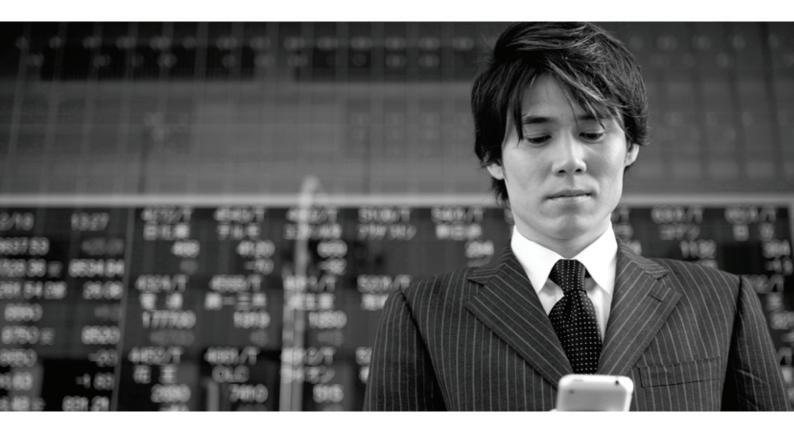


# Be The World's Most Trusted Financial Group

ANNUAL REPORT 2015



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## **MISSION, VISION & VALUES**

#### Mission

To be a foundation of strength, committed to meeting the needs of our customers, serving society, and fostering shared and sustainable growth for a better world.

#### Vision

# Be The World's Most Trusted Financial Group

## Work together to exceed the expectations of our customers

Strive to understand and respond to the diversified needs of our customers.

Maintain and expect the highest levels of professionalism and expertise, supported by our consolidated strength.

## Provide reliable and constant support to our customers

Give the highest priority to protecting the interests of our customers.

Promote healthy, sustainable economic growth.

Maintain a robust organisation that is effective, professional, and responsive.

## Expand and strengthen our global presence

Leverage our strengths and capabilities to attract a loyal global customer base.

Adapt rapidly to changes in the global economy and their impact on the needs of our customers.

#### **Values**

#### **Integrity and Responsibility**

Strive to be fair, transparent, and honest. Always act responsibly in the best interest of customers and society as a whole, building long term stakeholder relationships and giving back to our communities.

## Professionalism and Teamwork

Respect the diversity of our fellow workers and foster a strong spirit of teamwork. Expect the highest levels of professionalism.

#### Challenge Ourselves to Grow

Adopt a global perspective to anticipate trends and opportunities for growth. Create and sustain a responsive and dynamic workplace where everyone can focus on providing outstanding customer service and embrace new challenges.

## **CORPORATE INFORMATION**



## **Registered Office Address**

Level 9, Menara IMC No. 8, Jalan Sultan Ismail, 50250 Kuala Lumpur

Tel: +603 - 2034 8000 +603 - 2034 8008

+603 - 2078 8870 Fax :

http://www.bk.mufg.jp/global/malaysia/index.html

## Management

Mr. Naoki Nishida President/Chief Executive Officer

Mr. Mikiyasu Yuasa Executive Vice President

Mr. Christopher Danker Executive Vice President

Mr. Ravi Buchia Executive Vice President

#### **Chief Risk Officer**

Mr. Thor Boon Lee

### **Senior Vice President**

Pn. Norsaida Mohd Said Human Resource & Administration

Mr. Foo See Hee Business Planning & Corporate Banking

## **Company Secretary**

Ms. Michelle Deng Yuet Yan (MAICSA 7010323)

#### **Auditors**

**KPMG** Level 10, KPMG Tower, 8 First Avenue, Bandar Utama, 47800 Petaling Jaya, Selangor

## **CORPORATE MILESTONE**













1957











## **CORPORATE MILESTONE**

[Continued]











2015









## **BANK'S PROFILE**

The Bank of Tokyo, Ltd. set up its first representative office in the then Malaya in October 1957 and subsequently obtained its banking license in June 1959, making it the first Japanese bank to provide a full range of banking services.

The Bank of Tokyo, Ltd. (Kuala Lumpur Branch) successfully managed to strengthen economic ties between Malaya and Japan and played a crucial role in the economic development of Malaysia by encouraging large number of Japanese foreign direct investment into this new emerging economy. Further to Malaysian Government's "Look East Policy" in the 80's to attract Japanese investments, the Bank's International Trade and Investment Bureau which was set up in 1979, played a bigger role in disseminating vital information to attract more Japanese investors into Malaysia.

On June 1, 1994, Bank of Tokyo (Malaysia) Berhad was locally incorporated, pursuant to the provision of the Banking and Financial Institutions Acts, 1989 (BAFIA 1989). The locally incorporated entity took over the banking operations from The Bank of Tokyo, Ltd. on July 1, 1994 and became a fully owned subsidiary of its Parent Bank in Tokyo.

On April 1, 1996, The Bank of Tokyo, Ltd. and The Mitsubishi Bank, Limited merged in Japan on an equal-term basis to form The Bank of Tokyo-Mitsubishi, Ltd. To reflect the merger, the Bank's name was changed then to Bank of Tokyo-Mitsubishi (Malaysia) Berhad. To further strengthen its presence globally, in October of 2005, the Mitsubishi UFJ Financial Group ("MUFG") was formed through the integration of Mitsubishi Tokyo Financial Group (MTFG) and the UFJ Group, uniting The Bank of Tokyo-Mitsubishi, Ltd, Mitsubishi UFJ Trust & Banking Corporation and Mitsubishi UFJ Securities under a single financial holding company.

Consequently, The Bank of Tokyo-Mitsubishi UFJ, Ltd was established on 1st January 2006 from the merger of Bank

of Tokyo-Mitsubishi Ltd and UFJ Bank, marking the birth of the largest bank in the world in terms of total assets. On the same day, Bank of Tokyo-Mitsubishi (Malaysia) Berhad was renamed to Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad ("BTMU (M)").

Since the creation of The Bank of Tokyo-Mitsubishi UFJ, Ltd., the positive synergies and economies of scale has continuously kept the bank on the leading edge of new products development and service capabilities for the benefit of its clients worldwide. BTMU (M) has further strengthen its presence in Malaysia with the increased number of customers and its long-term relationship with the existing large number of Japanese investors especially in the manufacturing, construction and services sectors. From 2006 onwards, a strategic alliance with a leading regional financial institution has further strengthened our presence in Malaysia and as a leading banking institution in the region.

BTMU (M) opened its first branch in Penang in July 2012. The Penang branch caters for the fast growing economy in the northern region of Peninsula Malaysia and continues to extend better quality service to the new and existing customers.

BTMU (M) also continuously enjoys strong support and backing of its Parent Bank and its Group with 125 years tradition of pioneer ship in international and domestic banking. The worldwide network of the Group with specialized knowledge and skills especially in treasury products and international trade enable the Group to serve customers well. We sincerely believe in building good long-term relationships with our valued customers. Our customers can be assured of access to the international network and services of MUFG's over 1,200 domestic and 526 overseas network spanning more than 40 countries.



## BANKING SERVICES

#### **Corporate Banking**

- Export Credit Refinancing
- · Loans Term Loans
  - Overdraft Facilities
  - Revolving Credit
  - Foreign Currency Loan
- Loans to Small & Medium Enterprise (incl. Credit Guarantee Corporate Loans)
- Bankers Acceptance
- · Letter of Guarantee
- · Account Receivables Purchases
- Vendors Financing

#### **Corporate Finance**

- Advising on Private Debt Securities (both Conventional and Islamic)
- Advising on Asset Securitisation
- Other Corporate Investment and Advisory Services

#### **Deposit**

- · Current Account
- · Savings Account
- Money Market Deposit
- · Fixed Deposit
- · Cashier's Order
- · Domestic Remittance
- · Foreign Currency Account
- · Standing Order Service

#### **Housing Loan**

· Housing Loans

#### **Information Bureau**

• International Trade & Investment Information Service Bureau

#### International Trade Finance And Services

- Export L/C Advising
  - I/C Confirmation
  - Bills Bouaht
  - Bills for Collection
- Import
- Trade Services Utility

#### Remittance

- Outward Remittance
- Inward Remittance
- Clean Bills for Collection

#### **Treasury**

- Foreign Exchange: Spot and Forward
- Derivatives and Options
- Money Market

#### **Islamic Banking**

- Murabahah Working Capital Financing-i
- Commodity Murabahah Financing-i
- Foreign Currency Account-i
- Bank Guarantee-i
- Stand-By Letter of Credit-i
- Ijarah Financing-i
- Istisna' Financing-i
- Profit Rate Swap-i
- Fixed Deposit-i
- Money Market Deposit-i
- Call Money-i

#### **Cash Management Services**

- GCMS Plus
- Global Payment Hub
- Vendor Payment Systems
- GIRO with Email Notification
- TOHLINE: On-line balance inquiry by phone

## **BOARD OF DIRECTORS**



Y.Bhg. Dato Abdul Rahim bin Osman Chairman / Independent Non-Executive Director

Mr. Naoki Nishida President / Chief Executive Officer



## From Left To Right

- 1. Y.Bhg. Dato' Mohd Sallehuddin bin Othman Independent Non-Executive Director
- 2. En. Ismail bin Mahbob Independent Non-Executive Director

- 3. Mr. Shigekatsu Niwa Non-Independent Non-Executive Director
- 4. Mr. Saburo Arai Non-Independent Non-Executive Director

## **BOARD OF DIRECTORS**

and Committees

#### **Board Of Directors**

Y.Bhg. Dato Abdul Rahim bin Osman

Chairman / Independent Non-Executive Director

Mr. Naoki Nishida

President / Chief Executive Officer

Y.Bhg. Dato' Mohd Sallehuddin bin Othman

Independent Non-Executive Director

En. Ismail bin Mahbob

Independent Non-Executive Director

Mr. Saburo Arai

Non-Independent Non-Executive Director

Mr. Shigekatsu Niwa

Non-Independent Non-Executive Director

#### **Audit Committee**

Y.Bhg. Dato' Mohd Sallehuddin bin Othman (Chairman)

Y.Bhg. Dato Abdul Rahim bin Osman

En. Ismail bin Mahbob

Mr. Saburo Arai

#### **Risk Management Committee**

En. Ismail bin Mahbob (Chairman)

Y.Bhg. Dato Abdul Rahim bin Osman

Y.Bhg. Dato' Mohd Sallehuddin bin Othman

Mr. Saburo Arai

#### **Nomination Committee**

Y.Bhg. Dato Abdul Rahim bin Osman (Chairman)

Y.Bhg. Dato' Mohd Sallehuddin bin Othman

En. Ismail bin Mahbob

Mr. Naoki Nishida

Mr. Saburo Arai

#### **Remuneration Committee**

Y.Bhg. Dato Abdul Rahim bin Osman (Chairman)

Y.Bhg. Dato' Mohd Sallehuddin bin Othman

En. Ismail bin Mahbob

Mr. Saburo Arai



#### **Shariah Committee**

- 1. Assoc. Prof. Dr. Mek Wok binti Mahmud
- 2. Dr. Luqman bin Haji Abdullah (Chairman)
- 3. Assoc. Prof. Dr. Abdul Karim bin Ali

- 4. Assoc. Prof. Dr. Syed Musa Syed Jaafar Alhabshi
- 5. Dr. Safinar binti Salleh

### **CHAIRMAN'S STATEMENT**

Global economic activity remained subdued in 2015. While a modest recovery continued in advanced economies, growth in emerging markets and developing economies declined for the fifth consecutive year. Manufacturing activity and trade remained weak globally, reflecting not only developments in China, but also subdued global demand and investment more broadly. The impact resulting from the decline in oil prices whilst affecting the oil and gas sector was not as severely expected within the context of the overall Malaysian economy. With the economy now being more diversified, the services sector together with the manufacturing sector now constitute 80% of the economy and is no longer heavily dependent on oil export. The withdrawal of the oil subsidy and the introduction of the GST further cushioned the impact from the drop in oil prices.

