysia. Training facilities include standard classrooms, computer laboratories for systems training and recreational amenities.

Our main training centre, Akademi CIMB Putra, provides accommodation for employees who attend training sessions. The training centre houses nine fully equipped training rooms and four computer training rooms. It is equipped with air-conditioned residential facilities, a dining hall, sports facilities for football, volleyball, netball, squash and tennis. The centre also has a gymnasium and a swimming pool.

The Group provides a variety of facilities that promote employee learning. Employees can access the latest work-related books and magazines through our Knowledge Centres located at our main office buildings. Other learning facilities available for our employees include the CIMB Learning Centre and various regional training centres located in major towns in Malaysia.

## People Development

The Group acknowledges that internal controls rely on people having the right competencies and being able to exercise correct judgment when performing their work.

The Group carries out an annual performance appraisal/review exercise for all employees. This ensures that employees have the competencies to perform the tasks assigned to them. If they do not, appropriate training, coaching or mentoring are given. Assessments are recorded on the online appraisal system for future reference and the charting of career development. The Group is also looking at risk-adjusted performance measures to ensure business sustainability.

In 2013, the Group set up two virtual academies: the Credit Academy and Corporate Advisory Academy offer unified learning frameworks across the region. They strengthen the competencies of employees in these two core banking areas in a structured manner. This further boosts the learning and talent agenda of the Group.

## Safety Always!

As a caring and concerned employer, CIMB is continuously looking out for its employees. To that end, safety and self-defence classes were held for women, children and youths throughout 2013. These classes were designed to teach the participants how to look after themselves in the event of an attack, a fire and also how to prevent attacks. Participants came away with knowledge on how to be safe at all times wherever they may venture. The 'Ladies be Vigilant' class, conducted over two sessions was attended by 585 women. The Royal Malaysian Police shared tips on how criminals behave and some basic rules of crime prevention.



Our course for young children and teens taught them the basics of fire survival such as crawling through tunnels and opening padlocks while blindfolded. The children were taught how to handle fire hoses and worked as a team to rescue a victim.



## Partnerships for CIMB Fusion

In 2013, we expanded our partnerships for CIMB Fusion to offer 1 opportunity, 6 experiences, with 5 other employers in different industries: Accenture, DraftFCB, Teach for Malaysia, HP and ZICOLaw. CIMB Fusion has redefined the meaning of collaboration between employers. It has re-designed the employment experience for fresh graduates whilst also developing the talent pool for Malaysia. Hiring continues to be based on the stringent requirements of both CIMB and the partners.

## Global Employee Mobility (GEM) programme

The number of people who participated in the GEM programme almost doubled from the previous year, from 63 to 119 in 2013. This was due in part to our 1Platform project with many Indonesians coming to Malaysia and the opening of our Shanghai and Australian branches.

On the following pages are testimonials from some of our GEM participants. GEM lives up to our ideals of cross-border cooperation and learning, affording as it does the opportunity to learn, live and work in different environments.

The experience gained is not only in the office but also outside the confines of the workspace making GEM a programme suited to the ambitious and adventurous.

### Breakdown of the Global Employee Mobility (GEM) programme

Country	No. of Deployment
Malaysia	61
Indonesia	25
Singapore	18
Thailand	14
UK	1
<b>Total</b>	<b>119</b>



### Indra Putra Lesmana

**Home Country** : London  
**Host Country** : Malaysia  
**Department** : Corporate & Regional Banking

I was attached with CIMB Bank London Branch when I received an assignment opportunity in Corporate Banking KL office. I have been working with a number of people in the team from London and it was good to finally be able to put a lot of faces to the names. The Corporate Banking team really welcomed me with a warm reception. Coming from a 'remote' office, I really like the fact that everyone is gathered in a single building so you can always meet up with teammates rather than calling or sending them emails.

A large number of colleagues work in the KL office and I attended many office gatherings that I really enjoyed. These are either arranged by Human Resources or by close teammates. I felt that these gatherings really bring close bonds with your colleagues. Coincidentally, Corporate Banking office moved from Damansara Heights to KL Sentral before the end of my assignment. I was lucky enough to be one of the first batches to see a glimpse of the new office. It is strategically located near KL Sentral station and easily accessible.

The GEM programme is a brilliant platform for CIMB Group employees to develop their careers in South East Asia. It offers opportunities for CIMBians to gain exposures in various countries. Advertise the GEM Programme more rigorously so that a lot more CIMBians are aware and take part in the programme. It provided me with excellent exposure right at the centre of the business units to understand the underlying culture and business practice in the host country. It also helped me create a vast number of business networks.



## Charis Thum

**Home Country** : Malaysia  
**Host Country** : Thailand  
**Department** : Financial Reporting, Group Finance

Working in Thailand has been an amazing experience. I struggled initially due to the differences in language but my amazing Thai colleagues taught me basic Thai, and getting through each day became a breeze.

What I like most about GEM is the opportunity to work overseas and be out of my comfort zone. I was previously working with Group Tax for four years. Signing up for GEM has created an avenue for me to explore other areas of job responsibilities that I am interested in without having to quit my job. At the end of this programme, I leave with a set of invaluable skills and experience that money cannot buy. I hope to share this milestone with my colleagues when the programme is over.

Signing up for GEM, coupled with the privilege of working in Thailand has definitely created a window of opportunity in my life's journey. I am very blessed to be given this chance to learn a new language; adapt to a different lifestyle; make new friends; sample different food; and travel to places with local knowledge.

This two-year experience has definitely changed my view on life. It has helped shaped me to be more independent and mature while building confidence. It has taught me to view obstacles in life from a different perspective. I am now embracing the word Carpe Diem – to live each day to its fullest without regrets until my assignment in Thailand is over.



## Sarocha Kessakorn

**Home Country** : Thailand  
**Host Country** : Malaysia  
**Department** : Rates Funding @ Structuring, CBTM

I am impressed by CIMB's GEM programme mainly because it provides an opportunity to learn from a variety of challenging tasks. I can also develop myself through observation and conversations with co-workers who shared excellent ideas about their working and personal lives.

The GEM programme has had a great impact on my career path. Thanks to a friendly working environment, I realised that people value each other's opinions and hierarchy should not be a barrier for us to create an impact in the organisation. I was also impressed by GEM's prompt and efficient process to facilitate my move to Malaysia. All in all, the actual experience as an assignee in the GEM programme exceeded my expectations.

My experience here is seamless and I would like to see other people from my country develop themselves through this experience. I believe that the principles and key learning points provided by this programme will strengthen CIMB Thai's competitiveness in the ASEAN working environment. The only thing I would like to see is more opportunities granted to my country's coworkers. I really wish my overseas period would not end. This experience is truly one of a kind.





## Rullianto Hadinoto

**Home Country** : Indonesia  
**Host Country** : Singapore  
**Department** : Indonesia Desk

I was a Corporate Banker in CIMB Niaga specialising in credit and syndication lending. Here in Singapore, I focus a lot on the bank's business relationship management with our Indonesian clients. The pace in Singapore is slightly more demanding. On top of keeping up, I also have to cope with different work ethics and habits. For example, my Singaporean colleagues are more headstrong and vocal than what I am used to. I had to adjust the way I deal with people to understand where they are coming from.

I am so happy to be posted in Singapore with the GEM programme. Singapore is clean and well managed — a well-oiled engine if you may. Travelling around the island is also a breeze as transportation here is efficient and convenient. Initially, I was assigned here for two years and this has been extended for another six months. This exposure has made me a better-rounded banker.



## Jason Tan

**Home Country** : Malaysia  
**Host Country** : Australia  
**Department** : Corporate Finance

The GEM Programme allows those that aspire to have regional work experience have their aspirations come true. It is rare to find a company that encourages its employees to look beyond borders and work in different countries. Initially, it was a steep learning curve to familiarise myself with the market dynamics. The process was definitely made easier with the help and support of the team. Adapting to the work culture in Australia was definitely easy as everyone is approachable and friendly.

I think that the GEM programme is just exceptional. The teams in Australia and Malaysia have been really helpful and ensured my transition is as smooth as possible. On the first day at work, I had everything set up and organised so I started contributing on the first day.

The regional exposure has been a great opportunity to enhance both my career and personal growth. On a work level, the regional exposure has definitely broadened my knowledge and mindset in the investment banking space. On a personal level, I am glad that I have stepped out of my comfort zone and embraced this challenge.

## CIMB Regional Scholarship and Sponsorship

We awarded almost RM1 million for a range of qualifications including certificates, diplomas and MBAs through the CIMB Regional Scholarship and sponsorship.

Breakdown of CIMB Regional scholarship and sponsorship

Qualification	Learners	Award value (RM)
Certificate/Diploma	70	292,511
Degree	5	335,684
MBA	5	368,780
<b>Total</b>	<b>80</b>	<b>996,975</b>

## Loyalty Awards

In 2013, 710 employees received loyalty awards.

Country	Number of recipients
Malaysia	136
Indonesia	534
Singapore	25
Thailand	15

In Malaysia, of the 136 recipients, 45 received the Long Service Award and 91 received the Retirement Award. The Long Service Award recognises employees who have served more than 20 years. Each person received RM3,000 worth of unit trusts and a certificate.



The Retirement Award honours retirees who have served 25 years or more. Each recipient received RM5,000, which will be credited into their Gold Investment Account or Fixed Return Investment Account, and a certificate.

On 19 November 2013, Dato' Robert Cheim presented the awards for Long Service and Dato' Sri Nazir Razak gave the awards to the retirees.

## HR-RELATED AWARDS

### Life At Work Award

CIMB Group won the "Life At Work Award – The Preferred Workplace for the Advancement of Women" in 2013. The award was conferred by the Ministry of Women, Family and Community Development in partnership with Talent Corporation Berhad. On 20 August 2013, the Deputy Prime Minister Tan Sri Muhyiddin Yassin presented the award at the 11th Women's Summit in Kuala Lumpur.

The organiser describes the Award as recognising and celebrating the top employers with leading workplace strategies, which commit to assisting employees achieve better success at work and in their personal lives by promoting diversity, work-life integration and flexible work arrangements. The ratings were 70% based on HR policies and practices of including women in decision making, flexible work arrangements and parent-friendly work-life practices. 30% of the ratings were based on public confidence votes of which CIMB had the most number of online votes.



## The HR Asia Award

CIMB Group won the inaugural HR Asia Best Companies to Work For in Asia 2013. 20 companies with a presence in Malaysia were given the award. There is no particular hierarchy to the 20 winners who come from various sectors. Other winners include Golden Arches (McDonald's), AirAsia, B.Braun, Dell Global Business Partners, Malakoff Corporation, Mah Sing Group and Telekom Malaysia Berhad.

The Awards were judged by an independent panel of industry experts, academics, journalists and government representatives based on HR Asia's Employee Input Survey (EIS) Report and the HR Asia's Workplace and Employee Engagement Survey (WEES). The selection of employees for EIS reflected diversity in terms of job area/specialisation, age, ethnic background, seniority/pay grade and geographical segments.



## Malaysia's 100 Leading Graduate Employers Award

In November 2013, CIMB Group won three awards at Malaysia's 100 Leading Graduate Employers Awards Night 2013.

CIMB won two out of three new awards introduced this year for Best Internship Experience and Best Innovation on Campus. CIMB Group also improved its overall ranking for Most Popular Graduate Employer from seventh in 2012 to fourth in 2013.

## Best Innovation on Campus

We were rewarded for our CIMB ASEAN Stock Challenge, a virtual online trading competition for university students in Malaysia, Indonesia, Singapore and Thailand. As an ASEAN champion, CIMB Group sees developing young leaders as a key component of our business.



## Best Internship Experience

The internship experience of Abdul Qayyum Nur Zakri, or Q as he is fondly known, won him CIMB's Best Internship Experience Award. Q is now an associate for Business Development in our Credit Markets and Banking Department. He interned with Islamic Banking in 2012. Q was offered an internship after securing second place in the CIMB ASEAN Stock Challenge in 2011.

## SPORTS AND RECREATIONAL EVENTS 2013

### National Maulidur Rasul Celebrations 2013

On 24 January 2013, 100 CIMB employees assembled at 5:30 am to participate in the national-level Maulidur Rasul event themed “Understanding the Foundation for Unity of the Ummah”. The event commenced with a parade by several contingents from government agencies, statutory bodies, the private sector and non-governmental organisations. CIMB Group’s employees dressed in traditional Baju Melayu.



### Federal Territory Day Celebrations 2013

On 2 February 2013, thousands gathered at the Cheras Football Stadium at Bandar Tun Razak to celebrate Federal Territory Day. The celebration was themed “Solidarity, The Thrust for Federal Territory’s Prosperity”. It was officiated by the Prime Minister Datuk Seri Najib Tun Razak. In conjunction with the 39th Federal Territory Day, 55 CIMB Group employees formed part of the 8,900 participants from 144 contingents.

### 1Malaysia Komuniti PERWANI Launch & 1 Million Women Purple Walk 2013

On 17 March 2013, 100 women from CIMB Group participated in the ‘1Malaysia Komuniti PERWANI Launch and 1 Million Women Purple Walk 2013’ in Putrajaya. Five ladies from CIMB Terengganu Branch also took part in the walk that started at Batu Buruk Beach, Terengganu. The event was initiated by The Ministry of Women, Family and Community Development. It was held simultaneously nationwide in conjunction with International Women’s Day.



### CIMB Kids Football Clinic

169 children attended the inaugural Football Clinic for the children of CIMB Bank employees. The clinic was held over two weekends on 15-16 June and 22-23 June at Akademi CIMB Putra, Bangi. The first weekend catered to the U8 and U10 categories and 85 children attended including two girls. 84 boys attended the second weekend in the U12 and U14 categories.

Children aged eight to 14 years enhanced their skills by competing in a mini tournament organised by the coaches. Parents were also encouraged to be involved as team managers and coaches for each individual teams. They were divided into two different age groups for more effective coaching.

The event was conducted by coaches from CIMB YFA-Bintang Muda. It was coordinated by Sports & Recreational Department and Corporate Responsibility. The children learned the basics and finer techniques of ball handling skills.



### Labour Day Celebrations 2013

A contingent of 100 CIMB Group employees proudly wore our corporate colours at the Labour Day event held at the Stadium Putra Bukit Jalil on 22 June 2013.



### Merdeka Float – Merdeka Parade 31 August 2013

On 31 August 2013, CIMB Group was specially invited by Khazanah Nasional to represent the GLCs.

Our unique float featured the CIMB Clicks mascot, a giant Octo. The float showcase ASEAN culture with a huge sculpture of the national flower, the Hibiscus, surrounded by multi coloured blossoms. The tagline “Malaysia’s ASEAN Bank” was the theme for the CIMB Group float. The 3-kilometre parade featured magnificent floral floats, marching bands and equestrian units.



### Bursa KL Rat Race

On 17 September, the annual The Edge-Bursa Malaysia Kuala Lumpur Rat Race 2013 raised RM1.80 million. CIMB Group participated in four categories: the CEO's run, three teams in the Open category, two teams in the Veteran category and one mixed team. A one-kilometre race for CEOs was also held simultaneously on the day. Mr. Tan Hong Kheng, Director, General Counsel Division and Ms Geetha A/P Sivapathasundram from Group Compliance, ran for CIMB in this category and finished 14th and 6th respectively. A total of 32 CIMB runners raced 4.5 kilometres through the commercial heart of Kuala Lumpur in the name of charity.



### CIMB Chairmen's Trophy Golf Tournament 2013

The annual CIMB Chairmen's Trophy Golf Tournament was held at the prestigious Sungai Long Golf Resort on 21 September 2013. There were 13 flights of 50 golfers who participated in the tournament. Tn. Hj. Laudin Sundang from Kota Kinabalu took home the championship trophy.



### Ma'al Hijrah Celebrations 2013.

On 5 November 2013, the national level Ma'al Hijrah celebration was held at the Putrajaya International Convention Centre in Putrajaya. 40 employees from the Group were chosen to join the celebration, which was graced by The Yang Dipertuan Agong.

### East Coast Flood Relief in Pahang & Terengganu

Sports & Recreational Department coordinated the donation of goods to the flood victims in the East Coast states of Pahang and Terengganu. Many volunteers spent time packing the goods that were distributed to other affected communities through our branches and government agencies.



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### CIMB Has Talent

CIMB Has Talent is a talent-search contest to find passionate and creative individuals. The selection and audition process was done in all countries, namely Malaysia, Indonesia, Singapore, Thailand, Cambodia, Australia, China, Korea, Hong Kong, India and Taiwan. Participants in some countries were permitted to submit their videos due to logistical impracticalities.

The Grand Finals were held at XXI Ballroom, Thamrin, Jakarta on 9 November, 2013. A total of 18 performances, for both groups and individuals, qualified for the Finals this year. 39 employees representing seven countries: Malaysia, Indonesia, Singapore, Thailand, Cambodia, Hong Kong and India, attended the event. The 500-seat hall was packed with CIMB staff and family members throughout the eight-hour show.



### CIMB Treasure Hunt 2013

The CIMB Treasure Hunt was held on 28 September and 5 October 2013. They received an overwhelming response from employees with over 250 applications. This was the fifth edition of the Treasure Hunt, which attracted 200 teams with 800 participants. The participants were flagged off from Stadium Tennis Jalan Duta at 7:30 am for their hunt to Lumut, Perak.





**Ramadan Joy 2013**

300 orphans and physically disabled children from three homes were treated to a shopping spree at Kamdar. This was followed by breaking fast in Masjid Ar-Rahah. Tun Rahah Mohd Noah, Mother of Group CEO Dato' Sri Nazir Razak, welcomed and presented duit raya to the unprivileged.

**CIMB Group Hari Raya Open House 2013**

On 26 August 2013, approximately 6,000 staff attended the CIMB Group Hari Raya Open House 2013 which was held in Menara Bumiputra-Commerce. Dato' Sri Nazir Razak, the Board of Directors, Senior Management and Heads of Departments graced the event and celebrated the joyous occasion.



**CIMB Stay Fit**

The Sports & Recreational Department initiated a jogging session every fortnight for staff in Menara Bumiputra-Commerce and surrounding areas. This is part of cultivating a healthy lifestyle.





## Sports

### MIBA Games 2013

CIMB Investment emerged as the first Runner Up in the MIBA Games 2013 by a mere half point. Our golf team managed fifth position but Abdul Karim Yassin won the individual tournament. CIMB Investment were championships in four games.

Bowling	Team Champion
Futsal Ladies	Team Champion
Football	Team Champion
Netball	Team Champion
Badminton	Doubles Champion
Golf	Individual Champion

CIMB Group also emerged 1st Runner Up in the NBSC Games. The Group was champions in three games: carom, bowling and tennis.



## CIMB'S REGIONAL COMMITMENT TO GROW AND DEVELOP ITS EMPLOYEES

To build sustainable growth, we invest in people development by offering a stream of learning initiatives for all levels. We embed the CIMB's Employee Value Propositions into our learning initiatives, focusing on 2 key elements:

- (i) obsessed with talent growth
- (ii) corporate responsibility leadership

### Building a Teaching and Coaching Culture: Leaders Giving Back

CIMB Regional has introduced the 'Leaders Giving Back' programme with the objective of creating a learning-coaching culture. Leaders are actively involved in our core training programmes as:

- sponsor/co-sponsor for Action Learning Projects
- lead directors of programmes/academies
- as speakers for sharing sessions
- coaches/mentors
- trainers

120 leaders have been involved in our programmes, with 51% being CIMB-INSEAD Leadership (CLP) alumni. Through the acquisition of the RBS equities and corporate finance business in Asia Pacific, we leverage on our subject matter experts from the APAC countries to uplift the capability of our corporate advisory workforce. Nine subject matter experts have been actively involved in 2013 sharing knowledge on different financial sectors across the region through the Expert Sharing Platform and Networking (EXPAN) talk series. The sessions were conducted via webex platform and have benefited 602 participants from six countries.



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Twenty three leaders have been certified as trainer/coach by a global consulting firm to train and coach our staff on globally accepted credit standard. Below are the programmes under our 'Leaders Giving Back' project.

Programme	Objectives	Details	Highlights
CIMB-INSEAD Leadership Programme (CLP)	<ul style="list-style-type: none"> <li>Promote Network CIMB – leverage synergies across the Group</li> <li>Develop leadership skill sets and competencies as leaders transition from business management to Group management</li> <li>Embed a leadership culture across the Group</li> </ul>	<ul style="list-style-type: none"> <li>Target: Senior management</li> <li>Programme duration: 9 months</li> <li>Launched in 2010</li> <li>No. of completed cohort: 4 cohorts (105 – Malaysia 68, Indonesia 22, Singapore 8, Thailand 6, Hong Kong 1)</li> <li>No. of ongoing cohort: 1 cohort (27 – Malaysia 18, Indonesia 6, Singapore 1, Thailand 2)</li> </ul>	<ul style="list-style-type: none"> <li>Leaders were invited as sponsor for Action Learning Projects and speakers for sharing session</li> </ul>
CIMB-NTU Accelerated Universal Bankers Programme (AUB)	<ul style="list-style-type: none"> <li>Comprehend the universal banking concept and key strategies for innovation</li> <li>Integrate the synergies of different businesses and units across the Group</li> <li>Excel in the global financial industry with a specific focus in ASEAN by using business and cultural skills</li> </ul>	<ul style="list-style-type: none"> <li>Target: Middle management</li> <li>Programme duration: 6 months</li> <li>Launched in 2010</li> <li>No of completed cohort: 3 cohorts (94 – Malaysia 45, Indonesia 31, Singapore 4, Thailand 8, Cambodia 6)</li> <li>No. of ongoing cohort: 1 cohort (34 – Malaysia 18, Indonesia 11, Singapore 1, Thailand 2, Cambodia 2)</li> </ul>	<ul style="list-style-type: none"> <li>Leaders were invited as sponsors for Action Learning Projects and speakers for sharing session</li> <li>CLP alumni are appointed as the lead director of the programme who play a key role in providing executive consultation on the programme's development.</li> </ul>
Regional Teambuilding – Navigators' Expedition	<ul style="list-style-type: none"> <li>Embrace CIMB's organisation culture and become effective culture carriers</li> <li>Explore executive careers and plan for professional growth and development</li> <li>Develop greater understanding and appreciation of CIMB's ASEAN franchise and opportunities</li> <li>Build a strong peer-to-peer community through appreciation of cultural diversity and synergies</li> </ul>	<ul style="list-style-type: none"> <li>Target: Middle Management</li> <li>Programme duration: 3 days</li> <li>Launched in 2011</li> <li>No. of completed cohort: 3 cohorts (79 – Malaysia 35, Indonesia 29, Thailand 6, Singapore 4, Korea 1, Hong Kong 1, Cambodia 3)</li> </ul>	<ul style="list-style-type: none"> <li>Leaders were invited to share their personal leadership journey with the group.</li> </ul>

Programme	Objectives	Details	Highlights
Regional Teambuilding – Navigators' Alumni	<ul style="list-style-type: none"> <li>• Deepen network and bond amongst middle managers</li> <li>• Acquire leadership capabilities to optimise diversity, lead teams and change initiatives</li> <li>• Build culture carriers to institutionalise CIMB</li> <li>• Develop presence and authority in leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Target: Middle management</li> <li>• Programme duration: 3 days</li> <li>• Launched in 2013</li> <li>• No. of cohort completed in 2013: 1 cohort (28 – Malaysia 12, Indonesia 10, Singapore 2, Thailand 3, Cambodia 1)</li> </ul>	
Corporate Advisory Academy: Negotiation Impact Boot Camp	<ul style="list-style-type: none"> <li>• Impart Harvard Business School's 3D negotiation concepts and skills to Investment Bank leaders, essential to create maximum value and claim a full share for the long term</li> <li>• Provide a networking platform for Investment Bank leaders from six countries</li> </ul>	<ul style="list-style-type: none"> <li>• Target: ADs to MDs of Corporate Client Solutions, Corporate Financ, Equity Capital Markets, Corporate Banking and Institutional Sales across the region</li> <li>• Programme duration: 2 days</li> <li>• Launched in 2013</li> <li>• No. of completed cohort: 2 cohorts (72 – Malaysia 45, Indonesia 6, Singapore 8, Thailand 1, Hong Kong 4, Australia 8)</li> </ul>	<ul style="list-style-type: none"> <li>• Vice-President of Bank of Yingkou is appointed as the lead director for Corporate Advisory Academy who provides executive consultation on academy's development.</li> <li>• Leaders were invited to share their real life success stories and case studies with participants</li> </ul>
Corporate Advisory Academy: EXPN	<ul style="list-style-type: none"> <li>• Increase knowledge on the sector and its market trend</li> <li>• Describe the value chain of the sector</li> <li>• Identify the key components in the valuation of the sector</li> </ul>	<ul style="list-style-type: none"> <li>• Target: All Staff from Corporate Client Solutions, Corporate Finance, Equity Capital Markets, CIMB-Principal Asset Management, Corporate Banking, and Research</li> <li>• Launched in 2013</li> <li>• No. of completed session: 5 sessions (602 – Malaysia 330, Indonesia 32, Singapore 32, Thailand 74, Australia 10, Hong Kong 52)</li> </ul>	<ul style="list-style-type: none"> <li>• Subject matter experts (from ASEAN and APAC countries) were invited to share their areas of expertise with participants</li> </ul>
Credit Academy	<ul style="list-style-type: none"> <li>• Enhance credit competency of our credit workforce in the credit value chain</li> <li>• Build a unified credit culture across the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Target: Corporate, Commercial and Retail Lending segments across all levels and functions, i.e. sales, credit analysts and credit evaluators/approvers</li> <li>• Launched in 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders are certified as coach/trainer by Omega Performance.</li> </ul>

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**EMPLOYEE INFORMATION**

	2012	2013
<b>Employees</b>		
<b>Total number</b>	<b>41,993</b>	<b>40,808</b>
Executive	26,708	20,410
Non-Executive	15,285	20,398
In Malaysia	20,890	19,077
Outside Malaysia	21,103	21,731
Permanent Staff	37,489	38,029
Non-permanent staff	3,538	2,779
Female	22,692	22,119
Male	19,301	18,505

	2012	2013
<b>Union members (Malaysia only)</b>		
Union members	9,972	9,580
Non-Union members	10,918	9,497
Age group		
<30	12,406	10,634
30-55	28,807	29,455
>55	780	719
Disabled or Employees with special needs	7	8
Diversity		
Malaysian	20,321	19,186
Non-Malaysian	21,672	21,622

	2012	2013
<b>Employee Turnover</b>		
Malaysia	17.0%	22.0%
Indonesia	13.5%	16.2%
Singapore	25.4%	22.1%
Thailand	21.3%	20.4%
Others	16.1%	21.7%
<b>Male</b>	50.9%	48.7%
<b>Female</b>	49.1%	51.3%
<b>Age Group</b>		
<30	28.7%	20.1%
30-50	30.4%	25.1%
>50	40.9%	54.8%

	2012	2013
<b>Women in Management</b>		
% Women in management	55.8%	53.3%
% Women in top management	34.4%	33.6%
<b>Training</b>		
Average attendance per training program	260	513
Average training budget per employee	28,491	78,810
<b>Average number of hours of training per year per employee by employee category</b>		
Executives & above	622	861
Non-Executives	256	276



# MARKETPLACE

## SUSTAINABLE PROCUREMENT

The Group is committed to a strong and diverse supplier network which supports our goal of making a positive contribution to the communities where we do business. We focus on providing increased opportunities to certified small and diverse businesses through our supplier diversity policy and programme. We purchase items from locally based suppliers to support local industries. Almost 98% of suppliers appointed by Group Assets and Property Management (GAPM) are locally based.