Whilst the more advanced economies showed uneven and comparatively sluggish growth, the Malaysian economy remained steadfast, continuously supported by the growth of domestic demand and increasing investments by the private sector. This is also backed by the ongoing progress of infrastructure projects under the Economic Transformation Programme ("ETP"). As a result, the Malaysian economy managed to record a growth of 5.0% in 2015. A further decline in global crude oil prices could present a more challenging economic environment. However, domestic demand is expected to continue to drive growth, but at a more moderate pace and private consumption is also expected to show moderate growth due to rising cost of living. The national budget has been recalibrated to counter the expected slowdown and a number of measures announced in the revised 2016 Budget will continue to support investment growth. Externally, while growth in oil export earnings is expected to ease, there will be continued demand for manufactured goods amidst the anticipated global economic recovery.

Given the competitive and challenging business environment, the Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad ("BTMU Malaysia" or "the Bank") continued to register another profitable year in 2015. The main focus of the Bank remained on the corporate and investment banking business whilst further leveraging opportunities in the Islamic finance industry to boost the Bank's Islamic financing business.

On behalf of the Board of Directors of BTMU Malaysia, it is my pleasure to present you the annual report and financial statements of BTMU Malaysia for the year ended 31 December 2015.

Although the lingering economic challenges persisted throughout the year, BTMU Malaysia persevered and achieved an operating income of RM 426.2 million for the financial year ended 31 December 2015. The pre-tax profit increased to RM 249.1 million while the net profit after tax was RM 193.1 million. The higher operating income is attributable to an increase in business volume, brought about by a higher number of transactions, larger customer base and proactive participation in financing activities aligned with the Bank's strategic plan. With greater emphasis on profitable segments, the Bank also managed to capture some of the larger corporate deals. Further, the Bank will continue to expand its reach and continue to intensify its presence through swift and concerted policies, carefully implemented to provide better service and improve customer satisfaction.

Going forward, the bank will continue to be prudent to ensure sustainable growth and take necessary precautionary measures as uncertainties remain in the current global economy. With the Bank's resilient track record of financial performance as well as strong asset quality and backed by a firm capital structure, BTMU Malaysia is set to seize more opportunities in the next phase of growth. With a sustainable business, the Bank aims to keep servicing its customers through economic cycles, presenting them with new opportunities benefitting their business.

In pursuing the vision to be the most trusted bank, BTMU Malaysia will continue to build confidence amongst our customers but aggressively continue to grow customer base, specific segments and fee-based income through introduction of our trusted new products and schemes. Essentially, this will further strengthen the Bank's position in the market and increase its presence regionally. The prospect for BTMU Malaysia looks encouraging as we offer services beyond just conventional banking, but also Islamic financing, trade financing and various alternative financing schemes using our vast global network and product expertise.



In accommodating higher business volumes, the Bank has enhanced its operational efficiency and its delivery system, and will continue to invest in up-to-date technology allowing for efficient growth as well as cost-effective delivery of products and services. The Bank will also continue to provide regional support via its branch in Penang.

As we step into 2016, it is projected that it will be a challenging year and business environment will be volatile, with protracted reservations in the global economy and the downward swing in commodity prices. However, the implementation of the ETP and the implementation of large infrastructure projects in the 11th Malaysia Plan will hopefully sustain the momentum of the domestic growth trajectory.

The Bank has persevered in the industry despite the demanding economic landscape. In line with the bank's aspirations to be the world's most trusted financial group, it will continue to initiate Corporate Social Responsibility (CSR) activities in supporting the Bank's socially responsible pillars of giving back to the community and preserving the environment. These initiatives take into consideration the interest of the community, the Bank's employees, the environment, our parent Bank and all other stakeholders.

#### **ACKNOWLEDGEMENT**

On behalf of the Board, I wish to thank Mr. Naoki Nishida, the Chief Executive Officer of BTMU Malaysia, the senior management team and all staff for their commitment, dedication and integrity. Our people are the pillars of strength,

driving our business day to day, and growing our potential year on year.

Effective 1st September 2015, Mr. Ichinari Matsui (Mr. Matsui) resigned from the Board of BTMU Malaysia to take up a new assignment with BTMU in India. I would like to thank Mr. Matsui for his contribution during his tenure with the Bank. Successively, I wish to welcome Mr. Saburo Arai who has been appointed as the new Non-Independent Non-Executive director with effect from the same date.

In addition to that, effective 28th March 2016, Mr. Hideyuki Toriumi (Mr. Toriumi) vacated his position as Non-Independent Non-Executive Director and was succeeded by Mr. Shigekatsu Niwa (Mr. Niwa). I wish Mr. Toriumi all the best in his new assignment and to thank him for his past contribution and to Mr. Niwa welcome to the Board.

I also wish to thank our valued customers, our shareholder, my colleagues on the Board, the Shariah Committee, and Bank Negara Malaysia for their endless support and guidance.

I am ever grateful for their relentless efforts and support, in ensuring the Bank continues to be a successful name in the Malaysian banking industry. With that, I look forward to another fulfilling year with BTMU Malaysia.

**Dato Abdul Rahim bin Osman**Chairman of the Board



As global economic growth continued to fall short of expectations, the Malaysian economy recorded a higher growth of 5.0" % in 2015 despite the challenging global economic environment. This is mainly supported by the continued strength in domestic demand.

In 2016, the prospects for the Malaysian economy will remain positive in 2016. Nonetheless, key challenges notably the global economic slowdown and the drastic decline in the oil prices which had heightened the fiscal concerns locally as well as in the advanced economies looks set to stay. Such has adversely affected capital flows and continue to hamper the demand for the country's exports.

Growth in advanced economies is expected to be slow and uneven in the immediate future, although developments in emerging economies remain relatively positive and will provide impetus to the export sector. Malaysia's comparatively strong fundamentals and revival of private investment will continue to support domestic demand, with GDP growth forecasted to expand by 4.5% in 2016.

Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad ("BTMU Malaysia" or "the Bank"), will remain resilient in this challenging operating environment and continue to perform and build on its proven track record of profitability and strong asset quality, as well as healthy liquidity profile. With this in place, BTMU Malaysia is confident that it has the resources and skillsets to position the Bank as a strong market player going into 2016.

In the new financial year, the Bank's business strategy is

focused on rapidly expanding business with corporate customers by providing specific business solutions and continuing to secure major financing deals with significant corporate entities and government-linked companies. Past success stories from the utilisation of debt capital market tools and solutions in collaboration with the Regional Office in Singapore and Parent Bank has certainly instilled great confidence among our customers' to fulfill their current and future needs. Through close collaboration with Parent Bank, we have been able to participate in large syndicated deals particularly pertaining to overseas investments by Malaysian corporations. Forging new business relationships with new and large Malaysian Corporations has been intensified to increase group exposure, establish relationship to increase transaction banking and cross selling opportunities.

In an effort to further support the demands of the multinational corporations (MNCs), an enhanced integrated operations system has been established with the support of operations and system departments together with the business promotion departments to support the business strategies. In addition to collaboration with Parent Bank, the Bank aims to capture significant foreign exchange deals through transactional banking tools with the MNCs.

BTMU Malaysia will continue to maintain and expand its Japanese customer base, offering more transactional banking and corporate advisory services. Additionally, the Bank has been aggressively promoting market products and cross selling, managing merger & acquisition deals, developing proposals for privatisation and even encouraged

## CHIEF EXECUTIVE OFFICER'S STATEMENT

large strategic investments, mainly targeting Japanese customers with the ultimate objective to increase the bank's deposits and foreign exchange business. These efforts have definitely ensured our dominant position against the other Japanese banks and strengthen our position in the market. Furthermore, the Bank's transactional banking business model has been enhanced and a dedicated department has been established to proactively promote new online products and solutions introduced to improve efficiency of services with improved delivery time and customer satisfaction. This is ultimately designed to assist in the overall flow of customer's business needs and increase settlement business significantly.

The Bank has also placed emphasis on expanding its investment banking and market business to unlock new business opportunities. BTMU Malaysia continues to offer varied financing solutions to existing and potential customers, providing them with the best alternatives and options in financing business needs which includes comprehensive debt financing, enhanced local or foreign currency Islamic finance options and other strategic options.

In view of the increasing needs for better solutions, the Bank offers a wide-range of debt capital market and corporate advisory solutions for customers' financials needs by way of conducting feasibility study to enhance debt underwriting business, to promote multi-seller type securitisation scheme for the existing Asset-Backed Medium Term Note programme, to promote Account Receivable Purchase Scheme and to secure quality transactions to improve our portfolio.

The main objective is to be a leading market player, to enhance our capability in not only Private Debt Securities arrangement, but to provide the best possible debt-related advisory services to existing and new customers. Our structured finance teams are always on a mission to identify and capture opportunities in project finance business locally inclusive of financing of infrastructure projects and to identify and capture opportunities in export credit agency finance especially to support customers requiring to import goods and services from countries with ECA set-up.

Through Islamic finance, the Bank has successfully identified and captured potential Islamic Finance deals from both domestic and overseas markets. The Bank is well established as the hub for Islamic Banking business within BTMU global network and to collaborate with affiliates to explore potential deals that cover South East Asia, Middle East and Japan. The Bank has the expertise and required capabilities to provide alternative financing products to these markets through introduction of Commodity Murabahah Financing-i and Islamic cross-currency swap in addition to promoting 'Sukuk' (Islamic Bond)

and wakalah scheme to potential Japanese customers.

For its commendable progress and continuous expansion into the Islamic finance business, the Bank had been awarded the Best Islamic Bank in Japan for the third consecutive year by Islamic Finance News.

As a global outfit with footprints in most continents, BTMU Malaysia will continue to leverage its own and extended network via strategic partnerships with Morgan Stanley Group, for their wide array of innovative products and packages and other delivery channels such as internet banking and regional business development offices. In Malaysia, the Bank will maximise its collaborative partnership with CIMB Group.

Notwithstanding the above strategies, the banking industry is faced with increased competition as well as new opportunities as the industry moves into a new era of banking with greater operational flexibility, lesser restriction on non-branch delivery channels and to establish physical branches, and to conduct non-conventional business. These global initiatives may have increased competition but has also created new business opportunities in the banking industry.

For the financial year ended 31 December 2015, BTMU Malaysia achieved an operating income of RM426.2 million. The pre-tax profit increased to RM249.1 million while the net profit after tax was RM193.1 million. Return on equity remained satisfactory at 51.86% while earnings per share increased to 96.57 sen from 72.68 sen previously. The Bank remains strongly capitalised with the total capital ratio of 15.983%, well above the industry average. While, shareholders' funds increase to RM2.05 billion, total loans and advances maintained at RM17.30 billion compared to the previous year.

On behalf of BTMU Malaysia, I would like to express our sincere thanks and appreciation to all our valued customers for their incessant support and also to our staff for their effort and commitment throughout the year. The Bank is also grateful, as always, for the assistance and guidance from Bank Negara Malaysia and other relevant authorities.

With a continuously expanding global network, strong financial standing, sound risk management policies, and dedicated and skilled resources, BTMU Malaysia is well-positioned to adapt to the vibrant changes in the industry and is ever-ready to seize every possible prospect for business growth. As the Bank continues to grow customer confidence and perseveres to be the world's most trusted financial group, we look forward to conquering the new financial year and making it better than the last.

Naoki Nishida President / Chief Executive Officer

## **AWARDS & ACCOLADES**

## 2015



#### IFN Best Bank Poll 2015

The Best Japanese Bank Offering Islamic Services



#### Bank Negara Malaysia

Conferment of "Emas" Status to Both US Dollar and Yen-Denominated Sukuk





## RAM Award of Distinction 2014

Market Pioneer Awards World's 1st Yen Sukuk (Joint Lead Managers)



## RAM Award of Distinction 2014

Market Pioneer Awards-Lead Managers' Recognition -World's 1st Yen Sukuk (Joint Lead Managers)



#### IFN Best Bank Poll 2014

The Best Japanese Bank Offering Islamic Services



#### IFN Cross Border Deal of the Year 2014

For Islamic Corporation for the Development of the Private Sector \$100M Financing Facility

## 2013



#### Islamic Finance News Awards

Best Banks Poll 2013, Best islamic Bank in Japan



#### Islamic Finance News Awards

Deals of the Year 2013, Wakalah Deal of the Year (PT Astra Sedaya US\$50 million Wakalah Syndicated Financing)

## 2012



#### Islamic Finance News Awards

Deals of the Year 2012, Structured Finance Deal of the Year (Brunei Gas Carrier US\$170 Million Islamic Financing Facility)



#### Islamic Finance News Awards

Islamic Investor Poll 2012, Best Fund Distributor



## **RAM Ratings Award**

First RAM-Rated Foreign Entity from Japan 2012

## **MEDIA HIGHLIGHTS**



## **CSR ACTIVITIES**

"As a member of a global financial institution, BTMU Malaysia continues to contribute to the sustainable growth of the Malaysian society. Our CSR initiatives are founded on our desire to give back to the community as well as to instill environmental awareness amongst the staff and general public."



#### BTMU Malaysia's CSR Month

The year's CSR activity began with BTMU Malaysia's CSR Month with the Learn to Save Programme at Sekolah Kebangsaan (P) Jalan Batu, a yearly event to promote financial literacy as mooted by Bank Negara Malaysia. On 29th May 2015, 28 staff members participated as volunteers, in presenting slides on personal finance and money management, and giving out goodie bags and lunch for the students.

In the 2nd week, we continued with a Blood Donation drive jointly organised with the National Blood Bank. The blood donation drive was opened to all tenants within the office building, although we recorded lower numbers of donors in the fasting month. This event has garnered a positive reputation for BTMU Malaysia amongst the building tenants and they look forward to this event annually. 84 blood bags were collected this year, and extra 2 bags compared to last year.

As a new initiative, we invited Anlene (a milk brand that focuses on the importance of calcium intake and bone strength) in Week 3 to come to our office and provide a free bone density check for all staff. They also provided samples and offered great discounts for staff purchases. This event was one of the favourite among all activities with 305 staff participation.

In the 4th week, we organised a special Wellness Talk that enlightened us on the Hidden FLAME in your body. Staff were reminded and alerted on excessive inflammation that could lead to chronic diseases. 36 participated in this exclusive 40 minutes talk by an expert from Beacon Hospital, a private hospital specialising in cancer treatment.

The last activity in Week 5 during the CSR Month was the Staff Appreciation Day on 29th June 2015 which saw 1546 orders, equivalent to '1546 thank you messages', given out among the staff. This year we have opted to sell a healthier snack which were Almond Florentines for the Staff Appreciation day. We could see almost everyone in the office received at least 1 or more packets of the item and certainly made their day.

## **CSR ACTIVITIES**

[Continued]

## MUFG Gives Back – Global Volunteer Month 2015

BTMU Malaysia's River Clean Up and Medical Camp supported the protection of the environment in this year's MUFG's Global Volunteer Month in November 2015. The BTMU Malaysia team led a community project to help create a better environment and provide a medical check-up service to the indigenous people at a nearby village called Kampong Orang Asli Sungai Gabai (Gabai River Aboriginal Village). 60 volunteers from the Kuala Lumpur office took part in the event in line with the nation's call for the conservation of Malaysia's picnic-rivers.

The team was divided into several groups to carry out the two activities at the same time. Groups were assigned tasks for waterfall clean-up, rubbish collection, good distribution and assisting the medical doctors. All volunteers helped to distribute grocery items, toiletries, stationeries and other necessities.

BTMU Malaysia partnered with our panel doctors to create a makeshift medical camp, providing the local folks with complimentary health consultation and necessary medications and supplements. Seeing a doctor was not a common practice amongst the rural folk hence staff volunteers on site helped to explain the benefits and removed their fear of consulting the doctors.

The BTMU Malaysia team also contributed to the reconstruction of a bridge that links the existing pathways to the waterfall. The new bridge will improve the accessibility and safety, providing visitors a safer hike up to the waterfalls.







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Global Network

020

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#### **Directors' Report**

The Directors have pleasure in submitting their report and the audited financial statements of the Bank for the financial year ended 31 December 2015.

#### **Principal Activities**

The principal activities of the Bank during the year are banking and related financial services. There has been no significant change in the nature of the principal activities during the financial year.

#### **Results**

Profit for the year

**RM'000** 

193,136

There were no material transfers to or from reserves and provisions during the financial year under review except as disclosed in the statement of changes in equity.

In the opinion of the Directors, the results of the operations of the Bank for the financial year ended 31 December 2015 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

#### **Dividends**

No dividend was paid during the financial year and the Directors do not recommend any dividend to be paid for the financial year under review.

#### **Share Capital and Debentures**

There were no changes in the authorised, issued and paid up share capital of the Bank during the financial year.

There were no issues of debentures during the financial year.

#### **Directors**

Directors who served since the date of the last report are:

Y.Bhg. Dato Abdul Rahim bin Osman

Mr. Naoki Nishida

Y.Bhg. Dato' Mohd Sallehuddin bin Othman

En. Ismail bin Mahbob

Mr. Saburo Arai (appointed on 1 September 2015)

Mr. Shigekatsu Niwa (appointed on 28 March 2016)

Mr. Ichinari Matsui (resigned on 1 September 2015)

Mr. Hideyuki Toriumi (resigned on 28 March 2016)

[Continued]

#### **Directors' Benefits**

There were no arrangements during and at the end of the financial year which had the object of enabling Directors of the Bank to acquire benefits by means of the acquisition of shares in or debentures of the Bank or any other body corporate.

Since the end of the previous financial year, no Director of the Bank has received nor become entitled to receive any benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by the Directors as shown in Note 26 to the financial statements or the fixed salary of a full-time employee of the Bank or of related corporations) by reason of a contract made by the Bank or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

#### **Directors' Interests in Shares**

The interests in the shares of its related corporations of those who were Directors at financial year end as recorded in the Register of Directors' Shareholdings are as follows:

#### Number of Ordinary Shares of JPY 50 each

At 1.1.2015/ "Date of At Appointment 31.12.2015 **Bought** Sold **Ultimate Holding Company** Mitsubishi UFJ Financial Group, Inc. Mr. Naoki Nishida 7.570.046 75.525 7.645.571 Mr. Saburo Arai # 6,104.439 5.384 6,109.823

None of the other Directors holding office at 31 December 2015 had any interest in shares in the Bank and of its related corporations during the financial year.

#### **Options Granted Over Unissued Shares**

No options were granted to any person to take up unissued shares of the Bank during the financial year.

## **Holding Companies**

The holding and ultimate holding companies of the Bank are The Bank of Tokyo-Mitsubishi UFJ, Ltd. and Mitsubishi UFJ Financial Group, Inc. respectively, both are incorporated in Japan.

[Continued]

#### Business Results and Strategy for the Financial Year Ended 31 December 2015

Following an unanticipated global commodity-currency shock, financial turbulence, weaker global trade and sudden reversal of capital flows, Malaysia continued to face severe headwinds on the economic front in 2015. With the economic condition very much affected by short-term stabilisation issues such as weakening domestic macroeconomic fundamentals, narrowing net current account surplus of the balance of payment, continuing net portfolio outflows, ringgit depreciation and tightening of domestic liquidity conditions, real gross domestic production growth for the year 2015 is expected to moderate to 4.5 per cent and pick up slightly to 4.8 per cent going into 2016.

Notwithstanding the many challenges and moderation in external demands, the Bank has endeavoured to improve service quality and promote better delivery which has fostered closer relationship with customers. The Bank continued to emphasise on 'fast, efficient and accurate' service while focusing on relationship management. In an effort to improve the scope and capabilities of the Bank in providing a broader spectrum of services, the Bank effectively introduced a series of new products including Islamic financing products to fulfil the unique needs of customers. The bank's internal processing system has greatly improved overall efficiency of the Bank's services with the introduction of the upgraded version of the Global Cash Management System ("GCMS"), the GCMS plus and GIRO payment system.

The Bank's collaboration with regional teams for strategic marketing and customer relationship management, has prominently facilitated in better supporting the needs of customers and increasing our market share. This effort has been further supported by the Bank's long standing strategic alliance with CIMB Bank Berhad and global alliance with Morgan Stanley.

In 2015, the Bank also extended other value-added services such as customer-oriented seminars to disseminate timely information on economic trends and foreign exchange related strategies, and provide the latest updates on product information and financial solutions using electronic banking and structured products. This has encouraged more customers to keep choosing the Bank's services and products.

The Bank remains proactive in attracting new investments from Japanese corporations based in Japan and other locations to Malaysia, by regularly conducting joint investment seminars both locally and in Japan. The year also saw the Bank signing a memorandum of understanding with Iskandar Regional Development Authority ("IRDA") and supporting an investment seminar by IRDA in Johor Bahru and in Japan. Due to these ongoing efforts, many Japanese companies are planning to make Malaysia their investment destination by strategically locating within the gateway of Malaysia to the world. Malaysia is now not only the most attractive destination in the ASEAN Economic Community ("AEC") but is also fast becoming a hub for manufacturers and also as a production base for halal certified items. Malaysia being lesser-prone to natural disasters has also attracted many corporations consequent to the supply chain disruption issues caused by the natural disasters to the manufacturers' production lines and output in recent years. This trend has resulted in a wave of new Japanese investments to Malaysia contributing to the increased foreign direct investments ("FDI") into the Malaysian economy.

#### Economic Outlook and Prospects for the Financial Year Ending 31 December 2016

In 2016, the Malaysian economy is expected to face a less challenging environment. External demand is expected to recover gradually as a result of stronger US and Euro area economic performance. Growth momentum in Malaysia is expected to be sustained on the back of resilient domestic demand and private investment. Growth will also be supported by public infrastructure projects and strong exports of commodities and resource-based manufactured goods. Against this backdrop, the Malaysian economy is projected to grow by 4.0% - 5.0% in 2016.

With relatively strong economic fundamentals such as low inflation, low unemployment and higher foreign reserve, Malaysia's economic growth is expected to be led by private investment and private consumption, supported by a revival in capital expenditure and higher disposable household income. The various initiatives and measures in the Budget 2016 and the implementation of projects under the Economic Transformation Programme ("ETP") will further support economic activities.

[Continued]

#### **Economic Outlook and Prospects for the Financial Year Ending 31 December 2016** [Contd]

On the supply side, growth is expected to be broad-based. The services sector will benefit from the roll-out of programs and initiatives under the National Key Economic Areas ("NKEA") while strong domestic investment and consumption activities will fuel expansion in the manufacturing sector. The construction and agriculture sectors are expected to remain healthy. Monetary policy will continue to be accommodative as inflation is likely to remain modest. However, the flow of short-term capital into emerging market economies including Malaysia, will pose a challenge for the conduct of macroeconomic policies.

The banking industry in Malaysia is expected to sustain its profitability with healthy capital and strong asset quality in 2016. The competitive landscape will intensify further due to the more liberal operating environment for incumbent foreign controlled banks, the entry of new players and ample liquidity in the banking system, leading to greater pressure on interest margins.

#### **Business Outlook for Financial Year Ending 31 December 2016**

Loan growth in 2016 is expected to remain robust due to anticipated strong corporate requirement, healthy business confidence and a low interest rate environment. Asset quality of the banking system is also expected to remain stable due to low unemployment, improved risk management practices and prudent credit underwriting by banks. The current low rate of new impaired loan formation is expected to be maintained in 2016. With high domestic savings and low interest rates, household debt burden is expected to stay manageable with the introduction of guidelines on responsible financing by Bank Negara Malaysia ("BNM"). The banking system will continue to maintain satisfactory funding and liquidity profiles with stable loan to deposit ratios.

The banking industry in Malaysia is expected to grow positively and remain resilient due to its strong capitalisation, healthy asset quality and improved risk management practices. The banking industry will remain competitive; however the pressure on net interest margins will intensify due to increase competition and more liberal operating environment for banks in Malaysia.