Other factors that the Group considers in selecting our suppliers include:

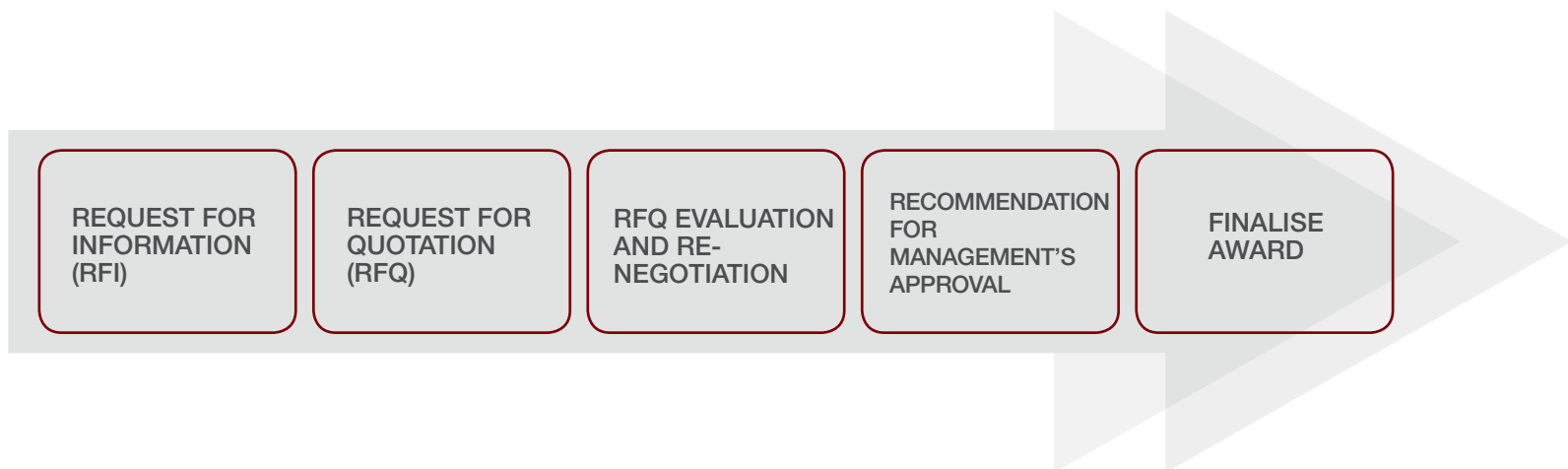
- Quality of goods
- Support and commitment before and after sales
- Track record of services, delivery and performance
- Financial capability
- Network capability

# MARKETPLACE

## e-Procurement system

The Group's e-Procurement System was introduced in 2010. Training sessions on this system are conducted regularly for suppliers and internal users. After implementing the system for over three years, we are pleased to see the positive outcomes resulting from it.

Our current procurement procedures are highlighted below:



### i Request for Information (RFI)

This process checks and identifies the capabilities of the potential suppliers. Suppliers must reply to the RFI and submit a copy of their company profile and other supporting documents to the Tender Committee. Scoring and grading systems are used by the Tender Committee to short-list the suppliers for subsequent Tender processes.

### ii Request for Quotation (RFQ)

Short-listed suppliers are invited to submit best prices based on items listed in the quotation list for the respective categories.

### iii RFQ Evaluation and Re-negotiation

Prices and specifications are evaluated and considered by the Tender Committee. Short-listed suppliers are invited to attend a tender interview with the Tender Committee.

### iv Recommendation for Management's Approval

The Tender Committee will select the most competitive offer and submit the evaluation results to Management for approval.

### v Finalise Award

Successful suppliers or bidders will receive an offer letter and contract from the Bank.

## CUSTOMER MANAGEMENT

### Keeping customers informed

Our integrity is reflected in our commitment to provide accurate and transparent information to our customers. They are always kept informed of any products and services we deliver. When new products are launched, our frontline staff conduct special product briefing sessions for select groups of customers through seminars and other customer events. For example, on investments and structured products for CIMB Preferred customers, experts from CIMB Bank are invited to talk about the products and educate the customers on the potential returns and risk involved in these investments.

Product owners are also responsible for providing marketing collaterals and product information including brochures and booklets. Product information is also published on the Group's website for easy reference. All branch employees are required to familiarise themselves with products. They also educate customers on individual products including the risks involved as specified in the guidelines by Bank Negara Malaysia. Customers are also advised based on their financial needs and requirements before any products are proposed.

### Customer privacy

Customer privacy and confidentiality of their information are governed by the Banking and Financial Institutions Act, 1989. Strict penalties are meted out to those responsible for breaches of confidentiality. All employees are constantly reminded of the consequences. Any employee found in breach of these laws will be subject to disciplinary action which may include dismissal.

### Customer satisfaction and complaints

We are committed to customer satisfaction, truthful advertising and compliance with applicable laws and regulations. Our business units receive feedback from customers to track their performance, products and services. We receive more direct, 'real time' feedback through online channels as more of our customers gain Internet access.

At CIMB Group, we are transparent in handling customer-based complaints. We are accessible to customers 24/7 via our call centre at 1-300-880-900 and our corporate website. Customers can complain and give feedback in a variety of ways – emails, letters, telephone calls, in our branches and centres as well as through social media channels like Twitter and Facebook.

Our Customer Resolutions Unit (CRU) was established to assist branches as their second level escalation point of contact for all complaints. CRU helps frontline employees who need assistance to resolve customer issues. The issue can be escalated via a Complaint Log-in form, which is faxed or emailed to CRU.

For customers' easy reference, CRU's contact details are also available on our official website and Bank Negara Malaysia's weblink. They are also printed on most of our forms such as remittance applications, offer letters and collection communications.

Complaints are sent to CRU, which records the data and attends to the issues highlighted. Case Executives will contact customers and escalate issues to product owners if necessary. Case Executives follow up with the customers until the matter is resolved. Any complaints received by CRU are logged, attended to and treated with the utmost importance. The data is then collated and reviewed for further improvements in our products and services, and policies and procedures.

The Group is committed to resolving all cases, feedback and complaints. Root cause analysis is also applied by the respective units to ensure the highlighted shortcomings are fixed. A Six Sigma 'Kaizen' project has been initiated for product improvement and higher quality service. CRU is guided by the Group's policies and procedures and Bank Negara Malaysia's guidelines. It is also governed by Internal Standard Operating Procedures for timely resolution of customer issues. A team of internal quality officers performs audits on our correspondence and call quality.

**KWIK ACCOUNT**  
Who goes to a bank branch these days?  
We've got it only available for you through a Kwik Account. If you need to do with the account online and it will be easier and convenient.  
You can bank anywhere in the office, at home, in the car, or even in a public place, and you're always in control of your money.  
It's just a matter of time before you can open your Kwik Account.  
Kwik Bank, it's the future of banking technology.

Click a Kwik Account icon, confirm information and you're done!  
It's that easy to open a Kwik Account.

October 2013 to 31 Dec 2013  
Kwik Account

**Kwik**  
THE ONLY ACCOUNT THAT CAN BE OPENED ONLINE.

Partnership with banks in Malaysia and Singapore  
Kwik Account

Helped me with my money in Australia  
Kwik Account

Fast and easy to use  
Kwik Account

For more information, log on to [www.cimb.com.my/kwik](http://www.cimb.com.my/kwik) or call 1 800 888 888.  
Contact us on: CIMB Malaysia CIMB Finance

Terms and conditions apply. Please refer to the website for details.  
Kwik is provided by CIMB.

ASEAN FOR YOU **CIMB BANK**

**Rekening Ponsel**  
Lebih keren bayar pakai ponsel!  
30% cash back di 7-Sinar, J.CO, BreadTalk, dan Cinema XXI dengan Rekening Ponsel.  
Periode promo: 21 Okt - 31 Dec 2013

Untuk informasi lebih lanjut hubungi 021-25000000. Cash back Cinema XXI berakhir pada 15 November 2013.

**CIMB NIAGA**

7-Sinar BreadTalk Cinema XXI Cinema 21

Following these innovations, we introduced Plug n Pay, another technology milestone. This is Malaysia's first ever chip-based mobile payment solution that offers businesses of any size an affordable yet secure way to manage electronic payments using their smartphones and tablets.



## REACHING OUT TO CUSTOMERS









Using social media has allowed us to get closer to customers and better understand their needs. Facebook and Twitter allow us to communicate quickly and lets us target a larger market segment at the click of a computer key.

CIMB continues its lead in the technology space with two innovations which are both industry firsts – Kwik Account and OctoSend. Kwik Account is the first account in Malaysia that can be opened online without visiting a bank branch. The OctoSend function on CIMB Clicks allows all CIMB Bank account holders to send money to any Malaysian mobile or email address.

In Indonesia, we launched Rekening Ponsel, a first in the market. The service allows customers to transfer money to any mobile number.

## SOCIAL MEDIA

CIMB Group is an active social media user. This is reflected in our 2012 award for 'Best in Social Media' in the Consumer Internet Banks sub-category of Global Finance's World's Best Internet Banks 2012 Competition.

	 Likes*	 Followers	 Page views
	1,258,989	3,589	7,440,153
	773,468	20,676	14,929,609
	37,308		5,574,570
	265,887		2,175,191
			31,267
<b>Total</b>	<b>2,335,652</b>	<b>42,217**</b>	<b>30,150,790</b>

\* As at 31 December 2013

\*\* Includes CIMB Assists

## RESPONSIBLE MARKETING

### CIMB Cares

NGOs are given special treatment at CIMB. Our online portal, CIMB Cares lets donors make decorations directly into NGOs accounts. There are no hidden charges for this service. NGOs who use CIMB Cares are eligible for higher deposit rates and low bank charges. At the end of 2013, a total of 153 NGOs were with CIMB Cares.



## GOOD PRACTICES AT THE MARKETPLACE

### Anti-Bribery and Corruption

One of the core values of CIMB is INTEGRITY and the Group will not tolerate any acts which are in breach of this value. The Group firmly believes in acting professionally, fairly and with integrity in all business dealings and relationships. The Group has already established various policies and processes to address some of the issues relating to bribery and corruption. A more comprehensive policy to address these areas has been deemed necessary as the Group operates in many jurisdictions with anti-corruption laws. The Group had established the Anti-Bribery and Corruption policy in-line with global best practices and good governance.

### Whistle Blowing

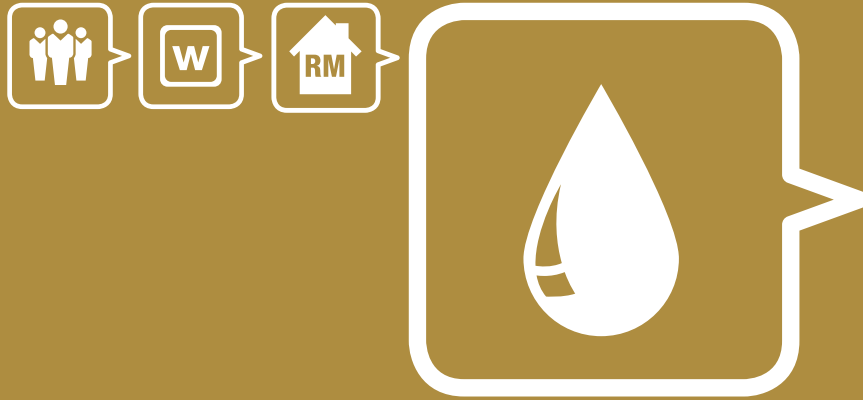
A well-disciplined and professional workforce is the cornerstone of a successful organisation. All employees are expected to be vigilant about wrong doing, malpractices or irregularities in their workplaces. All employees must promptly report any such instances to the Management. These issues are dealt with promptly and measures are introduced to minimise potential financial or reputational loss. The Group is wholly committed to protecting confidentiality and the identity of the complainant. The individual will also protect the complainant from any harassment and victimisation at work due to the disclosure.