In view of this intense competition, banks are consistently introducing new innovative and competitive products and services at a faster pace and strengthen their customer relationship management and delivery standards to gain market share. The rather competitive financial landscape is forcing banking institutions to continue to pursue competitive pricing strategies, expand further multiple delivery channels and accelerate product innovation. Banks are also expected to further grow their fee-based activities to mitigate pressures on net interest margins.

To further intensify efforts to improve our business and profitability, the Bank will place focus on promoting transactional banking activities, mainly to capture more business opportunities and to improve both interest and fee-based income. Coupled with innovative and competitive products and corporate advisory services that provide best options and solution to our customers' ever-evolving banking needs, the Bank expects transactional banking to contribute significantly to the expansion of the Bank's future business.

In terms of conventional products, the Bank will continue to focus on new corporate loans, syndicated loan deals, bilateral deals and in promoting Islamic financing facilities, while maintaining our strong relationship with existing customers. This will further enhance the Bank's corporate banking services, improve cash management business, investment banking and Islamic banking services. Going forward, the Bank expects customers will have a keen interest in eco-friendly schemes and strong support for green technology financing.

On deposit taking, the Bank will continue to promote wholesale deposits, foreign currency deposit and structured deposit products. The Bank will continue to grow its Islamic banking business through the International Currency Business Unit ("ICBU") and Islamic Banking Window ("IBW") by introducing innovative Islamic banking products and expanding on the Bank's network while continuously tapping onto other business opportunities provided under the Malaysian International Islamic Financial Centre ("MIFC").

The Bank's business strategies going forward is to provide various solutions to all types of customer segments including aggressive participation in major finance deals of Government Linked Companies ("GLCs"). This is realised by proposing and utilising Debt Capital Market ("DCM") tools and solutions in collaboration with the Regional Office in Singapore, the holding company and affiliates for their financials needs.

[Continued]

#### **Business Outlook for Financial Year Ending 31 December 2016** [Contd]

The collaboration with the holding company will also be extended to participation in sizeable deals with regards to oversea investments of large Malaysian corporations while commencement of business relationship with other new local customers would be undertaken based on market demands. In further developing our Islamic finance business, ongoing support from the holding company has enabled us to strive towards enhancing greater financial cooperation in the area of Islamic finance between Malaysia and Japan.

For the Multi-National Corporations ("MNCs"), an integrated operations scheme would be structured for an enduring coalition between the Bank and the holding company to support the business strategies. In addition to collaboration with the holding company, the Bank aims to capture significant foreign exchange deals through transactional banking tools with the MNCs.

The Bank would also increase its share in deposit and foreign exchange business by promoting transactional banking, conduct aggressive marketing of market products, merger & acquisition, proposals for privatisation, large investments, etc. to Japanese customers. The Bank will continue to promote the enhanced cash management system to its customers.

On the product front, emphasis will be to promote a diverse array of products of the Bank to the customers and to unlock new business opportunities while giving the Bank's customers the best solutions and best options in financing and business needs.

In this respect, the Bank would offer the best DCM and Corporate Advisory solutions for customers' financial needs by way of enhancing debt underwriting business, to promote multi-seller type securitisation scheme for the existing Asset-Backed Medium Term Note programme, to promote Account Receivable Purchase Scheme, to improve customers' financial conditions, to enhance capability of Private Debt Securities arrangement business, to provide debt related advisory services to existing and new customers, to identify and capture opportunities in project finance business locally inclusive of financing of infrastructure projects and to identify and capture opportunities in Export Credit Agency ("ECA") finance especially to support customers requirement to import goods and services from countries with ECA set-up.

The Bank's Transactional Banking model would be enhanced with its promotion further with the introduction of new products and efficient services with improved delivery time and customer satisfaction. This is to capture the whole flow of customer's business and to propose competent plans to improve efficiency which will increase settlement business significantly.

On Islamic finance, the Bank continues to enhance its product offering by introducing new products in both MYR and foreign currencies. In 2014 the Bank issued Sukuk denominated in both Japanese Yen and US dollar which was the first-of-its-kind within the extended network of BTMU and MUFG Group. This issuance was a part of Sukuk Program of USD500 million equivalent is denominated in multi-currencies and structured under the Shariah principle of Wakalah Bi Al-Istithmar. This issuance marked the first Sukuk issuance for a Japanese commercial bank issued out of Malaysia and in the global market that was recognised as the world's first Yen denominated Sukuk. It provided an alternative funding source for BTMU Malaysia to manage its liquidity to match increasing and growing exposures in multi-currencies Shariah compliant financing. By emphasising on its strengths in dealing with regional players, the Bank is fast becoming the 'Hub' for Islamic Banking business within BTMU global network and has collaborated with affiliates to explore potential deals that cover South East Asia, Middle East and Japan.

The Islamic finance market also recognised the Bank's major deals when the Bank was voted for three consecutive years as the Best Islamic Bank of the Year in an international industry poll organised by Islamic Finance News ("IFN"). The Bank has also been awarded with the 'Emas' status from BNM for the Sukuk issuance.

To expand its business further, the Bank will continue to tap on its own global network and the extensive network provided by strategic alliance partners, wide array of innovative products and packages, and other delivery channels such as Internet banking and regional business development offices.

[Continued]

#### **Corporate Governance**

#### The Board of Directors

The Bank's Board of Directors has always maintained the highest standards of corporate governance to protect and enhance the interest of all stakeholders, which include depositors and borrowers, shareholders and employees. The Board is responsible for the strategic direction of the Bank, formulation of policies and stewardship of its resources. The policies of the Bank will not only continue to exist in their present form but will continually be reviewed and enhanced. The Board of Directors ensures effective application of the principles and standards established by BNM in the Guidelines on Corporate Governance for Licensed Financial Institutions (BNM/GP1) and is reflective of good corporate governance best practices set out in the Malaysian Code on Corporate Governance 2012.

The Board of Directors of the Bank consists of six (6) members, with one (1) Executive Director/CEO, two (2) Non-Independent Non-Executive Directors and three (3) Independent Directors.

The Independent Directors are Y.Bhg. Dato Abdul Rahim bin Osman (Dato Abdul Rahim), Y.Bhg. Dato' Mohd Sallehuddin bin Othman (Dato' Sallehuddin) and En. Ismail bin Mahbob (En. Ismail).

Dato Abdul Rahim, aged 69, was appointed as a Director of the Bank on 1 June 2011. On 24 March 2014, Dato Abdul Rahim was appointed as Chairman of the Board of Directors of the Bank. Dato Abdul Rahim is also the Chairman of both the Nomination Committee and Remuneration Committee. He is a member of the Audit Committee and Risk Management Committee. He graduated with a Bachelor of Science, and holds a Masters of Business Administration from Northern Illinois University, Dekalb, Illinois, USA.

Mr. Naoki Nishida, aged 51, was appointed as Chief Executive Officer / Managing Director of the Bank on 5 October 2013. Mr. Nishida is a member of the Nomination Committee. He graduated with a B.A. in Business and Commerce from the Keio University in Japan.

Dato' Sallehuddin, aged 64, was appointed as a Director of the Bank on 20 November 2013. He is Chairman of the Audit Committee. He is also a member of the Risk Management Committee, Nomination Committee and Remuneration Committee. He graduated from MARA Institute of Technology with ACCA qualification and from Luton College of Technology, UK with ICMA qualification. He holds a M. Sc in Administrative Sciences from City University of London, UK.

En. Ismail, aged 64, was appointed as a Director of the Bank and Chairman of Risk Management Committee. He is also a member of Audit Committee, Nomination Committee and Remuneration Committee. He holds a Diploma of Marketing from the Chartered Institute of Marketing, UK and Association of Chartered Islamic Finance Professional (ACIFP) from the International Centre for Education in Islamic Finance (INCEIF), Malaysia.

Mr. Saburo Arai, aged 50, was appointed as a Director of the Bank on 1 September 2015. He is a member of the Audit Committee, Risk Management Committee, Nomination Committee and Remuneration Committee. He holds Bachelor of Law from the Keio University, Japan and Master of Business Administration from the Yale University, USA.

Mr. Shigekatsu Niwa, aged 47, was appointed as a Director of the Bank on 28 March 2016. He graduated with a Bachelor of Art, Foreign Study from the Nanzan University, Japan and Master of Management from Kellogg Graduate School of Management, Northwestern University, USA.

The members of the Board are professionals in their own rights and they possess wide-ranging experiences, skills and expertise in the private sector as well as the banking industry. The members of the Board are persons of high calibre and integrity and they fulfil the Standards on Fit and Proper Criteria under the Financial Services Act 2013 ("FSA 2013").

The roles of the Chairman and Managing Director are independent with clearly defined roles and responsibilities, authority and accountability to ensure proper balance of responsibility and authority. The independent directors are distinct from management and do not have any business or other relationship that could materially interfere with the exercise of their independent judgment. The Chairman is not involved in the daily management of the Bank.

[Continued]

#### **Corporate Governance** [Contd]

#### The Board of Directors [Contd]

#### (a) Roles and Responsibilities of the Board

- Review and approve strategies, business plans and significant policies and monitor Management's performance in implementing them;
- · Set corporate values and clear lines of responsibility and accountability that are communicated throughout the Bank;
- · Ensure competent management;
- · Ensure that the operations of the Bank are conducted prudently, and within the framework of relevant laws and policies;
- Ensure that the Bank establishes comprehensive risk management policies, processes and infrastructure, to manage the various types of risks;
- Set up an effective internal audit department, staffed with qualified internal audit personnel to perform internal audit functions, covering the financial and management audit;
- Establish procedure to avoid self-serving practices and conflicts of interest including dealings of any form with related entities;
- Establish and ensure the effective functioning of various Board committees;
- · Ensure that the Bank has a beneficial influence on the economic well being of its community;
- Ensure the effective functioning of the Bank's Shariah Governance Framework and that the Bank is Shariah compliant in Islamic banking business;
- Ensure the effective management of the Bank's capital and capital adequacy levels to ensure fulfillment of regulatory and internal requirements;
- Ensure that the relevant stakeholders discharge their responsibilities for the development and effective implementation of the Bank's capital management policies and processes;
- Approve the risk appetite statement of the Bank (inclusive of capital targets, capital management plans and capital allocation policies) which are aligned to the Bank's risk-taking capacity and business strategy;
- Ensure the effectiveness of Risk Management Framework by taking into consideration the changes in business environment to control the Bank's risk taking activities. Also, to provide constructive challenge on the credibility and robustness of the framework;
- Establish periodic review on quantity and quality of the Risk Management reporting;
- Approve credit transactions to connected parties based on Guidelines on Credit Transactions and Exposures with Connected Parties; and
- Undertake the Board's oversight functions as stipulated in the FSA 2013, BNM Guidelines and any other regulations or directives issued by BNM from time to time.

[Continued]

#### Corporate Governance [Contd]

#### The Board of Directors [Contd]

#### (b) Performance Criteria used to assess the Board as a whole and individually

The effectiveness of the Board is measured against the Bank's performance in terms of profitability, internal controls, compliance, risk management and cost effectiveness.

#### (c) Frequency and Conduct of Board Meetings

Board meetings are conducted not less than six (6) times a year to discuss key issues of the Bank including review of the financial performance, operations and risk management of the Bank and to deliberate on matters that require the Board's decision and approval.

A total of nine (9) Board meetings were held during the financial year ended 31 December 2015. The details of attendance of each member at the Board meetings held during the financial year ended 31 December 2015 are as follows:

	Null	Number of Meetings	
Director	Held	Attended	
Y.Bhg. Dato Abdul Rahim bin Osman Chairman & Independent Director	9	9	
Mr. Naoki Nishida CEO / Managing Director	9	9	
Mr. Hideyuki Toriumi Non-Independent Non-Executive Director	9	8	
Y.Bhg. Dato' Mohd Sallehuddin bin Othman Independent Director	9	9	
En. Ismail bin Mahbob Independent Director	9	9	
Mr. Saburo Arai Non-Independent Non-Executive Director	3	3	
Mr. Ichinari Matsui Non-Independent Non-Executive Director	6	6	

**Number of Meetings** 

[Continued]

### Corporate Governance [Contd]

#### The Board of Directors [Contd]

The Board established Board Committees to oversee critical and major functional areas of the Bank.