### Code of Ethics

The Group has adopted and institutionalised Bank Negara Malaysia's Code of Ethics for banking institutions in all its entities. It is the minimum code of conduct that is expected from all employees encompassing all aspects of its daily business operations. The Group inculcates good and ethical banking standards in its employees from the moment they join the organisation, when they are required to acknowledge in writing their understanding of the code. The code is emphasised at the Group Orientation programme and training programmes when certain aspects are highlighted.

### Anti-competitive behaviour

We are pleased to report that there were no significant incidents or penalties for violations involving anti-competition, anti-trust and monopolistic practices at any time during this reporting period. We are also pleased to report that there was no significant incident or penalties for non-compliance with laws and regulations at any time during this period.



# ENVIRONMENT

Environment plays an important role in ensuring the well being and good health of our employees. Detailed discussions were held prior to designing the interiors of our new headquarters Menara CIMB. This has produced ergonomic facilities and an atmosphere conducive to work.





“ Our tree of life signifies our commitment to a cleaner, less polluting outlook. Menara CIMB is fitted out with a host of facilities that will decrease our carbon footprint and encourage staff to recycle. Being at the centre of Kuala Lumpur’s transit hub also encourages us to use public transport thus bringing down our carbon emission numbers.”

# ENVIRONMENT

## GREEN BUILDING

One of the most exciting activities in 2013 was moving our 2,045 investment banking employees into our new 35-storey Menara CIMB at KL Sentral. Menara CIMB is now our regional headquarters. Our green office tower sits in the nation's main transportation hub and enjoys a panoramic view of the Kuala Lumpur Botanic Gardens. It comprises 10 floors of car park, Preferred Banking and Branch Broking services on the ground floor. Amenities will consist of an auditorium, restaurant, gym and physiotherapy room. A child care centre and a food court are also in the making.

Our staff's well being was a major consideration when designing the office floors. Comfortable breakout areas to facilitate staff interaction and collaboration, well-equipped pantries, and mother's rooms are available on every floor. An open-plan concept with efficient deskings and centralised print stations have been implemented without compromising workspace needs and efficiency. An entire floor is dedicated as Corporate Reception with state-of-the-art meeting suites. Telepresence, Video Conferencing, Interactive SMART Presentation display boards, Unified Communications and Wi-Fi connectivity are some of the technology offerings to facilitate communications within the Group and with our stakeholders.

Menara CIMB was awarded the 'BCA Green Mark Gold (Provisional) Award' by Singapore's Building and Construction Authority. We are in the midst of obtaining the Final Award. Menara CIMB's green building features include:

- Energy efficient curtain walls with high heat resistance value
- Shading devices for curtain walls
- High efficiency air-conditioning chillers
- T5 lighting with high frequency ballasts for offices, car parks and staircases
- Mechanical ventilation in car parks equipped with CO sensors
- Lifts with sleep mode function
- Motion sensors for lights in toilets and staircases
- Light sensors for perimeter office lighting
- Water efficient sanitary fittings
- Bicycle and green vehicle parking lots
- Recycling and compost bins
- Low volatile organic compound (VOC) paint for internal areas
- Vacuum degasser for chilled water





## Energy Management

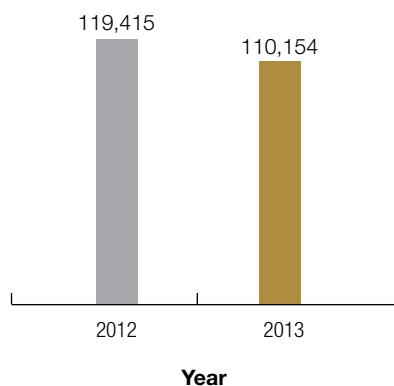
As a financial institution, energy is mainly consumed at our office buildings. We are obligated to reduce our environmental footprint. Our energy conservation policy entails initiatives and commitments to eliminate waste without adversely affecting business operations. This is done through optimising the use of electricity and adopting best energy management practices.

Energy conservation initiatives practiced by CIMB include:

- Curtain walls with high heat resistance value and shading devices
- High efficiency air-conditioning chillers
- Installation of T5 lighting with high frequency ballasts for offices, car parks and staircases
- Conversion from T8 to T5 lightings for basements
- Lifts with sleep mode, motion sensors for lights in toilets and staircases
- Conversion of Halogen light to LED
- Scheduled start and stop for air conditioning chillers

These initiatives helped reduce our total electricity consumed in 2013 by 13% compared to the previous year.

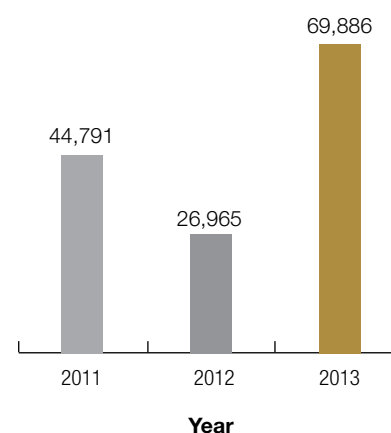
### Electricity consumption at the Group's main office buildings in Kuala Lumpur



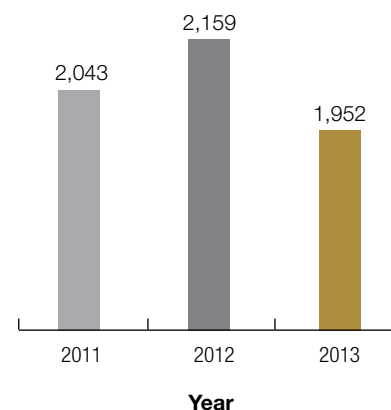
## Minimising Waste

Each department at our headquarters has a recycling corner. A recycling vendor has been appointed by the Group to collect the recyclable materials once a week. As an incentive to employees, the money received for the recycling efforts are channelled back to the respective departments. In 2013, the total paper recycled was 69,886kg which is more than double compared to the amount of paper recycled in 2012. However, the quantity of toner recycled dropped by 9.6% in 2013.

### Paper recycling



### Toner cartridges recycling



# CIMB FOUNDATION'S CHARTER



### **SUPPORT**

the development and empowerment of communities



### **IDENTIFY**

and implement quality projects within our key areas of focus, give priority to those that are sustainable, build local capacity and have measureable and realistic outcomes.



### **BUILD**

meaningful relationships and strategic partnerships with communities and key stakeholders in achieving the Foundation's vision.



### **REALISE**

CIMB Group's commitment to be a responsible corporate citizen, with active participation of its employees.

CIMB Foundation is established as a non-profit organisation limited by guarantee. CIMB Group will make financial contributions to the Foundation for the sole purpose of implementing CIMB Group's corporate social responsibility (CSR) initiatives and philanthropic activities. This Charter has been adopted by the Foundation.

At CIMB Group, our vision is 'To be the leading ASEAN company' which means that CIMB Group strives to be the bank of choice to the community, the preferred employer to its employees and the bank that accords the highest premium to its shareholders.

The Group continuously anticipates and delivers on its customers' needs, and looks beyond present circumstances and requirements to actively anticipate the future, always with the aim of creating value.

Premised on this philosophy, the Foundation's commitment to value-creation extends to a wider community, and aims to empower communities through sustainable capacity building initiatives.

### **AREAS OF FOCUS**

The causes which the Foundation supports are as follows:

#### **Community Development**

The Foundation's initiatives within this category create opportunities for and build the capacity of communities by providing them with the necessary resources to improve their quality of life and promote sustainable development. It encourages communities to work together to identify and solve problems, cultivate socially valuable relationships and support leadership development.

#### **Sport**

The Foundation will support activities related to sports development with a particular focus on efforts aimed at nurturing young talent by providing opportunities, financial support and programmes for the development of young athletes.

#### **Education**

The Foundation will support projects that provide community-based learning opportunities as well as facilitating access to knowledge and learning.

#### **ACCOUNTABILITY**

The Foundation is committed to the highest standards of governance, transparency and accountability. It will have sound financial management systems and controls to ensure that all expenditure is fully accounted for and audited on an annual basis. The Foundation is given overall guidance by the Board of Trustees. Community and/or partner agencies will be engaged by the Foundation in the identification and implementation of projects.

#### **BOARD OF TRUSTEES**

The Board will ensure that funds are properly administered and disbursed according to the Foundation's vision, objectives, and areas of focus. Board meetings will be held at least once quarterly and more frequently, if needed.

#### **Working committee**

The Board will be assisted by a Working Committee. The Working Committee will evaluate projects submitted to the Foundation against a pre-determined set of criteria. Projects that satisfy the criteria will be recommended by the Working Committee to the Chief Executive Officer of the Foundation or the Board for approval.

A black and white photograph of two men in dark suits standing in front of a window with horizontal blinds. The man on the left has a mustache and is wearing a patterned tie. The man on the right is wearing glasses and a solid tie. The background is a grid of window blinds.

# CIMB FOUNDATION'S BOARD OF TRUSTEES

**From left :**

- Tan Sri Dato' Md Nor Yusof • Tan Sri G K Rama Iyer
- Tan Sri Dato' Seri Siti Norma Yaakob • Puan Rosnah Kamarul Zaman
- Dato' Mohd Shukri Hussin • Datuk Dr Richard Leete



## **Tan Sri Dato' Seri Siti Norma Yaakob**

Appointed as Chairperson of CIMB Foundation on 15 November 2007.

Tan Sri Dato' Seri Siti Norma Yaakob was first called to the English Bar in 1962. Her career achievements marked many firsts for women in the Judicial and Legal Service of Malaysia. She rose to become the first woman to be appointed to an executive position in the Judicial and Legal Service in 1963 and was elevated to the High Court Bench in 1983. In 1994 she was appointed as a Court of Appeal Judge and as a Federal Court Judge in 2001. Sworn in as Chief Judge of Malaya on 8 February 2005, Tan Sri Siti Norma subsequently retired in January 2007.

In January 2008, the Dubai International Financial Centre (DIFC) Courts appointed Tan Sri Siti Norma as one of their six new judges, becoming the first female judge to join the DIFC Courts.

In addition to her distinguished career on the Bench, Tan Sri Siti Norma was also the President of both the Federation of Women Lawyers and the Judicial and Legal Service Officers Association, a Regional Vice-President of the Commonwealth Magistrates' and Judges' Association, and a member of the Judicial and Legal Service

Commission. She has represented Malaysia in many conferences, including a UN forum on the Commission on the Status of Women in Vienna, Austria and a number of conferences organised by the Commonwealth Magistrates' and Judges' Association. She was also a member of the Organising Committee for the first Judicial Workshop on Judicial Accountability held in Malaysia in 2002. Currently she is also a Pro-Chancellor of Universiti Malaya, appointed in 2007 as well as an Honorary Bencher of Gray's Inn, London.

Her accolades include the Women Development Institute Fellowship in 1988, an international award as an Eisenhower Exchange Fellow in 1990, and the 'Anugerah Nur Gemilang 2001 – Guaman' in 2001 awarded jointly by the Ministry of Women and Family Development and the Association of Women Graduates Malaysia.

In November 2011, Tan Sri Siti Norma was awarded one of the top honours in the BrandLaureate Brand ICON Leadership Awards 2010-2011 celebrating iconic Malaysians, receiving the BrandLaureate Most Eminent Brand Icon Leadership Award 2011.

She was conferred the Johan Setia Mahkota (JSM) in 1978, the Panglima Mangku Negara (PMN) Honours in 2005 by His Majesty the Yang di-Pertuan Agong of Malaysia, the Dato' Setia Negeri Sembilan (DSNS) in 1987 and the Darjah Seri Paduka Tuanku Ja'afar Yang Amat Terpuji (SPTJ) in 2007 by His Royal Highness The Ruler of Negeri Sembilan Darul Khusus.



**Tan Sri Dato' Md Nor Yusof**

Appointed to the Board of Trustees of CIMB Foundation on 15 November 2007.

Tan Sri Md Nor Yusof is currently the Chairman of the Board of Directors of CIMB Group Holdings Berhad. He has spent a significant amount of his working career with CIMB Group as a director and more notably as President and Chief Executive Officer of Bank of Commerce Berhad.

He is also currently the Chairman of Malaysian Airline System Berhad, a Director of the Executive Committee of Khazanah Nasional Berhad and sits on the Boards of several companies and institutions. Tan Sri Md Nor has held several prominent positions including that of Chairman of the Securities Commission and Advisor in the Ministry of Finance.

### **Dato' Mohd Shukri Hussin**

Appointed to the Board of Trustees of CIMB Foundation on 15 November 2007.

He was the Foundation's first CEO from 2007 to 2011. Dato' Mohd Shukri holds a Bachelor of Economics (Hons) Degree from Universiti Malaya and qualified as a Chartered Accountant with the Institute of Chartered Accountants of England and Wales (ICAEW).

His history with CIMB Group Holdings Berhad is a long and respected one. He was its Chief Operating Officer from February 2003 to January 2006, after which he was appointed Executive Director until retirement in December 2011. He served as Commissioner of CIMB Niaga from May 2006 to December 2011 and as President Commissioner from May 2006 to December 2011.

### **Tan Sri G K Rama Iyer**

Appointed to the Board of Trustees of CIMB Foundation on 7 September 2012.

Tan Sri G K Rama Iyer holds a Master's degree in Public Administration from Harvard University and a Bachelor of Arts in Economics (Hons) degree from University of Malaya (Singapore). He also completed the Advanced Management Programme Course at Harvard Business School.

In his 30 year career in the civil service, he was the Secretary-General of the Ministry of General Planning and Social Economic Research, the Ministry of Works and Utilities and the Ministry of

Primary Industries. Tan Sri Rama was also the first Chairman of Malaysian Airline System Berhad and a founder Director of Malaysian International Shipping Corporation Berhad. He also serves as a Director of YTR Harta Sdn Bhd and the Maritime Institute of Malaysia and is a Trustee of a number of foundations.

Tan Sri Rama was a Director of CIMB Bank Berhad and its antecedents from 1987 to 2012.







### **Puan Rosnah Kamarul Zaman**

Appointed to the Board of Trustees of CIMB Foundation on 15 November 2007.

Puan Rosnah has extensive experience in banking and finance, covering the full spectrum of services, including consumer, commercial and corporate banking, as well as non-banking functions such as policy and control, human resources, corporate planning and finance.

She began her career in banking as a Management Trainee with Bank of Commerce Bhd, (now known as CIMB Bank Berhad) in 1979. Early in her career she was seconded to JP Morgan in New York and attended their Commercial Bank Management Programme.

Puan Rosnah has presented at various local and international seminars on banking and is well respected in banking circles. In 2004 she completed the Global Leadership Development Program, initiated by the government to develop leaders in the financial industry.

Her last appointment at CIMB was as Senior Executive Vice President heading the Banking Unit, responsible for the strategic businesses of Retail Banking, Business Banking, Corporate Banking, Treasury and International Banking.

In January 2012, she was appointed to the Board of Directors of CIMB Bank Berhad.

Puan Rosnah also sits on the board of Time Engineering Berhad.

### **Datuk Dr. Richard Leete**

Appointed to the Board of Trustees of CIMB Foundation on 15 November 2007.

Datuk Dr. Richard Leete obtained his Ph.D. in Economics (in Population Studies) from the London School of Economics. He has an extensive knowledge of Asia having served most of his working life in the region and has published several books and articles on population and development themes.

During Malaysia's golden decade of 1985 to 1995, Datuk Dr. Richard Leete was an adviser in Human Resource Development at the Economic Planning Unit, Prime Minister's Department, Malaysia. From 1996 to 2003, he served as the Chief of Population Planning and Development Branch at the United Nations Population Fund (UNFPA) at its headquarters in New York City.

Whilst serving with the UN in Malaysia, he initiated numerous development projects across the country, and reoriented the programmatic focus of UNDP's Country Office to reflect Malaysia's successful development experience in meeting strategic national development challenges.

He is currently the Director of Social Development at the General Secretariat of Development Planning, Doha, Qatar, responsible for providing strategic, policy and technical leadership relating to the Social, Human and Environmental Development pillars of the Qatar National Vision 2030.

In June 2007, Datuk Dr. Richard Leete was conferred the Darjah Kebesaran Panglima Jasa Negara (PJN) (Honorary) that carries the title Datuk by His Majesty the Yang di-Pertuan Agong XIII of Malaysia. He is also a distinguished Fellow of Malaysia's Institute of International and Strategic Studies (ISIS).

# CIMB FOUNDATION'S REPORTS AND FINANCIAL STATEMENTS

for the financial year ended 31 December 2013

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# Trustees' Report

for the financial year ended 31 December 2013

097

The Trustees of CIMB Foundation ("the Foundation") hereby submit their report together with the audited financial statements of the Foundation for the financial year ended 31 December 2013. The Foundation is incorporated as a company limited by guarantee and does not have share capital.

The Trustees regard CIMB Group Holdings Berhad, a company listed on the Main Board of the Bursa Malaysia Securities Berhad and incorporated in Malaysia, as the ultimate holding company.

## OBJECTS

The objects of the Foundation are to receive and administer funds for public welfare, religious, educational, cultural, artistic and charitable purposes. There was no significant change in the objects of the Foundation during the financial year.

## Financial results

	<b>RM</b>
Net shortfall of income over expenditure for the financial year	<b>(2,166,016)</b>

## TRUSTEES

The Trustees who have held office since the date of the last report and as at the date of this report are as follows:

Tan Sri Dato' Seri Siti Norma binti Yaakob  
 Tan Sri Dato' Md Nor bin Md Yusof  
 Dato' Mohd Shukri bin Hussin  
 Datuk Dr Richard Leete  
 Puan Rosnah binti Dato' Kamarul Zaman  
 Tan Sri G.K. Rama Iyer A/L V.R.G Iyer

In accordance with articles 46 and 47 of the Articles of Association, the following Trustees retire from the Board at the forthcoming Annual General Meeting and being eligible, offer themselves for re-election:

Tan Sri Dato' Seri Siti Norma binti Yaakob  
 Tan Sri Dato' Md Nor bin Md Yusof  
 Dato' Mohd Shukri bin Hussin  
 Datuk Dr Richard Leete  
 Puan Rosnah binti Dato' Kamarul Zaman  
 Tan Sri G.K. Rama Iyer A/L V.R.G Iyer

## Trustees' Report

for the financial year ended 31 December 2013 (Continued)

**TRUSTEES' INTERESTS IN SHARES AND SHARE OPTIONS**

According to the Register of Trustees' Shareholdings, the beneficial interests of Trustees who held office at the end of the financial year in the shares of the ultimate holding company during the financial year are as follows:

	No. of ordinary shares of RM1 each			As at 31 December
	As at 1 January	Granted	Disposed	
<b>Ultimate holding company</b>				
<b>CIMB Group Holdings Berhad</b>				
<b>Direct Interest</b>				
Tan Sri Dato' Md Nor bin Md Yusof	400,000	–	–	400,000
Dato' Mohd Shukri bin Hussin	250,224*	122,776^	(173,000)	200,000
Tan Sri Dato' Seri Siti Norma binti Yaakob	2,000	37^	–	2,037
# Tan Sri G.K. Rama Iyer A/L V.R.G Iyer	51,624	528^	–	52,152

\* Deemed interested by virtue of shares held under a discretionary trust with his children as beneficiaries.

^ Include shares granted under Dividend Reinvestment Scheme ("DRS")

Note: Includes shareholding of spouse/child, details of which are as follows:

	No. of ordinary shares of RM1 each			As at 31 December
	As at 1 January	Granted	Disposed	
# Vijayalakshmi A/P Krishnaswamy	37,624	–	–	37,624
# Ganapathy Srihari A/L Rama Iyer	12,000	528^	–	12,528

Other than as disclosed above, according to the Register of Trustees' Shareholdings, the other Trustees in office at the end of the financial year did not hold any interests in shares and share options of the ultimate holding company and related companies during the financial year.

**TRUSTEES' BENEFITS**

During the financial year, no arrangements subsisted to which the Foundation is a party, with the object or objects of enabling Trustees of the Foundation to acquire benefits by means of the acquisition of shares in or debentures of any other body corporate.

Since the inception of the Foundation, no Trustee of the Foundation has received or become entitled to receive a benefit by reason of a contract made by the Foundation or with a firm of which the Trustee is a member, or with a company in which the Trustee has a substantial financial interest.

**STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS**

Before the financial statements of the Foundation were made out, the Trustees took reasonable steps:

- a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
- b) to ensure that any current assets, which were unlikely to realise in the ordinary course of business, their value as shown in the accounting records of the Foundation have been written down to an amount which they might be expected so to realise.

At the date of this report, the Trustees are not aware of any circumstances:

- a) which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Foundation inadequate to any substantial extent; or
- b) which would render the values attributed to current assets in the financial statements of the Foundation misleading; or
- c) which have arisen that render adherence to the existing method of valuation of assets or liabilities of the Foundation misleading or inappropriate.

No contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Trustees, will or may substantially affect the ability of the Foundation to meet its obligations as and when they fall due.

At the date of this report, there was:

- a) no charge on the assets of the Foundation has arisen since the end of the financial year which secures the liability of any other person; or
- b) no contingent liability of the Foundation which has arisen since the end of the financial year.

At the date of this report, the Trustees are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements misleading.

In the opinion of the Trustees,

- a) the results of the Foundation's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
- b) in the interval between the end of the financial year and the date of this report there was no item, transaction or event of a material and unusual nature likely to substantially affect the results of the operations of the Foundation for the financial year in which this report is made.

## Trustees' Report

for the financial year ended 31 December 2013 (Continued)

### AUDITORS

The auditors, PricewaterhouseCoopers, have expressed their willingness to continue in office.

Signed on behalf of the Board of Trustees in accordance with their resolution.



**Tan Sri Dato' Seri Siti Norma binti Yaakob**  
Trustee



**Dato' Mohd Shukri bin Hussin**  
Trustee

Kuala Lumpur  
5 March 2014

# Statement of Assets and Liabilities

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as at 31 December 2013

	Note	2013 RM	2012 RM
<b>Current assets</b>			
Other assets	2	704,222	15,136,712
Financial investments held-to-maturity	3	9,845,107	9,718,584
Cash and short term funds	4	11,974,683	9,612,658
Deposits and placements with a related licensed bank		23,287,815	23,045,653
		<b>45,811,827</b>	57,513,607
<b>Less: Current liabilities</b>			
Payables and accruals	5	5,743,884	15,279,648
<b>Net current assets</b>		<b>40,067,943</b>	42,233,959
<b>Represented by:</b>			
Accumulated funds		40,067,943	42,233,959
		<b>40,067,943</b>	42,233,959

# Statement of Income and Expenditure

for the financial year ended 31 December 2013

	Note	2013 RM	2012 RM
<b>Income</b>			
Donations		<b>7,962,894</b>	57,948,082
Income and hibah	6	<b>913,924</b>	1,018,578
Accretion from financial investments held-to-maturity	6	<b>302,501</b>	296,658
		<b>9,179,319</b>	59,263,318
<b>Less : Expenditure</b>			
Contribution for charitable expenses	7	<b>(11,018,100)</b>	(65,193,918)
Advertising		<b>(110,000)</b>	47,130
Meeting allowance (Trustees)		<b>(41,500)</b>	(36,500)
Withholding tax		<b>(42,071)</b>	(37,829)
Audit fees		<b>(3,000)</b>	(3,000)
Tax agent fees		<b>(2,300)</b>	(2,200)
Transportation cost		<b>(46,795)</b>	(19,584)
Bank charges		<b>(5,996)</b>	(4,563)
Equipment rental		<b>(11,500)</b>	(2,500)
IT outsource services		<b>(36,923)</b>	(74,699)
Professional and consultancy fees		<b>(20,036)</b>	(1,589)
Realised forex loss		<b>(4,221)</b>	-
Other general expenses		<b>(2,893)</b>	(955)
		<b>(11,345,335)</b>	(65,330,207)
<b>Shortfall of income over expenditure</b>		<b>(2,166,016)</b>	(6,066,889)
<b>Taxation</b>	8	-	-
<b>Net shortfall of income over expenditure</b>		<b>(2,166,016)</b>	(6,066,889)



# Statement of Changes in Accumulated Funds

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for the financial year ended 31 December 2013

	<b>Total RM</b>
At 1 January 2013	<b>42,233,959</b>
Net shortfall of income over expenditure	<b>(2,166,016)</b>
At 31 December 2013	<b>40,067,943</b>
At 1 January 2012	48,300,848
Net shortfall of income over expenditure	(6,066,889)
At 31 December 2012	42,233,959

# Statement of Cash Flows

for the financial year ended 31 December 2013

	Note	2013 RM	2012 RM
<b>Cash flows from operating activities</b>			
Shortfall of income over expenditure		(2,166,016)	(6,066,889)
Adjustment for:			
Donations received		(7,962,894)	(57,948,082)
Interest income		(913,924)	(1,018,577)
Accretion from financial investments held-to-maturity		(302,501)	(296,658)
		<b>(11,345,335)</b>	(65,330,206)
<b>Decrease/(increase) in operating assets</b>			
Other assets		14,432,490	(14,786,260)
<b>(Decrease)/increase in operating liabilities</b>			
Payables and accruals		(9,540,010)	13,427,378
Net cash flows used in operating activities		<b>(6,452,855)</b>	(66,689,088)
<b>Cash flows from investing activities</b>			
Purchase of financial investments held-to-maturity		(9,824,022)	(29,436,227)
Proceeds from maturity of financial investments held-to-maturity		10,000,000	30,000,000
New deposits and placements with a related licensed bank		–	(23,000,000)
Interest received from deposits and placements with a related licensed bank		482,338	670,154
Interest received from cash and short term funds		193,670	316,444
Net cash flows generated from/(used in) investing activities		<b>851,986</b>	(21,449,629)
<b>Cash flows from financing activity</b>			
Donations received		7,962,894	57,948,082
Net cash flows generated from financing activity		<b>7,962,894</b>	57,948,082
<b>Net Increase/(decrease) in cash and cash equivalents during the financial year</b>		<b>2,362,025</b>	(30,190,635)
<b>Cash and cash equivalents at beginning of the financial year</b>		<b>9,612,658</b>	39,803,293
<b>Cash and cash equivalents at end of the financial year</b>		<b>11,974,683</b>	9,612,658
<b>Cash and cash equivalents comprise:</b>			
Cash and bank balances	4	6,447,407	2,100,945
Deposits and placements with banks maturing within one month	4	5,527,276	7,511,713
		<b>11,974,683</b>	9,612,658

# Summary of Significant Accounting Policies

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for the financial year ended 31 December 2013

The following significant accounting policies have been used consistently in dealing with items that are considered material in relation to the financial statements.