The function and terms of reference of Board Committees as well as authority delegated by the Board to the Committees have been approved by the Board and are revised from time to time to ensure that they are relevant and up-to-date.

#### (a) Nomination Committee ("NC")

The composition of NC is as follows:

Y.Bhg. Dato Abdul Rahim bin Osman (Chairman and Independent Director)

Mr. Naoki Nishida (CEO / Managing Director)

Y.Bhg. Dato' Mohd Sallehuddin bin Othman (Independent Director)

En. Ismail bin Mahbob (Independent Director)

Mr. Saburo Arai (Non-Independent Non-Executive Director)(appointed on 1 September 2015)

Mr. Ichinari Matsui (Non-Independent Non-Executive Director)(resigned on 1 September 2015)

The NC meets quarterly or as and when required.

The Committee held five (5) meetings during the financial year ended 31 December 2015.

The details of attendance of each member at the NC Meetings held during the financial year ended 31 December 2015 are as follows:

NO Marchan	Numb	Number of Meetings	
NC Member	Held	Attended	
Y.Bhg. Dato Abdul Rahim bin Osman Chairman	5	5	
Mr. Naoki Nishida Member	5	5	
Y.Bhg. Dato' Mohd Sallehuddin bin Othman Member	5	5	
En. Ismail bin Mahbob Member	5	5	
Mr. Saburo Arai Member	3	3	
Mr. Ichinari Matsui Member	2	2	

[Continued]

#### Corporate Governance [Contd]

#### The Board of Directors [Contd]

#### (a) Nomination Committee ("NC") [Contd]

NC is responsible for the following matters:

- · to establish the minimum requirements for the Board on the required mix of skills, experience, qualifications and other core competencies of a Director and CEO. The requirements and criteria shall be approved by the full Board;
- · to assess and recommend to the Board the nominees for appointment of Directors, Board Committee Members as well as nominees for the CEO;
- · to assess and recommend to the Board, the re-appointment of Directors/CEO upon the expiry of their respective terms of appointment as approved by BNM;
- to oversee the overall composition of the Board in terms of appropriate size, required mix of skills, experience and core competencies and adequate balance between Executive Directors, Non-Executive Directors and Independent Directors through annual review;
- · to recommend to the Board the removal of a Director/CEO if he is ineffective, errant or negligent in discharging his responsibilities;
- · to establish the mechanism for the formal assessment on the effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board, the contribution of the Board's various committees and the performance of the CEO as well as other key senior management officers. The annual assessment to be conducted shall be based on objective performance criteria as approved by the full Board;
- · to ensure that all Directors receive appropriate continuous training programmes in order to keep abreast with the latest developments in the industry and changes in the new statutory and regulatory requirements;
- · to oversee the appointment, management succession planning and performance evaluation of key senior management officers;
- · to recommend to the Board the removal of key senior management officers if they are ineffective, errant or negligent in discharging their responsibilities;
- · to assess on an annual basis that the Directors/CEO and key senior management officers are not disqualified under Section 59 of the FSA 2013 and that the Directors and CEO continue to comply with the standards for 'fit and proper' criteria as approved by the Board;
- · to assess and to ensure Independent Directors comply with the definition of Independent Director as defined in the BNM/GP1;
- · to carry out such other responsibilities as may be specified by BNM or delegated by the Board from time to time;
- · to assess and nominate the appointment or renewal of appointment of Expatriates Officers and Shariah Committee members consistent with the qualifications, experience and criteria applicable in BNM's Guidelines; and
- · to monitor the effectiveness of transfer of skills and expertise from expatriates employed in senior management and specialist positions to staff of the Bank as well as the industry generally.

[Continued]

#### **Corporate Governance** [Contd]

#### The Board of Directors [Contd]

#### (b) Remuneration Committee ("RC")

The composition of RC is as follows:

Y.Bhg. Dato Abdul Rahim bin Osman (Chairman and Independent Director)

Y.Bhg. Dato' Mohd Sallehuddin bin Othman (Independent Director)

En. Ismail bin Mahbob (Independent Director)

Mr. Saburo Arai (Non-Independent Non-Executive Director)(appointed on 1 September 2015)

Mr. Ichinari Matsui (Non-Independent Non-Executive Director)(resigned on 1 September 2015)

The RC meets at least once a year or as and when required.

The Committee held two (2) meetings during the financial year ended 31 December 2015.

The details of attendance of each member at the RC meetings held during the financial year ended 31 December 2015 are as follows:

O Marria er	Numl	Number of Meetings	
RC Member	Held	Attended	
Y.Bhg. Dato Abdul Rahim bin Osman Chairman	2	2	
Y.Bhg. Dato' Mohd Sallehuddin bin Othman Member	2	2	
En. Ismail bin Mahbob Member	2	2	
Mr. Saburo Arai Member	1	1	
Mr. Ichinari Matsui Member	1	1	

The RC is responsible for the following matters:

- to review annually and recommend to the Board the overall remuneration policy for Directors, CEO and key senior
  management officers to ensure that rewards reflect the responsibility and commitment which goes with board
  membership and responsibilities of the CEO and key senior management officers; and that the remuneration
  policy supports the Bank's culture, objective and strategy;
- to recommend to the Board a framework of remuneration for Directors, covering fees, allowances, bonuses and benefits-in-kind in discharging their duties as Directors;
- to recommend to the Board adjustments in remuneration package reflecting the Executive Directors and CEO's
  contributions for the year; and which are competitive and consistent with the Bank's culture, objectives and
  strategy;
- to ensure that the level of remuneration for Non-Executive Directors and Independent Directors are linked to their level of responsibilities undertaken and contribution to the effective functioning of the Board; and
- · to carry out such other responsibilities as may be specified by BNM or delegated by the Board from time to time.

[Continued]

#### Corporate Governance [Contd]

#### The Board of Directors [Contd]

#### (c) Audit Committee ("AC")

The composition of AC is as follows:

Y.Bhg. Dato' Mohd Sallehuddin bin Othman (Chairman and Independent Director)

Y.Bhg. Dato Abdul Rahim bin Osman (Independent Director)

En. Ismail bin Mahbob (Independent Director)

Mr. Saburo Arai (Non-Independent Non-Executive Director)(appointed on 1 September 2015)

Mr. Ichinari Matsui (Non-Independent Non-Executive Director)(resigned on 1 September 2015)

The AC meets at least four (4) times a year.

The AC held six (6) meetings during the financial year ended 31 December 2015.

The details of attendance of each member at the AC meetings held during the financial year ended 31 December 2015 are as follows:

AO Marrih au	Number of Meetings	
AC Member	Held	Attended
Y.Bhg. Dato' Mohd Sallehuddin bin Othman Chairman	6	6
Y.Bhg. Dato Abdul Rahim bin Osman Member	6	6
En. Ismail bin Mahbob Member	6	6
Mr. Saburo Arai Member	2	2
Mr. Ichinari Matsui Member	4	3

The terms of reference of the AC include the reinforcement of the independence and objectivity of the internal audit function and the specification of the scope and review of the Bank's financial statements which includes the findings of both the Internal and External Auditors. The AC also recommends the appointment and re-appointment of the External Auditors as well as reports to the Board on the maintenance of sound internal control system and adequacy of risk management processes and the fulfilment of regulatory compliances.

The functions of the AC are:

- to act as a committee of the Board to assist in discharging the Board's responsibilities as they relate to the Bank's good governance, management and internal controls, accounting policies and financial reporting;
- to provide, by way of regular meetings, a line of communication between the Board and the External Auditors;
- · to oversee and review the quality of audits conducted by the Internal and External Auditors of the Bank; and
- to enhance the perceptions held by other interested parties (such as shareholders, regulators and other financial institutions) of the credibility and objectivity of financial reports.

Number of Meetings

[Continued]

#### **Corporate Governance** [Contd]

#### The Board of Directors [Contd]

#### (c) Audit Committee ("AC") [Contd]

The AC is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the AC.

The AC is authorised by the Board to obtain outside legal or other Independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

The AC is responsible for the following matters:

- · to consider the appointment of the External Auditors, the audit fee and any matters related to resignation or dismissal;
- to discuss with the External Auditors on the nature and scope of the audit/non-audit service before the audit/non-audit service commences:
- to review the quarterly and annual financial statements before submission to the Board, focusing particularly on:
  - (i) any changes in accounting policies and practices
  - (ii) major judgmental areas
  - (iii) significant adjustments resulting from the audit
  - (iv) the going concern assumption
  - (v) compliance with applicable financial reporting standards
  - (vi) compliance with BNM and legal requirements
  - (vii) adequacy of provision for contingencies and bad and doubtful debts
- to discuss and deliberate any matters arising from the interim and final audits with the External Auditors (in the absence of management where necessary);
- to review the External Auditors' management letter and Management's response (if any);
- to review the adequacy and effectiveness of the Bank's governance processes, risk management and internal controls prior to endorsement by the Board;
- to review the scope and effectiveness of the internal audit function, ensure coordination between the Internal and External Auditors, and ensure that the internal audit function is adequately resourced and has appropriate standing within the Bank;
- to review results of the internal audit process and where necessary ensure that appropriate action is taken on the recommendations of the internal audit function;
- to decide on the appointment, performance appraisal and remuneration, transfer and dismissal of the Head of Internal Audit;
- to consider the major findings of internal investigations and Management's response;
- to consider the findings of the Banking Supervision Department of BNM and Management's response (if any);
- · to review any significant related party transactions that may arise;
- to confirm that Management has placed no restrictions on the scope of audits; and
- to consider other topics, as defined by the Board.

[Continued]

### Corporate Governance [Contd]

#### The Board of Directors [Contd]

#### (c) Audit Committee ("AC") [Contd]

#### **INTERNAL AUDIT**

#### **Control Activities**

Internal Audit is an independent and objective function to assist the Audit Committee of the Board of Directors in discharging the responsibilities defined in the terms of reference of the Audit Committee. Reviews are conducted on the operations, activities, systems, procedures and practices of the Bank and reports on the findings are submitted with recommendations to the Audit Committee. Such reporting serves to provide the desired status of independence for the Internal Auditors to determine adequate coverage of audit and to be impartial and unbiased in performing audit examinations.

In carrying out its responsibilities, the Internal Audit Department has full, free and unrestricted access to all activities, records, property and personnel. The Internal Auditors are encouraged to be consulted for advice such as to provide comments based on lessons learnt from past audit experience which could be beneficial when new systems are planned to be introduced incorporating significant changes in internal control processes and standards. Such advice does not exempt the subjects from being audited subsequently for possible additional improvements.

Internal Audit is governed by the policies and objectives of the Bank, applicable laws and regulations such as the FSA 2013, BNM's Guidelines on Minimum Audit Standards for Internal Auditor of Financial Institutions and the Institute of Internal Auditors' International Standards for Professional Practice of Internal Auditing.

#### Responsibilities

Internal Audit is entrusted with the responsibility to appraise the appropriateness and effectiveness of the internal control system of the Bank's operations, activities, systems, procedures and practices and for advising Management on their condition. The Department will include the evaluation of the following in its scope of work to effectively discharge its responsibilities:

- compliance with internal policies, applicable laws and regulations;
- · adequacy and effectiveness of risk management, internal controls and governance process;
- · appropriateness of Management's approach to risk and control in relation to the Bank's objectives;
- · reliability, integrity and continuity of the information technology, payment systems and electronic delivery channels;
- · adequacy and effectiveness of the system of assessing capital and robustness of stress testing procedures;
- · reliability, integrity and timeliness of regulatory reporting, accounting records, financial reports and management information;
- adequacy and effectiveness of anti-money laundering measures;
- · compliance with Shariah principles as determined by the Shariah Committee;
- provide independent assurance on the adequacy and effectiveness of departments entrusted to oversee the compliance function and responsible for oversight of the risk management function;
- · conduct ad-hoc/special assignments/reviews as requested by Management or the AC;
- · planning audit assignments and presenting the annual audit plan for approval by the AC; and
- monitor progress of rectification actions by auditees.