## A BASIS OF PREPARATION

The financial statements of the Foundation have been prepared in accordance with the Malaysian Financial Reporting Standards (“MFRS”), International Financial Reporting Standards, and the requirements of the Companies Act, 1965 in Malaysia.

The financial statements of the Foundation have been prepared under the historical cost convention, unless otherwise indicated in this summary of significant accounting policies.

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of income and expenses during the reported period. It also requires Trustees to exercise their judgement in the process of applying Foundation’s accounting policies. Although these estimates and judgement are based on the Trustees’ best knowledge of current events and actions, actual results may differ from those estimates.

There are no critical accounting estimates and assumptions used that are significant to the financial statements.

### (a) Standards, amendments to published standards and interpretations to existing standards that are applicable to the Foundation but not yet effective

The Foundation will apply these standards, amendments to published standards from:

(i) Financial year beginning on/after 1 January 2017

- MFRS 9 “Financial instruments - classification and measurement of financial assets and financial liabilities” (effective no earlier than annual periods beginning on or after 1 January 2017) replaces the parts of MFRS 139 that relate to the classification and measurement of financial instruments. MFRS 9 requires financial assets to be classified into two measurement categories: those measured as at fair value and those measured at amortised cost. The determination is made at initial recognition. The classification depends on the entity’s business model for managing its financial instruments and the contractual cash flow characteristics of the instrument. For financial liabilities, the standard retains most of the MFRS 139 requirements. The main change is that, in cases where the fair value option is taken for financial liabilities, the part of a fair value change due to an entity’s own credit risk is recorded in other comprehensive income rather than the income statement, unless this creates an accounting mismatch.

The adoption of the above new accounting standard will not be expected to have any significant impact on the financial results of the Foundation.

## Summary of Significant Accounting Policies

for the financial year ended 31 December 2013 (Continued)

### B FINANCIAL ASSETS

#### (a) Classification

The Foundation allocates its financial assets into the following categories: financial assets at fair value through profit or loss, loans and receivables, financial investments held-to-maturity and financial investments available-for-sale. Management determines the classification of its financial instruments at initial recognition.

##### (i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss comprise financial assets held for trading and other financial assets designated by the Foundation as fair value through profit or loss upon initial recognition.

A financial asset is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking. Derivatives are also categorised as held for trading unless they are designated and effective as hedging instruments.

The Foundation did not designate any financial assets at fair value through profit or loss upon initial recognition during the financial year ended 31 December 2013.

##### (ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

##### (iii) Financial investments held-to-maturity

Financial investments held-to-maturity are non-derivative instruments with fixed or determinable payments and fixed maturities that the Foundation's management has the positive intent and ability to hold to maturity. If the Foundation sells other than an insignificant amount of financial investments held-to-maturity, the entire category will be tainted and reclassified as financial investments available-for-sale.

##### (iv) Financial investments available-for-sale

Financial investments available-for-sale are those intended to be held for an indefinite period of time, which may be sold in response to needs for liquidity or changes in interest rates, exchange rates or equity prices or that are not classified as financial assets at fair value through profit or loss, loans and receivables and financial investments held-to-maturity.

#### (b) Recognition and initial measurement

Financial assets are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Transaction costs for securities carried at fair value through profit or loss are taken directly to the statement of income and expenditure.

**B FINANCIAL ASSETS (CONTINUED)****(c) Subsequent measurement**

Financial assets at fair value through profit or loss and financial investments available-for-sale are subsequently carried at fair value, except for investments in equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured in which case the investments are stated at cost. Gains and losses arising from changes in the fair value of the financial assets at fair value through profit or loss are included in the statement of income and expenditure in the period which they arise. Gains and losses arising from changes in fair value of financial investments available-for-sale are recognised directly in equity, until the securities are de-recognised or impaired at which time the cumulative gains or loss previously recognised in equity are recognised in the statement of income and expenditure. Foreign exchange gains or losses of financial investments available-for-sale are recognised in the statement of income and expenditure in the period it arises.

Financial investments held-to-maturity are subsequently measured at amortised cost using the effective interest method. Gains or losses arising from the de-recognition or impairment of the securities are recognised in the statement of income and expenditure.

Interest from financial assets held at fair value through profit or loss, financial investments available-for-sale and financial investments held-to-maturity are calculated using the effective interest method and is recognised in the statement of income and expenditure. Dividends from available-for-sale equity instruments are recognised in the statement of income and expenditure when the entity's right to receive payment is established.

Loans and receivables are initially recognised at fair value – which is the cash consideration to originate or purchase the receivables including the transaction costs, and measured subsequently at amortised cost using the effective interest rate method. Interest on receivables is included in the statement of income and expenditure. In the case of impairment, the impairment loss is reported as a deduction from the carrying value of the loan and recognised in the statement of income and expenditure.

**(d) Reclassification of financial assets**

The Foundation may choose to reclassify a non-derivative financial assets held for trading out of the held for trading category if the financial asset is no longer held for the purposes of selling in the near term. In addition, the Foundation may choose to reclassify financial assets that would meet the definition of loans and receivables out of the held for trading or available-for-sale categories if the Foundation has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at the fair value at the date of the reclassification. The fair values of the securities becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before the reclassification date are subsequently made. The effective interest rates for the securities reclassified to held-to-maturity category are determined at the reclassification date. Further changes in estimates of future cash flows are recognised as an adjustment to the effective interest rates.

## Summary of Significant Accounting Policies

for the financial year ended 31 December 2013 (Continued)

### C FINANCIAL LIABILITIES

Financial liabilities are measured at amortised cost, except for trading liabilities and liabilities designated at fair value, which are held at fair value through profit or loss. Financial liabilities are initially recognised at fair value plus transaction costs for all financial liabilities not carried at fair value through profit or loss. Financial liabilities at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in profit or loss. Financial liabilities are de-recognised when extinguished.

#### (a) Financial liabilities at amortised cost

Financial liabilities that are not classified as fair value through profit or loss fall into this category and are measured at amortised cost. The financial liabilities measured at amortised cost are payables and accruals.

### D DERECOGNITION OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

Financial assets are de-recognised when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, the Foundation tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent de-recognition). Financial liabilities are de-recognised when they have been redeemed or otherwise extinguished.

### E IMPAIRMENT OF FINANCIAL ASSETS

#### (a) Assets carried at amortised cost

A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

The criteria the Foundation uses to determine that there is objective evidence of impairment loss include indications that the borrower or a group of borrowers is experiencing significant financial difficulty, the probability that they will enter bankruptcy or other financial reorganisation, default of delinquency in interest or principal payments and where observable data indicates that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

The Foundation first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, and individually or collectively for financial assets that are not individually significant. If the Foundation determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment.

## **E IMPAIRMENT OF FINANCIAL ASSETS (CONTINUED)**

### **(a) Assets carried at amortised cost (Continued)**

The amount of the loss is measured as the difference between the assets' carrying amount and the present value of estimated future cash flows discounted at the financial assets' original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the statement of income and expenditure. If a loan or financial investment held-to-maturity have a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

Financial assets that have not been individually assessed are grouped together for portfolio impairment assessment. These financial assets are grouped according to their credit risk characteristics for the purposes of calculating an estimated collective loss. These characteristics are relevant to the estimation of future cash flows for groups of such assets by being indicative of the debtors' ability to pay all amounts due according to the contractual terms of the assets being assessed. Future cash flows on a group of financial assets that are collectively assessed for impairment are estimated on the basis of historical loss experience for assets with credit risk characteristics similar to those in the group.

The methodology and assumptions used for estimating future cash flows are reviewed regularly by the Foundation to reduce any differences between loss estimates and actual loss experience.

When a receivable is uncollectible, it is written off against the related allowance for receivable impairment. Such loans are written-off after taking into consideration the realisable value of collateral, if any, when in the judgement of the management, there is no prospect of recovery.

If, in a subsequent period, the amount of impairment losses decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed by adjusting the allowance account. The amount of the reversal is recognised in the statement of income and expenditure.

### **(b) Assets classified as available-for-sale**

The Foundation assesses at the end of each reporting period whether there is objective evidence that the financial asset is impaired.

For debt securities, the Foundation uses criteria and measurement of impairment loss applicable for "assets carried at amortised cost" above. If in a subsequent period, the fair value of a debt instrument classified as financial investments available-for-sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in statement of income and expenditure, the impairment loss is reversed through statement of income and expenditure.

In the case of equity instruments classified as financial investments available-for-sale in addition to the criteria for "assets carried at amortised cost" above, a significant or prolonged decline in the fair value of the security below its cost is considered in determining whether the securities are impaired. If there is objective evidence that an impairment loss on financial investments available-for-sale has incurred, the cumulative loss that has been recognised directly in equity is removed from equity and recognised in the statement of income and expenditure. The amount of cumulative loss that is reclassified to profit or loss is the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in statement of income and expenditure. Impairment losses recognised in statement of income and expenditure on equity instruments are not reversed through the statement of income and expenditure.

## Summary of Significant Accounting Policies

for the financial year ended 31 December 2013 (Continued)

### **F CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consist of cash in hand, bank balances and deposit placements maturing less than one month.

### **G PROVISIONS**

Provisions are recognised by the Foundation when all of the following conditions have been met:

- (i) the Foundation has a present legal or constructive obligation as a result of past events;
- (ii) it is probable that an outflow of resources to settle the obligation will be required; and
- (iii) a reliable estimate of the amount of obligation can be made.

Where the Foundation expects a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

### **H RECOGNITION OF DONATION**

Donations are recognised in the statement of income and expenditure of the Foundation when the Foundation is entitled to receive the donations.

### **I RECOGNITION OF INCOME AND HIBAH**

Income and hibah are recognised on fixed deposits and current accounts using the effective interest method on an accrual basis.



# Notes to the Financial Statements

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for the financial year ended 31 December 2013

## 1 GENERAL INFORMATION

The objects of the Foundation are to receive and administer funds for public welfare, religious, educational, cultural, artistic and charitable purposes. There was no significant change in the objects of the Foundation during the financial year.

The Foundation is incorporated and domiciled in Malaysia as a company limited by guarantee, without share capital.

The Trustees regard CIMB Group Holdings Berhad, a quoted company incorporated in Malaysia, as the ultimate holding company.

The address of the registered office of the Foundation is Level 13, Menara CIMB, Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia.

## 2 OTHER ASSETS

	2013 RM	2012 RM
Membership fees receivable	2	2
Prepayment	199,605	511,445
Sundry debtors	450	450
Sponsorship receivable	–	14,624,815
Amounts due from related company	504,165	–
	<b>704,222</b>	15,136,712

The balances with related parties at year end were carried out in the course of ordinary Foundation transactions and are unsecured, interest free and repayable on demand.

## 3 FINANCIAL INVESTMENTS HELD-TO-MATURITY

	2013 RM	2012 RM
<b>Money market instrument:</b>		
<b>Unquoted</b>		
Bank Negara Malaysia Negotiable Notes	9,824,022	9,708,622
Accretion of discount	21,085	9,962
	<b>9,845,107</b>	9,718,584

## Notes to the Financial Statements

for the financial year ended 31 December 2013 (Continued)

**3 FINANCIAL INVESTMENTS HELD-TO-MATURITY (CONTINUED)**

The Bank Negara Malaysia Negotiable Notes has a principal of RM10 million (2012: RM10 million), with a discount rate of 2.96% (2012: 3.03%), and matures on 11 July 2014 (2012: 6 December 2013).

**4 CASH AND SHORT TERM FUNDS**

	<b>2013</b>	<b>2012</b>
	<b>RM</b>	<b>RM</b>
Cash and short term funds maintained with related licensed banks:		
a) Cash and bank balances	<b>6,447,407</b>	2,100,945
b) Deposits and placements	<b>5,527,276</b>	7,511,713
	<b>11,974,683</b>	9,612,658

The effective weighted average interest rate is 3.00% (2012: 3.00%) and the deposits have a remaining maturity of 11 days (2012: 24 days).

**5 PAYABLES AND ACCRUALS**

	<b>2013</b>	<b>2012</b>
	<b>RM</b>	<b>RM</b>
Donations payable	<b>5,194,433</b>	7,724,830
Accrued expenses	<b>544,352</b>	517,682
Income received in advance	<b>4,246</b>	13,674
Amounts due to related company	<b>853</b>	7,023,462
	<b>5,743,884</b>	15,279,648

The balances with related parties at year end were carried out in the course of ordinary Foundation transactions and are unsecured, interest free and repayable on demand.

## 6 SIGNIFICANT RELATED PARTY TRANSACTIONS AND BALANCES

### (a) Related parties and relationship

The related parties of, and their relationship with the Foundation are as follows:

<u>Related party</u>	<u>Relationship</u>
CIMB Group Holdings Berhad ('CIMB Group')	Ultimate holding company
Subsidiaries and associates of CIMB Group as disclosed in the Notes to CIMB Group's financial statements	Subsidiaries and associates of ultimate holding company

### (b) Related party transactions

In addition to related party disclosures mentioned elsewhere in the financial statements, set out below are other significant related party transactions. The related party transactions described below were carried out on terms and conditions obtainable in transactions with unrelated parties unless otherwise stated. Interest rates on short-term deposits were at normal commercial rates.

	<b>2013</b>	<b>2012</b>
	<b>RM</b>	<b>RM</b>
Income and hibah received from CIMB Islamic Bank Berhad	<b>913,924</b>	1,018,578
Accretion from financial investments held-to-maturity with Bank Negara Malaysia	<b>302,501</b>	296,658
Donation received from CIMB Bank Berhad	-	30,908,000
Donation received from CIMB Investment Bank Berhad	-	4,800

### (c) Related party balances

	<b>2013</b>	<b>2012</b>
	<b>RM</b>	<b>RM</b>
Amount due from/(to) CIMB Bank Berhad	<b>504,165</b>	(7,023,462)
Amount due to CIMB Investment Bank Berhad	<b>853</b>	-
Financial investments held-to-maturity with Bank Negara Malaysia	<b>9,845,107</b>	9,718,584

The balances with related parties at year end were carried out in the course of ordinary Foundation transactions and are unsecured, interest free and repayable on demand.

**6 SIGNIFICANT RELATED PARTY TRANSACTIONS AND BALANCES (CONTINUED)****(d) Transactions with shareholders and Government**

Khazanah Nasional Berhad (“KNB”), the major shareholder of the ultimate holding company owns 30.14% of the issued capital of the ultimate holding company (2012: 29%). KNB is an entity controlled by the Malaysian Government. The Foundation considers that, for the purpose of MFRS 124 – “Related Party Disclosures”, KNB and the Malaysian Government and Malaysian Government controlled bodies (collectively referred to as “government-related entities”) are related parties of the Foundation. The transactions are done in the Foundations’ normal course of business, and they are done in accordance with the Foundations’ internal policies.

**7 CONTRIBUTION FOR CHARITABLE EXPENSES**

	<b>2013</b>	<b>2012</b>
	<b>RM</b>	<b>RM</b>
Community development	<b>2,379,003</b>	2,964,889
Sports	<b>3,990,011</b>	58,058,554
Education	<b>2,620,435</b>	3,941,693
Natural disaster	<b>245,150</b>	–
General donations	<b>1,783,501*</b>	228,782
	<b>11,018,100</b>	65,193,918

\* Includes donation of RM1.0 million for My Beautiful Malaysia Day Event.

**8 TAXATION**

The Foundation is an approved charitable institution under Section 44(6) of the Income Tax Act, 1967. With effect from year of assessment 2001, any organisation or institution which is approved under Subsection 44(6) of the Income Tax Act, 1967 will automatically be granted tax exemption on its income (except dividend income) under paragraph 13, Schedule 6, Income Tax Act, 1967.

**9 USE OF FINANCIAL INSTRUMENTS****Financial risk management objectives and policies**

The Foundation does not face significant exposure to financial risks, except for credit risk, market risk and liquidity risk.

**9.1 Credit risk**

Credit risk is the risk of loss due to failure of counterparty to meet its financial obligations due to the Foundation.

Except for financial investments held-to-maturity (Note 3), cash and short term funds, deposits and placements with a related licensed bank and sundry debtors, the Foundation is not exposed to any other significant credit risk.

**9.1.1 Maximum exposure to credit risk (without taking into account any collateral held or other credit enhancements)**

For financial assets recognised in the statement of assets and liabilities, the maximum exposure to credit risk equals their carrying amount as at 31 December 2013 and 31 December 2012.

## 9 USE OF FINANCIAL INSTRUMENTS (CONTINUED)

### 9.1 Credit risk (Continued)

#### 9.1.2 Concentration of risks of financial assets with credit risk exposure

A concentration of credit risk exists when a number of counterparties are engaged in similar activities and have similar economic characteristics that would cause their ability to meet contractual obligations to be similarly affected by changes in economic or other conditions. The credit risk concentrations of the financial assets of the Foundation (without taking into account any collateral held or other credit enhancements) are as follows:

#### (a) Industry sectors

The analyses of credit risk concentrations (without taking into account any collateral held or other credit enhancements) based on the industry sectors of the counterparty for items recognised in the statement of assets and liabilities are as follows:

2013	Financial investments	Cash and short term funds	Deposits and placements with a related licensed bank	Sundry debtors	Amount due from related company	Total credit exposure
	held-to-maturity					
	RM	RM	RM	RM	RM	RM
Finance, insurance and business services	9,845,107	11,974,683	23,287,815	-	504,165	45,611,770
Others	-	-	-	450	-	450
	9,845,107	11,974,683	23,287,815	450	504,165	45,612,220

2012	Financial investments	Cash and short term funds	Deposits and placements with a related licensed bank	Sundry debtors	Total credit exposure
	held-to-maturity				
	RM	RM	RM	RM	RM
Finance, insurance and business services	9,718,584	9,612,658	23,045,653	-	42,376,895
Others	-	-	-	14,625,265	14,625,265
	9,718,584	9,612,658	23,045,653	14,625,265	57,002,160

## Notes to the Financial Statements

for the financial year ended 31 December 2013 (Continued)

## 9 USE OF FINANCIAL INSTRUMENTS (CONTINUED)

## 9.1 Credit risk (Continued)

## 9.1.3 Credit quality of financial assets

Financial assets are required under MFRS 7, to be categorised into “neither past due nor impaired”, “past due but not impaired” or “impaired”.

Financial investments held-to-maturity, cash and short term funds, deposits and placements with a related licensed bank and other assets of the Foundation as at 31 December 2013 and 31 December 2012 are categorised as “neither past due nor impaired”. There is a high likelihood of these assets being recovered in full and therefore, of no cause for concern to the Foundation.

An analysis of the credit quality of the Foundation’s financial assets that are “neither past due nor impaired” is set out below.

<b>2013</b>	<b>Sovereign RM</b>	<b>Investment grade (AAA) RM</b>	<b>Total RM</b>
Financial investments held-to-maturity			
– Money market instruments	<b>9,845,107</b>	–	<b>9,845,107</b>
Cash and short term funds	–	<b>11,974,683</b>	<b>11,974,683</b>
Deposits and placements with a related licensed bank	–	<b>23,287,815</b>	<b>23,287,815</b>
Other assets	–	<b>504,615<sup>#</sup></b>	<b>504,615</b>
	<b>9,845,107</b>	<b>35,767,113</b>	<b>45,612,220</b>

<b>2012</b>	<b>Sovereign RM</b>	<b>Investment grade (AAA) RM</b>	<b>No rating RM</b>	<b>Total RM</b>
Financial investments held-to-maturity				
– Money market instruments	9,718,584	–	–	9,718,584
Cash and short term funds	–	9,612,658	–	9,612,658
Deposits and placements with a related licensed bank	–	23,045,653	–	23,045,653
Other assets	–	–	14,625,265 <sup>#</sup>	14,625,265
	9,718,584	32,658,311	14,625,265	57,002,160

<sup>#</sup> Excluded membership fees receivable and prepayment.

## 9 USE OF FINANCIAL INSTRUMENTS (CONTINUED)

### 9.2 Market risk

Market risk is defined as the potential change in market value of trading and investment securities held by the Foundation arising from adverse changes to market parameters such as interest rates, credit spreads, foreign exchange rates, equity prices, commodity prices and volatility.

#### 9.2.1 Interest rate risk

Interest rate risk relates to the potential adverse impact on the net interest income arising from the changes in market rates. One of the primary sources of interest rate risk is the repricing mismatches between interest earning assets and interest bearing liabilities.

The table below summarises the Foundation's financial assets and financial liabilities at their full carrying amounts, analysed by the earlier of contractual repricing or maturity dates.

2013	<----- Non-trading book ----->				Total RM
	Up to 1 month RM	> 3 - 6 months RM	> 6 - 12 months RM	Non-interest sensitive RM	
<b>Financial assets</b>					
Financial investments held-to-maturity	-	-	9,845,107	-	9,845,107
Cash and short term funds	11,974,596	-	-	87	11,974,683
Deposits and placements with a related licensed bank	-	23,000,000	-	287,815	23,287,815
Other assets	-	-	-	504,615 <sup>#</sup>	504,615
<b>Total assets</b>	<b>11,974,596</b>	<b>23,000,000</b>	<b>9,845,107</b>	<b>792,517</b>	<b>45,612,220</b>
<b>Financial liabilities</b>					
Payables and accruals	-	-	-	5,739,638 <sup>*</sup>	5,739,638
<b>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,739,638</b>	<b>5,739,638</b>
<b>Net interest sensitivity gap</b>	<b>11,974,596</b>	<b>23,000,000</b>	<b>9,845,107</b>		

<sup>#</sup> Excluded membership fees receivable and prepayment.

<sup>\*</sup> Excluded interest income received in advance of RM4,246.

## Notes to the Financial Statements

for the financial year ended 31 December 2013 (Continued)

**9 USE OF FINANCIAL INSTRUMENTS (CONTINUED)****9.2 Market risk (Continued)****9.2.1 Interest rate risk (Continued)**

2012	<----- Non-trading book ----->			Total RM
	Up to 1 month RM	> 6 – 12 months RM	Non-interest sensitive RM	
<b>Financial assets</b>				
Financial investments held-to-maturity	–	9,718,584	–	9,718,584
Cash and short term funds	7,511,460	–	2,101,198	9,612,658
Deposits and placements with a related licensed bank	–	23,000,000	45,653	23,045,653
Other assets	–	–	14,625,265 <sup>#</sup>	14,625,265
<b>Total assets</b>	<b>7,511,460</b>	<b>32,718,584</b>	<b>16,772,116</b>	<b>57,002,160</b>
<b>Financial liabilities</b>				
Payables and accruals	–	–	15,265,974 <sup>*</sup>	15,265,974
<b>Total liabilities</b>	<b>–</b>	<b>–</b>	<b>15,265,974</b>	<b>15,265,974</b>
<b>Net interest sensitivity gap</b>	<b>7,511,460</b>	<b>32,718,584</b>		

<sup>#</sup> Excluded membership fees receivable and prepayment.<sup>\*</sup> Excluded interest income received in advance of RM13,674.**9.2.2 Foreign exchange risk**

The Foundation has no exposure to foreign exchange risk as all its financial assets and financial liabilities at the end of the reporting period are denominated in Ringgit Malaysia.

**9.3 Liquidity risk**

Liquidity risk is defined as the current and prospective risk to earnings, shareholders fund or the reputation arising from the Foundation's inability to efficiently meet its present and future (both anticipated and unanticipated) funding needs or regulatory obligations when they come due, which may adversely affect its daily operations and incur unacceptable losses. Liquidity risk arises from mismatches in the timing of cash flows.



## 9 USE OF FINANCIAL INSTRUMENTS (CONTINUED)

### 9.3 Liquidity risk (Continued)

#### 9.3.1 Contractual maturity of financial liabilities on an undiscounted basis

The table below presents the cash flows payable by the Foundation under non-derivative financial liabilities by remaining contractual maturities at the end of the reporting period. The amounts disclosed in the table are the contractual undiscounted cash flow.

<b>2013</b>	<b>Up to 1 month RM</b>	<b>Total RM</b>
<b>Financial liabilities</b>		
Payables and accruals	5,739,638*	5,739,638
Total liabilities	5,739,638	5,739,638

\* Excluded interest income received in advance of RM4,246.

<b>2012</b>	<b>Up to 1 month RM</b>	<b>Total RM</b>
<b>Financial liabilities</b>		
Payables and accruals	15,265,974*	15,265,974
Total liabilities	15,265,974	15,265,974

\* Excluded interest income received in advance of RM13,674.