[Continued]

#### **Corporate Governance** [Contd]

#### The Board of Directors [Contd]

#### (d) Risk Management Committee ("RMC")

The primary objectives of the RMC are to oversee the Bank's activities in managing credit, market, liquidity, operational, legal and other risks; and to ensure that a risk management process is in place and functioning.

RMC is authorised to assist the Board in ensuring that the overall objectives of the Bank in risk management are achieved.

The composition of RMC is as follows:

En. Ismail bin Mahbob (Chairman and Independent Director)

Y.Bhg. Dato Abdul Rahim bin Osman (Independent Director)

Y.Bhg. Dato' Mohd Sallehuddin bin Othman (Independent Director)

Mr. Saburo Arai (Non-Independent Non-Executive Director) (appointed on 1 September 2015)

Mr. Ichinari Matsui (Non-Independent Non-Executive Director) (resigned on 1 September 2015)

The RMC meets at least once every quarter.

The RMC held nine (9) meetings during the year.

The details of attendance of each member at the RMC meetings held during the financial year ended 31 December 2015 are as follows:

RMC Member	Number of Meetings	
RWIC WEITIDET	Held	Attended
En. Ismail bin Mahbob Chairman	9	9
Y.Bhg. Dato Abdul Rahim bin Osman Member	9	9
Y.Bhg. Dato' Mohd Sallehuddin bin Othman Member	9	9
Mr. Saburo Arai Member	4	4
Mr. Ichinari Matsui Member	5	3

The RMC's functions and responsibilities are to oversee the management activities in managing key risk areas of the Bank covering credit risk, market risk, liquidity risk, operational risk and information security risk and to ensure that the risk management process is in place and functioning effectively. Its responsibilities also include the review of risk policies and risk tolerance. A comprehensive Risk Management Policy approved by the Board has been implemented. It reviews and assesses the adequacy of risk management to identify, measure, monitor, control and manage the overall risk profile of the Bank.

- to ensure that the level of remuneration for Non-Executive Directors and Independent Directors are linked to their level of responsibilities undertaken and contribution to the effective functioning of the Board; and
- · to carry out such other responsibilities as may be specified by BNM or delegated by the Board from time to time.

[Continued]

### Corporate Governance [Contd]

#### The Board of Directors [Contd]

#### (d) Risk Management Committee ("RMC") [Contd]

The RMC's responsibilities and functions are:

#### RISK GOVERNANCE

- · to review and recommend risk management strategies, policies and risk tolerance for Board's approval;
- to review and assess adequacy of risk management policies and framework in identifying, measuring, monitoring and controlling risks and the extent to which these are operating effectively;
- to ensure infrastructure, resources and systems are in place for risk management i.e. ensure that the staff responsible for implementing risk management systems and performing those duties independently of the Bank's risk taking activities;
- to oversee the formal development of policies (including Credit Policy, and other Market and Operational Policies) within the Bank, encompassing all products and businesses; and ensuring the development of policy manual and procedures;
- to execute oversight role regarding implementation of the Bank's Internal Capital Adequacy Assessment Process ("ICAAP");
- to approve credit transactions with connected parties based on Guidelines on Credit Transactions and Exposures with Connected Parties (at least 2 non-executive directors who are independent of the transaction) as delegated by the Board: and
- to adhere to items 1 to 3 and 6 to 15 under Section 2 of BNM's "Guidelines on Management of IT Environment (GPIS 1)" on "Board and Management Oversight".

#### RISK STRATEGY

- to evaluate and assess the adequacy of strategies to manage the overall risk associated with the Bank's activities;
- to ensure strategies, policies and procedures of the ICAAP as well as internal targets are reviewed annually under a formal review process that is well documented;
- to ensure that the capital management policies and activities are effectively integrated into the overall risk management framework;
- to recommend to the Board on the appropriateness and suitability of the Risk Appetite; and
- · to review the capital planning and funding strategy.

[Continued]

## **Corporate Governance** [Contd]

#### The Board of Directors [Contd]

#### (d) Risk Management Committee ("RMC") [Contd]

#### **RISK MANAGEMENT & CONTROL**

- · to review Management's periodic reports on risk exposures, risk portfolio composition and risk management activities;
- to monitor, assess and advise on the credit risk portfolio composition of the Bank;
- · to evaluate risks under stress scenarios and the capacity of the Bank's capital to sustain such risks;
- to assess the risk-return trade-off;
- · to review reports of the credit review process, asset quality and ensure that corrective action is taken;
- to review and evaluate the various credit products engaged by the Bank to ensure that it is conducted within the standards and policies set by the Board;
- · to evaluate and assess risk concerning development and introduction of new products and services;
- · to review and evaluate business continuity plan and processes;
- to oversee capital quantification and scenario analysis methodologies;
- to review the IT risk management framework of the Bank;
- to review the Bank's Single Counterparty Exposure Limit;
- to review the Threshold Limits for Business Sectors; and
- to oversee the risk management for Islamic banking.

#### **OVERALL RISK MANAGEMENT POLICY**

The risks faced by the Bank are broadly divided into two categories:

- credit and market risks that are inherent in our profit-seeking activities; and
- risks associated with the Bank's operations.

The Bank's goal is to achieve a balance between earnings and risks. For this purpose, the Bank has instituted an integrated Risk Management Policy to identify, measure, control, monitor and manage risks using consistent standards and techniques in each of the Bank's business.

[Continued]

#### Corporate Governance [Contd]

#### The Board of Directors [Contd]

#### (d) Risk Management Committee ("RMC") [Contd]

#### **OVERALL RISK MANAGEMENT POLICY** [Contd]

Outline of risk management and control responsibilities:

- the Board is ultimately responsible for the management of risks; the Board through the RMC maintains overall responsibility for risk oversight of the Bank;
- the RMC oversees senior management's functions in managing the key risk areas of the Bank in order to ensure that
  the risk management process is in place and functioning effectively. The Committee is responsible for the risk oversight
  for the major areas of risk covering credit risk, operational risk, market risk, liquidity risk and information security risk.
  Its responsibilities also include the review and recommendation of the risk management strategies, policies and risk
  tolerance. It also reviews and assesses adequacy of risk management policies and framework in identifying, measuring,
  monitoring and controlling the overall risk; and
- dedicated independent risk management and control committees are responsible for identification, monitoring of risks and monitoring of compliance with the risk policies.

The independent risk management committees which comprise members of the management team, relevant heads of department and chaired by CEO are as follows:

- (a) Assets & Liabilities Management Committee
- (b) Market Risk Committee
- (c) Credit Risk Management Committee
- (d) Business Continuity Management Committee

The CEO also chairs the Local Crisis Control Centre Committee.

The Chief Risk Officer chairs the Operational Risk Management and Control Committee.

The AC, supported by Internal Audit Department, is to provide an independent assessment of the adequacy and reliability of the risk management processes, and compliance with risk policies and regulatory guidelines of the above risk management committees.

[Continued]

## **Corporate Governance** [Contd]

#### **Risk Management Process**

The Bank has established, within its risk management policy, a structured approach to enterprise wide risk management which balances risk and return, and integrating risk management processes for market risk, credit risk, operational risk and liquidity risk for more effective risk management. The risk management process is categorised into the following processes:

- · Risk Identification and Assessment;
- Risk Evaluation and Measurement;
- · Risk Control and Mitigation; and
- · Risk Monitoring and Reporting.

#### (a) Credit Risk Management

- (i) Risk Identification, Assessment and Measurement
  - A comprehensive Credit Rating system is used to grade the quality of loans and track changes in credit risk profile of the loan portfolio;
  - · An independent assessment of loan applications are performed by the holding company;
  - · Regular review of watch list borrowers and delinquent accounts are conducted to monitor progress of recovery;
  - Stress testing of loan portfolio are performed to test the Bank's capability to absorb shocks under the test scenarios; and
  - · Benchmarking of asset quality against industry peers.
- (ii) Risk Control, Mitigation and Monitoring
  - Credit Policy documents the core credit processes including the process of credit risk rating and collateral policy;
  - Impairment Policy documents the general requirements for classification of impaired loans and provisioning and the circumstances under which a loan can be rescheduled/restructured/written off;
  - Extensive analysis and reporting to the Board on loans exposure, quality of loans portfolio, movement of impaired loans and adequacy of impairment allowances;
  - Review of counterparty limits of money market activities, foreign exchange activities and other business activities; and
  - Single Counterparty Exposure Limit ("SCEL") Policy documents the requirements in managing and monitoring exposures to a single counterparty and persons connected to it.

#### (b) Market Risk Management

- (i) Risk Identification, Assessment and Measurement
  - Mark-to-market technique is used to revalue marketable securities, equities, interest rate and foreign currency positions; and
  - Exposures such as position size, Value-at-Risk and loss amounts are computed as a measurement of market risks.

[Continued]

## Corporate Governance [Contd]

## Risk Management Process [Contd]

#### Market Risk Management [Contd]

#### (ii) Risk Control, Mitigation and Monitoring

- · The market risk limits are set after taking into consideration the risk appetite of the Bank and the riskreturn relationship;
- · Market risk exposures of both the trading and banking book positions are monitored against pre-determined market risk limits:
- · Both the utilisation and compliance status of market risk limits are regularly reported to Market Risk Committee by the Risk Control Unit;
- · Regular reviews on interest rate outlook, vulnerability of net interest income to movement in interest rates and development of strategies to mitigate interest rate risks;
- · Changes in market value of investment and dealing securities due to interest rate movements are monitored and reported; and
- · Stress testing of trading and banking portfolios are performed to test the Bank's capability to absorb simulated shocks from market risk factors.

#### (c) Liquidity Risk Management

- (i) Risk Identification, Assessment and Measurement
  - · The Bank's assets and liabilities as well as off-balance sheet positions are included in liquidity risk measurement;
  - · The primary tools for assessing liquidity risk are the maturity mismatch analysis, assessment on the concentration of funding and the availability of unencumbered assets; and
  - · Establish Early Warning Indicator to identify potential warning signs in relation to the Bank's funding liquidity risk position.

## (ii) Risk Control, Mitigation and Monitoring

- · Internal liquidity risk management limits are set;
- · Compliance with BNM's Liquidity Coverage Ratio and internal liquidity risk management policy are monitored and reported to Assets & Liabilities Management Committee;
- · Liquidity contingency funding plans are in place and documented;.
- · Monitoring of changes (if any) in the Bank's funding structure;
- · Stress testing of assets and liabilities are performed to test the Bank's capability to absorb simulated shocks from liquidity risk factors; and
- Monitoring and reporting of Liquidity Coverage Ratio requirements.

[Continued]

#### **Corporate Governance** [Contd]

#### Risk Management Process [Contd]

#### (d) Operational Risk Management

- (i) Risk Identification, Assessment and Measurement
  - Implementation and utilisation of Risk Control Self Assessment ("RCSA") process
  - Review of new and existing procedures by Operational Risk Management and Control Committee prior to implementation and approval;
  - Collecting Loss Event Data ("LED") and analyse causes and preventative actions taken on losses from fraud and control lapses;
  - · Review of systems and network confidentiality, integrity and availability;
  - · Review of New Product to identify and minimise risk;
  - Implementation and review of Business Continuity Management ("BCM") Programme and coordinate simulation runs; and
  - Implementation of System Risk Evaluation to identify and manage system risk.