#### 9.4 Fair value of the financial instruments

Financial instruments comprise financial assets, financial liabilities and items not recognised in the statement of assets and liabilities. Fair value is the amount at which a financial asset could be exchanged or a financial liability settled, between knowledgeable and willing parties in an arm's length transaction.

The fair value of the Foundation's financial instruments, which include cash and short term funds, deposits and placements with a related licensed bank, financial investments held-to-maturity, other assets, payables and accruals are not materially sensitive to shifts in market interest rates because of the limited term to maturity of these instruments.

As such, the carrying amount of all financial assets and financial liabilities at the end of the reporting period approximates their fair value.

## 10 AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

The financial statements have been authorised for issue by the Board of Trustees in accordance with a resolution dated 5 March 2014.

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## Statement By Trustees

Pursuant to Section 169(15) of the Companies Act, 1965

We, Tan Sri Dato' Seri Siti Norma binti Yaakob and Dato' Mohd Shukri bin Hussin being two of the Members of the Board of Trustees of CIMB Foundation, hereby state that, in the opinion of the Trustees, the financial statements set out on pages 101 to 119 are drawn up so as to give a true and fair view of the state of affairs of the Foundation as at 31 December 2013 and of its results and cash flows for the year ended on that date, in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards, and the requirements of the Companies Act, 1965 in Malaysia.

Signed on behalf of the Board of Trustees in accordance with their resolution.



**Tan Sri Dato' Seri Siti Norma binti Yaakob**  
Trustee



**Dato' Mohd Shukri bin Hussin**  
Trustee

Kuala Lumpur  
5 March 2014

## Statutory Declaration

Pursuant to Section 169(16) of the Companies Act, 1965

I, Shafiq Abdul Jabbar, the officer primarily responsible for the financial management of CIMB Foundation, do solemnly and sincerely declare that the financial statements set out on pages 101 to 119 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.



**Shafiq Abdul Jabbar**

Subscribed and solemnly declared  
by the abovenamed Shafiq Abdul Jabbar  
at Kuala Lumpur before me on 5 March 2014.

Commissioner for Oath



205, Bangunan Loke Yew  
4, Jln Mahkamah Persekutuan  
50050 Kuala Lumpur (W.P.)

# Independent Auditors' Report to the Members of CIMB Foundation

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(Incorporated in Malaysia as a company limited by guarantee and  
not having a share capital) (Company No. 795634-H)

## **REPORT ON THE FINANCIAL STATEMENTS**

We have audited the financial statements of CIMB Foundation on pages 101 to 119 which comprise the statement of assets and liabilities as at 31 December 2013 of the Foundation, and the statements of income and expenditure, changes in accumulated funds and cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes, as set out on Notes 1 to 10.

### **Trustees' Responsibility for the Financial Statements**

The Trustees of the Foundation are responsible for the preparation of financial statements that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the Companies Act, 1965, and for such internal control as the Trustees determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with approved standards on auditing in Malaysia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Trustees, as well as evaluating the overall presentation of the financial statements.

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

**Independent Auditors' Report to the  
Members of CIMB Foundation (Continued)**  
(Incorporated in Malaysia as a company limited by guarantee and  
not having a share capital) (Company No. 795634-H)

**REPORT ON THE FINANCIAL STATEMENTS (CONTINUED)**

**Opinion**

In our opinion, the financial statements give a true and fair view of the financial position of the Foundation as of 31 December 2013 and of its financial performance and cash flow for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of Companies Act, 1965 in Malaysia.

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In accordance with the requirements of the Companies Act, 1965 in Malaysia, we also report that, in our opinion, the accounting and other records and the registers required by the Act to be kept by the Foundation have been properly kept in accordance with the provisions of the Act.

**OTHER MATTERS**

This report is made solely to the members of the Foundation, as a body, in accordance with Section 174 of the Companies Act, 1965 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.



**PRICEWATERHOUSECOOPERS**

(No. AF: 1146)

Chartered Accountants



**SOO HOO KHOON YEAP**

(No. 2682/10/15 (J))

Chartered Accountant

Kuala Lumpur  
5 March 2014

# GRI G3.1 Content Index

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In ensuring our compliance to the highest level of transparency in our Sustainability Report, we have adopted the internationally-recognised reporting framework, the Global Reporting Initiatives (GRI). G3.1 is a finalised update of GRI's most recent generation of CSR Reporting Guidelines, and is the most comprehensive Sustainability reporting guidance currently available. Application Levels indicate the extent to which the G3.1 Guidelines have been applied in the CIMB Sustainability Report 2013. The GRI Content Index table is presented to guide where information on each GRI indicator can be found.

## PROFILE DISCLOSURES

Strategy and Analysis		
1.1	Statement from the most senior decision-maker of the organisation	2-3
1.2	Description of key impacts, risks, and opportunities	2-3, 44, 61
Organisational Profile		
2.1	Name of the organisation	Front page
2.2	Primary brands, products, and/or services	Annual Report 2013
2.3	Operational structure of the organisation	Annual Report 2013
2.4	Location of organisation's headquarters	Annual Report 2013
2.5	Number of countries where the organisation operates	Annual Report 2013
2.6	Nature of ownership and legal form	Annual Report 2013
2.7	Markets served	Annual Report 2013
2.8	Scale of the reporting organisation	Annual Report 2013
2.9	Significant changes during the reporting period	2-3
2.10	Awards received in the reporting period	Annual Report 2013
Report Parameters		
3.1	Reporting period	1 January – 31 December 2013
3.2	Date of most recent previous report	Sustainability Report 2012
3.3	Reporting cycle	Annually
3.4	Contact point for questions regarding the report or its contents	CIMB Foundation
3.5	Process for defining report content	2-3
3.6	Boundary of the report	CIMB Group

# GRI G3.1 Content Index

123

In ensuring our compliance to the highest level of transparency in our Sustainability Report, we have adopted the internationally-recognised reporting framework, the Global Reporting Initiatives (GRI). G3.1 is a finalised update of GRI's most recent generation of CSR Reporting Guidelines, and is the most comprehensive Sustainability reporting guidance currently available. Application Levels indicate the extent to which the G3.1 Guidelines have been applied in the CIMB Sustainability Report 2013. The GRI Content Index table is presented to guide where information on each GRI indicator can be found.

## PROFILE DISCLOSURES

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1.1	Statement from the most senior decision-maker of the organisation	2-3
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Organisational Profile		
2.1	Name of the organisation	Front page
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3.5	Process for defining report content	2-3
3.6	Boundary of the report	CIMB Group

3.7	Specific limitations on the scope or boundary of the report	2-3, Annual Report 2013
3.8	Basis for reporting on joint ventures, subsidiaries, etc	2-3, Annual Report 2013
3.9	Data measurement techniques and the bases of calculations	42-43, 67
3.10	Explanation of the effect of any re-statements of information	2-3
3.11	Significant changes from previous reporting period	34
3.12	Table identifying the location of the Standard Disclosures	GRI Content Index
3.13	Policy and current practice with regard to seeking external assurance for the report	–

#### Governance, Commitments, and Engagement

4.1	Governance structure of the organisation	Corporate Governance section of the CIMB Annual Report 2013
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Corporate Governance section of the CIMB Annual Report 2013
4.3	Independent and/or non-executive members of the Board	Corporate Governance section of the CIMB Annual Report 2013
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Corporate Governance section of the CIMB Annual Report 2013
4.5	Linkage between compensation and the organisation's performance	Corporate Governance section of the CIMB Annual Report 2013
4.6	Processes in place to ensure conflicts of interest are avoided	Corporate Governance section of the CIMB Annual Report 2013
4.7	Qualifications and expertise of the Board	Corporate Governance section of the CIMB Annual Report 2013
4.8	Internally developed statements of mission or values, codes of conduct, and principles	Corporate Governance section of the CIMB Annual Report 2013
4.9	Identification and management of economic, environmental, and social performance, conduct, and principles	Corporate Governance section of the CIMB Annual Report 2013
4.10	Processes for evaluating the highest governance body's own performance	Corporate Governance section of the CIMB Annual Report 2013
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	Corporate Governance section of the CIMB Annual Report 2013
4.12	Externally developed economic, environmental, and social charters, principles	66

4.13	Memberships in associations	Annual Report 2013
4.14	List of stakeholder groups engaged by the organisation	Customers, employees, suppliers, partners, government agencies
4.15	Basis for identification and selection of stakeholders with whom to engage	Everyone who are affected by or affecting our operations
4.16	Approaches to stakeholder engagement	36-37, 61
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics	-

#### PERFORMANCE INDICATORS: ECONOMIC

Economic Performance		
EC1	Direct economic value generated and distributed	Financial section of the CIMB Annual Report 2013
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	-
EC3	Coverage of the organisation's defined benefit plan obligations	35
EC4	Significant financial assistance received from government	-
Market Presence		
EC5	Standard entry level wage vs. local minimum wage	35
EC6	Policy, practices, and proportion of spending on locally-based suppliers	We do have a fixed policy but it is part of our common practice to source locally where possible
EC7	Procedures for local hiring	
Indirect economic impacts		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	8
EC9	Understanding and describing significant indirect economic impacts	9



**PERFORMANCE INDICATORS: ENVIRONMENTAL**

Materials		
EN1	Materials used by weight or volume	–
EN2	Percentage of materials used that are recycled input materials	–
EN3	Direct energy consumption by primary energy source	67
EN4	Indirect energy consumption by primary source	67
EN5	Energy saved due to conservation and efficiency improvements	67
EN6	Initiatives to provide energy-efficient or renewable energy	–
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	67
EN8	Total water withdrawal by source	–
EN9	Significant impact of withdrawal of water	–
EN10	Percentage and total volume of water recycled and reused	–
Biodiversity		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas	–
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas	–
EN13	Habitats protected or restored	–
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	–
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations	–
Emissions, Effluents and Waste		
EN16	Total direct and indirect greenhouse gas emissions by weight	–
EN17	Other relevant indirect greenhouse gas emissions by weight	–
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	–
EN19	Emissions of ozone-depleting substances by weight	–
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight	–

EN21	Total water discharge by quality and destination	-
EN22	Total weight of waste by type and disposal method	67
EN23	Total number and volume of significant spills	N/A
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous	n/a
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	-
<b>Products and Services</b>		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	67-67
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	-
<b>Compliance</b>		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	-
<b>Transport</b>		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	-
<b>Overall</b>		
EN30	Total environmental protection expenditures and investments by type	-

## PERFORMANCE INDICATORS: SOCIAL – LABOUR PRACTICES AND DECENT WORK

<b>Employment</b>		
LA1	Total workforce by employment type, employment contract, and region	42-43
LA2	Total number and rate of employee turnover by age group, gender, and region	43
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	35
LA15	Return to work and retention rates after parental leave, by gender	-

Labour/Management Relations		
LA4	Percentage of employees covered by collective bargaining agreements	36-37
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	An average of 2 weeks to 1 month notice period is given to any changes taking place at the workplace
Occupational Health and Safety		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	44
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	–
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	44
LA9	Health and safety topics covered in formal agreements with trade unions	44
Training and Education		
LA10	Average hours of training per year per employee by employee category	45-47
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	45-47
LA12	Percentage of employees receiving regular performance and career development reviews	100%
Diversity and Equal Opportunity		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	42-43
LA14	Ratio of basic salary of men to women by employee category	1 : 1

**PERFORMANCE INDICATORS: SOCIAL – HUMAN RIGHTS**

Diversity and Equal Opportunity		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	33
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	–
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	–
HR4	Total number of incidents of discrimination and actions taken	None in 2013
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	36
Child Labour		
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour	We do not tolerate any form of child, forced or compulsory labour at any area of our operations
Forced and Compulsory Labour		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	We do not tolerate any form of child, forced or compulsory labour at any area of our operations
Security Practices		
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	–
Indigenous Rights		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	N/A
Assessment		
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	100%
Remediation		
HR11	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanism	–

**PERFORMANCE INDICATORS: SOCIETY**

Local Community		
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	8-19
SO9	Operations with significant potential or actual negative impacts on local communities	8-19
SO10	Prevention and mitigation measured implemented in operations with significant potential or actual negative impacts on local community	37
Corruption		
SO2	Percentage and total number of business units analysed for risks related to corruption	63
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	63
SO4	Actions taken in response to incidents of corruption	63
Public Policy		
SO5	Public policy positions and participation in public policy development and lobbying	–
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	–
Anti-competitive Behaviour		
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	63
Compliance		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	63

**PERFORMANCE INDICATORS: PRODUCT RESPONSIBILITY**

Customer Health and Safety		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	60
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	60
Product and Service Labelling		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	61
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	61
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	61
Marketing Communications		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	61-63
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	61-63
Customer Privacy		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	61
Compliance		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	61-63

**Note:**

The disclosed GRI indicators above refer to fully or partially disclosed data.

x : Not Available. We will continue to improve our data collection and monitoring processes for improved disclosure levels in future reports.

N/A : Not Applicable. These indicators have been found to be irrelevant or not directly related to our nature of operations.

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