#### (ii) Risk Control, Mitigation and Monitoring

- Procedures and methods established to control and mitigate operational risk;
- Regular risk and Key Risk Indicator (generic/specific "KRI" of Business Units and BNM's Operational Risk Integrated Online Network) reporting on operational risk matters via Operational Risk Management and Control Committee and RMC;
- Implementation of periodic User ID and Access Management review process in adherence to the principle of segregation of duties, independent checks, segmented system access control and multitier authorisation processes;
- Implementation of Post Incident Reporting process to review the effectiveness of countermeasures committed
  to minimize risk of operational incidents and to identify weaknesses in operational processes and procedures;
- Implementation of Annual Review on Products & Services to manage and minimise risk;
- Execution of Testing and Exercising as planned in ensuring back-up procedures and contingency plans are upto-date:
- Review on the Outsourcing Management process to manage risks from service providers on outsourced operations; and
- Overall assurance on the adequacy and reliability of the operational risk management system by Internal Audit Department.

[Continued]

#### Corporate Governance [Contd]

#### Risk Management Process [Contd]

#### (e) Information Security Risk Management

- (i) Risk Identification, Assessment and Measurement
  - · Use of self-assessment checklist; and
  - · Review of Information Security Incident reports to identify weaknesses in Information Security processes and procedures.
- (ii) Risk Control, Mitigation and Monitoring
  - Review and report on information security discussed at regular EDP Steering Committee Meeting;
  - · Exceptions will be reported to Operational Risk Management and Control Committee and RMC regularly; and
  - · Comprehensive and up-to-date documentation of Information Security Standards and Procedures.

#### **Shariah Committee**

The Bank's Shariah Committee was established to ensure that the Bank's Islamic banking aims and operations, business, affairs and activities are in compliance with Shariah rules and principles. The roles and responsibilities of the Bank's Shariah Committee are as prescribed in the Shariah Governance Framework for Islamic Financial Institutions issued by BNM and in compliance with the respective members' letter of appointment.

The key roles and responsibilities of the Shariah Committee include:

- To advise and provide input to the Board on Shariah matters including regular update or reporting, and attending the Board meeting whenever required by the Board;
- To advise the Bank on Shariah matters in ensuring the Bank's Islamic banking operations comply with Shariah principles at all times;
- To endorse Shariah and other relevant policies and procedures for Islamic banking operations and to ensure that the contents are Shariah compliant;
- To approve the Bank's Islamic banking products including the relevant documentations as follows:
  - (i) The terms and conditions contained in the forms, contracts, agreements or legal documentations used in executing the transactions; and
  - (ii) The product manuals, advertisements, sales illustrations and brochures used to describe the product.
- To perform an oversight role on Shariah compliance related matters to the Bank's Islamic banking operations including assessing the work carried out by Shariah Review and Shariah Audit to ensure Shariah compliance;
- To provide report as part of the Bank's annual report on the state of Shariah compliance by confirming the appropriate tests, procedures and review works have been performed;
- To provide necessary assistance on Shariah matters to the Bank's related parties such as legal, compliance, auditors or consultants etc. in ensuring Shariah compliance;

[Continued]

#### **Corporate Governance** [Contd]

#### Shariah Committee [Contd]

The key roles and responsibilities of the Shariah Committee include: [Contd]

- To advise on matters to be referred to the Shariah Advisory Council ("SAC") of BNM and/or SAC of Securities Commission Malaysia ("SC") for matters that could not be resolved (whenever necessary); and
- To provide written Shariah opinions in circumstances where the Bank makes reference to the SAC of BNM and/or SAC of SC for further deliberation, or where the Bank submits applications to BNM for new product approval as outlined in BNM guidelines.

The Shariah Committee of the Bank consists of five (5) members and their profiles are as follows:

Dr. Luqman bin Haji Abdullah obtained his Bachelor of Shariah (Hons) from University of Malaya in 1993, and Ph.D in Islamic Studies from the University of Edinburgh, Scotland in 2005. At present, he is a lecturer at the Academy of Islamic Studies, University of Malaya. He also serves as a member of JAKIM's Shariah Panel Review, a Committee Member of Scholars and Fatwa for Kelantan Islamic Religious Council and the Chairman of Madrasah Rahmaniah Pondok Lubuk Tapah, Kelantan. He has been a member of the Shariah Committee of the Bank since 2008

Assoc. Prof. Dr. Abdul Karim bin Ali obtained his Bachelor of Shariah (First Class Honours) from the University of Malaya in 1990 and Ph.D in Islamic Studies from the University of Edinburgh, Scotland in 1996. At present, he is a lecturer at the Academy of Islamic Studies, University of Malaya. Previously, he was the Deputy Director (Undergraduate) at the Academy of Islamic Studies, University of Malaya (2010-2014) and the Head of Figh and Usul Figh Department at the Academy of Islamic Studies, University of Malaya (2009-2010). He has been a member of the Shariah Committee of the Bank since 2008.

Assoc. Prof. Dr. Mek Wok binti Mahmud obtained her Bachelor of Laws from the International Islamic University Malaysia ("IIUM") in 1988, Master Degree in Islamic Revealed Knowledge from IIUM in 1991 and Ph.D in Islamic Studies from the International University of Africa, Sudan in 2000. At present, she is the lecturer at the Department of Fiqh and Usul Fiqh, Kuliyyah of Islamic Revealed Knowledge International, IIUM. Previously, she was the Deputy Dean Postgraduate & Research of Kuliyyah of Islamic Revealed Knowledge, IIUM (2011-2014). She has been a member of the Shariah Committee of the Bank since 2008.

Assoc. Prof. Dr. Syed Musa bin Syed Jaafar Alhabshi obtained his Diploma in Business Studies from Ngee Ann Polytechnic, Singapore in 1984, Bachelor of Business Administration (First Class Honours) from the International Islamic University Malaysia ("IIUM") in 1989 and PhD in Business Administration from University of Strathclyde, Glasgow, United Kingdom in 1994. At present, he is a lecturer at the Institute of Islamic Banking and Finance ("IIBF"), IIUM. He also serves as a member of Shariah Supervisory Council of Labuan Financial Services Authority since 2014. Previously he was the Dean of IIBF, IIUM (2014), and Dean of Graduate School of Business, University Tun Abdul Razak (2012-2013). He had also served as AAOIFI Accounting and Auditing standards committee and was engaged as consultant to IFSB Transparency and Market Discipline standard. He has been a member of the Shariah Committee of the Bank since 2012.

Dr. Safinar binti Salleh obtained her Bachelor of Shariah from al-Azhar University, Cairo in 1999, Master in Shariah from University of Malaya in 2005 and Ph.D in Islamic Studies from Glasgow Caledonian University, United Kingdom in 2013. At present she is a lecturer at the Ahmad Ibrahim Kuliyyah of Law, International Islamic University Malaysia. She has been a member of the Shariah Committee of the Bank since 2014.

[Continued]

## Corporate Governance [Contd]

#### Shariah Committee [Contd]

The Shariah Committee meets at least once in every two (2) months.

The Shariah Committee held six (6) meetings during the year.

The details of attendance of each member at the Shariah Committee meetings held during the financial year ended 31 December 2015 are as follows:

#### **Number of Meetings Shariah Committee Member** Held **Attended** Dr. Luqman bin Haji Abdullah 6 6 (Appointed as Chairman on 1 August 2015) Assoc. Prof. Dr. Abdul Karim bin Ali 6 6 (Chairman until 31 July 2015) Assoc. Prof. Dr. Mek Wok binti Mahmud 6 Member Assoc. Prof. Dr. Syed Musa Syed Jaafar Alhabshi 6 Member Dr. Safinar binti Salleh Member

#### **Related Party Transactions**

Payments made on services rendered by the holding company are on documented contractual terms and there is no related party transaction with the Board of Directors or Senior Management.

#### Rating by Rating Agencies

On 23 April 2014, RAM Rating Services Berhad has assigned the Bank a long-term rating of AA1 and a short-term rating of P1 with stable outlook.

#### Compliance With Bank Negara Malaysia's Expectations On Financial Reporting

In the preparation of the financial statements, the Directors have taken reasonable steps to ensure that BNM's expectations on financial reporting have been complied, including those as set out in the Guidelines on Financial Reporting and the Guidelines on Classification and Impairment Provisions for Loans/Financing.

[Continued]

## **Other Statutory Information**

Before the financial statements of the Bank were made out, the Directors took reasonable steps to ascertain that:

- (i) all known bad debts have been written off and that adequate provision made for doubtful debts; and
- (ii) any current assets which were unlikely to be realised in the ordinary course of business have been written down to an amount which they might be expected so to realise.

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

- (i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Bank inadequate to any substantial extent, or
- (ii) that would render the values attributed to current assets in the financial statements of the Bank misleading, or
- (iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Bank misleading or inappropriate, or
- (iv) not otherwise dealt with in this report or financial statements that would render any amount stated in the financial statements of the Bank misleading.

At the date of this report, there does not exist:

- (i) any charge on the assets of the Bank which has arisen since the end of the financial year and which secures the liabilities of any other person; or
- (ii) any contingent liability in respect of the Bank which has arisen since the end of the financial year other than those arising in the ordinary course of business.

No contingent liability or other liability of the Bank 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 Directors, will or may substantially affect the ability of the Bank to meet their obligations as and when they fall due.

In the opinion of the Directors, the financial statements of the Bank for the financial year ended 31 December 2015 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occured in the interval between the end of that financial year and the date of this report.

#### **Auditors**

The auditors, Messrs. KPMG, have indicated their willingness to accept re-appointment.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors on 14 June 2016.

<signed> <signed>

Naoki Nishida Y.Bhg Dato Abdul Rahim bin Osman

## STATEMENT BY DIRECTORS

#### PURSUANT TO SECTION 169(15) OF THE COMPANIES ACT, 1965

We, Naoki Nishida and Y.Bhg Dato Abdul Rahim bin Osman, being two of the Directors of Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad, state that, in the opinion of the Directors, the financial statements set out on pages 35 to 106 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965 in Malaysia so as to give a true and fair view of the financial position of the Bank as of 31 December 2015 and of its financial performance and cash flows for the year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors on 14 June 2016.

<signed> <signed> Y.Bhg Dato Abdul Rahim bin Osman

## STATUTORY DECLARATION

## PURSUANT TO SECTION 169(16) OF THE COMPANIES ACT, 1965

I, Naoki Nishida, the Director primarily responsible for the financial management of Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad, do solemnly and sincerely declare that the financial statements set out on pages 35 to 106 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.

Subscribed and solemnly declared by the abovenamed Naoki Nishida at Kuala Lumpur in the Federal Territory on 14 June 2016.

<signed>
Naoki Nishida

Before me,

## **SHARIAH COMMITTEE REPORT**

In the name of Allah, the Most Gracious, the Most Merciful. All praise is due to Allah, prayers and peace be upon the Allah's Prophet Muhammad, his kin and his companions.

In carrying out the roles and responsibilities as the Shariah Committee of Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad ("the Bank") as prescribed in the Shariah Governance Framework for Islamic Financial Institutions issued by Bank Negara Malaysia ("the SGF"), the Bank's policy on Shariah governance and term of reference of the Shariah Committee, we hereby submit our Shariah Committee Report for the financial year ended 31 December 2015.

In accordance to the SGF, it is the responsibility of the Bank's Management to ensure that the Bank's Islamic banking operations, business, affairs and activities are in accordance with the Shariah rules and principles. As the Bank's Shariah Committee, it is our responsibility to provide an independent view on the status of Shariah compliance conduct of the Islamic banking operations and to produce this report.

For the financial year ended 31 December 2015, the Shariah Committee has held six (6) meetings and that in each meeting the committee reviewed various products, dealings, contracts, policies, procedures and related transactions presented by the Bank, through the Bank's Shariah unit that examined the Shariah requirements to be adhered to in such undertakings, to ensure conformity with Shariah requirements.

We have also performed the oversight role through the Shariah review, Shariah risk management and Shariah audit functions in ensuring that the Bank's Islamic banking operations comply with the Shariah principles and rulings issued by the Shariah Advisory Council of Bank Negara Malaysia as well as Shariah policy endorsement and product approval by us.

In discharging our duties, we had obtained all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the Bank has not violated the Shariah rules and principles in all transactions that has been presented to us with regard to Islamic banking operations and business activities.

Pursuant to the above, we, the Shariah Committee of Bank, while perceiving on several areas are being improved, are of the view that:

- (1) the products, dealings, contracts, policies, procedures and related transactions proposed and entered into by the Bank during the financial year ended 31 December 2015 are generally in compliance with the Shariah rules and principles;
- (2) the allocation of profit and charging of losses relating to investment accounts conform to the basis that had been approved by us in accordance with Shariah principles;
- (3) no earning has been realised from sources or by means prohibited by the Shariah principles within the financial year; and
- (4) the Bank is not required to pay zakat for the financial year ended 31 December 2015 because its shareholders has no obligation to do so.

## SHARIAH COMMITTEE REPORT

[Continued]

On that note, we, the Shariah Committee of Bank of Tokyo-Mitsubishi UFJ Malaysia Berhad, do hereby confirm that, at our level best while perceiving on several areas are being improved, the Islamic banking operations and business activities of the Bank of Tokyo-Mitsubishi UFJ Malaysia Berhad for the financial year ended 31 December 2015 have, in general, been conducted in conformity with the Shariah rules and principles.

We pray to Allah the Almighty to grant us success and the right path of straight-forwardness.

<signed>

Dr. Luqman Abdullah

Chairman of the Shariah Committee

<signed>

Assoc. Prof. Dr. Abdul Karim Ali

Member of the Shariah Committee

<signed>

Assoc. Prof. Dr. Mek Wok Mahmud

Member of the Shariah Committee

<signed>

Assoc. Prof. Dr. Syed Musa Syed Jaafar

Member of the Shariah Committee

<signed>

Dr. Safinar Salleh

Member of the Shariah Committee

Kuala Lumpur, Malaysia Date: 14 June 2016

## INDEPENDENT AUDITORS' REPORT

## **Report on the Financial Statements**

We have audited the financial statements of Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad, which comprise the statement of financial position as at 31 December 2015 of the Bank, and the statements of profit or loss and other comprehensive income, changes in equity and cash flows of the Bank for the financial year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 35 to 106.

#### Directors' Responsibility for the Financial Statements

The Directors of the Bank are responsible for the preparation of financial statements so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is 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 about 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 judgement, 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 Directors, 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.

#### Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Bank as of 31 December 2015 and of its financial performance and cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the 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 Bank have been properly kept in accordance with the provisions of the Act.

#### **Other Matters**

This report is made solely to the members of the Bank, 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.

<signed> <signed>

KPMG Siew Chin Kiang @ Seow Chin Kiang

Firm Number: AF 0758 Approval Number : 2012/11/16(J)
Chartered Accountants Chartered Accountant

Petaling Jaya, Malaysia

Date: 14 June 2016

# STATEMENT OF FINANCIAL POSITION

[As At 31 December 2015]

	Note	2015 RM'000	2014 RM'000
ASSETS			
Cash and short-term funds	3	7,312,418	4,238,366
Securities available-for-sale	4	174,874	623,400
Loans and advances	5	17,295,638	7,982,543
Purchased receivables	6	31,701	190,124
Derivative financial assets	7	3,144,942	1,159,197
Statutory deposits with Bank Negara Malaysia	8	3,268	3,268
Amount due from holding company	9	550,233	685,757
Amount due from related companies	9	23,200	96
Other assets	10	30,721	19,263
Property, plant and equipment	11	24,080	19,874
Intangible assets	12	20,975	14,468
Deferred tax assets	13	40,677	8,155
Tax recoverable		6,617	26,086
TOTAL ASSETS		28,659,344	14,970,597
LIABILITIES AND SHAREHOLDER'S FUNDS			
Deposits from customers	14	7,755,646	6,461,219
Deposits and placements of banks and other financial institutions	15	5,000	31,030
Derivative financial liabilities	7	2,872,158	974,558
Amount due to holding company	9	5,730,023	1,959,429
Other liabilities	16	10,251,472	3,542,508
Sukuk	17	-	160,240
TOTAL LIABILITIES		26,614,299	13,128,984
SHARE CAPITAL	18	200,000	200,000
RESERVES	19	1,845,045	1,641,613
SHAREHOLDER'S FUNDS		2,045,045	1,841,613
TOTAL LIABILITIES AND SHAREHOLDER'S FUNDS		28,659,344	14,970,597
COMMITMENTS AND CONTINGENCIES	20	50,209,237	37,241,891

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

# STATEMENT OF PROFIT OR LOSS AND **OTHER COMPREHENSIVE INCOME**

[For the Year Ended 31 December 2015]

	Note	2015 RM'000	2014 RM'000
Operating revenue	21	426,156	315,730
Interest income	22	388,687	274,612
Interest expense	23	(160,363)	(99,165)
Net interest income		228,324	175,447
Other operating income	24	197,832	140,283
Operating income		426,156	315,730
Other operating expenses	25	(158,592)	(125,563)
Operating profit before allowance for impairment		267,564	190,167
(Allowance)/Writeback for impairment on loans and advances	27	(20,395)	739
Writeback for impairment on other assets		1,926	21
Profit before tax		249,095	190,927
Tax expense	28	(55,959)	(45,558)
Profit for the year		193,136	145,369
Other comprehensive income, net of tax			
Item that will not be reclassified subsequently to profit or loss			
Remeasurement of defined benefit liability	29	7,961	(338)
Item that are or may be reclassified subsequently to profit or loss			
Change in fair value of securities available-for-sale	29	2,335	(409)
Other comprehensive income for the year, net of tax		10,296	(747)
Total comprehensive income for the year		203,432	144,622
Profit attributable to:			
Owner of the Bank		193,136	145,369
Total comprehensive income attributable to:			
Owner of the Bank		203,432	144,622
Basic earnings per share (sen)	30	96.57	72.68

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

# STATEMENT OF CHANGES IN EQUITY [For the Year Ended 31 December 2015]

	<b>\</b>		No	Non-distributable -			Distributable	
	Note	Share Capital RM′000	Statutory Reserve RM'000	Regulatory Reserve RM'000	Defined Benefit Reserve RM'000	Fair Value Reserve RM'000	Retained Profits RM'000	Total RM'000
At 1 January 2014		200,000	204,187		(12,985)	452	1,305,337	1,696,991
Remeasurement of defined benefit liability	29				(338)			(338)
Change in fair value of securities available-for-sale	29	•	•		1	(409)	•	(409)
Total other comprehensive income for the year					(338)	(409)	1	(747)
Profit for the year		•	•	1	ı	1	145,369	145,369
Total comprehensive income for the year		,		ı	(338)	(409)	145,369	144,622
At 31 December 2014		200,000	204,187		(13,323)	43	1,450,706	1,841,613
At 1 January 2015		200,000	204,187	•	(13,323)	43	1,450,706	1,841,613
Remeasurement of defined benefit liability	29	•	•	ı	7,961	1		7,961
Change in fair value of securities available-for-sale	29	•		•	i.	2,335	•	2,335
Transfer to regulatory reserve		•		150,388	ı	•	(150,388)	1
Total other comprehensive income for the year				150,388	7,961	2,335	(150,388)	10,296
Profit for the year		•	•	•	•	•	193,136	193,136
Total comprehensive income for the year		•	•	150,388	7,961	2,335	42,748	203,432
At 31 December 2015	29	200,000	204,187	150,388	(5,362)	2,378	1,493,454	2,045,045

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

# **STATEMENT OF CASH FLOWS**

[For the Year Ended 31 December 2015]

	Note	2015 RM'000	2014 RM'000
Cash Flows From Operating Activities			
Profit before tax		249,095	190,927
Adjustments for:			
Depreciation of property, plant and equipment		4,127	3,856
Amortisation of intangible assets		3,653	3,188
Allowance/(Writeback) for impairment on loans and advances		20,030	(739)
Allowance on purchased receivables		365	-
Writeback for impairment on other assets		(1,926)	(21)
Provision for retirement benefits		4,665	4,210
Dividend income		(274)	(253)
Interest income from securities available-for-sale		(12,120)	(16,180)
Unrealised gain on changes in fair value of derivative financial instruments		(65,676)	(38,337)
Operating profit before working capital changes		201,939	146,651
(Increase)/Decrease in operating assets:			
Loans and advances		(9,333,125)	(2,668,719)
Purchased receivables		158,058	(129,655)
Statutory deposits with Bank Negara Malaysia		-	1,331
Other assets		672	(5,095)
Increase/(Decrease) in operating liabilities:			
Deposits from customers		1,294,427	(208,271)
Deposits and placements of banks and other financial institutions		(26,030)	(12,052)
Net movement in inter-company balances		3,771,071	(262,710)
Other liabilities		6,693,952	2,322,787
Cash (used in)/from operations		2,760,964	(815,733)
Income taxes paid		(75,445)	(55,687)
Income tax refund		3,000	-
Payment of staff gratuities		(583)	
Net cash from/(used in) operating activities		2,687,936	(871,420)

# **STATEMENT OF CASH FLOWS**

[For the Year Ended 31 December 2015] [Continued]

	Note	2015 RM'000	2014 RM'000
Cash Flows From Investing Activities			
Purchase of property, plant and equipment		(8,333)	(2,206)
Purchase of intangible assets		(10,160)	(4,009)
Proceeds from sale of securities available-for-sale		750,000	510,000
Purchase of securities available-for-sale		(300,042)	(514,849)
Interest received from securities available-for-sale		2,674	19,764
Dividend received		274	253
Net cash from investing activities		434,413	8,953
Cash Flows From Financing Activity			
Net proceeds from issuance/(maturity) of sukuk		(160,240)	160,240
Net cash (used in)/from financing activity		(160,240)	160,240
Net increase/(decrease) in cash and cash equivalents		2,962,109	(702,227)
Cash and cash equivalents at beginning of year		4,923,341	5,625,568
Cash and cash equivalents at end of year		7,885,450	4,923,341
Analysis of cash and cash equivalents			
Cash and short term funds	3	7,312,418	4,238,366
Amount due from holding and related companies			
- current accounts	9	573,433	685,853
Amount due to holding and related companies			
- current accounts	9	(401)	(878)
		7,885,450	4,923,341

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

[31 December 2015]

The Bank is a limited liability company, incorporated and domiciled in Malaysia. The addresses of the principal place of business and registered office of the Bank is Level 9, Menara IMC, No. 8 Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia.

The principal activities of the Bank during the year are banking and related financial services. There has been no significant change in the nature of the principal activities during the financial year.

The immediate holding and ultimate holding companies during the financial year were The Bank of Tokyo-Mitsubishi UFJ, Ltd. and Mitsubishi UFJ Financial Group, Inc. respectively. Both companies were incorporated in Japan.

These financial statements were authorised for issue by the Board of Directors on 14 June 2016.

#### 1. Basis of Preperation

#### (a) Statement of Compliance

The financial statements of the Bank have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the requirements of the Companies Act, 1965 in Malaysia.

The following are accounting standards, amendments and interpretations of the MFRS that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Bank:

#### MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2016

- MFRS 14, Regulatory Deferral Accounts
- Amendments to MFRS 5, Non-current Assets Held for Sale and Discontinued Operations (Annual Improvements 2012-2014 Cycle)
- Amendments to MFRS 7, Financial Instruments: Disclosures (Annual Improvements 2012-2014 Cycle)
- Amendments to MFRS 10, Consolidated Financial Statements, MFRS 12, Disclosure of Interests in Other Entities and MFRS 128, Investments in Associates and Joint Ventures Investment Entities: Applying the Consolidation Exception
- Amendments to MFRS 11, Joint Arrangements Accounting for Acquisitions of Interests in Joint Operations
- Amendments to MFRS 101, Presentation of Financial Statements Disclosure Initiative
- Amendments to MFRS 116, Property, Plant and Equipment and MFRS 138, Intangible Assets Clarification of Acceptable Methods of Depreciation and Amortisation
- Amendments to MFRS 116, Property, Plant and Equipment and MFRS 141, Agriculture Agriculture: Bearer Plants

[31 December 2015] [Continued]

#### **Basis of Preperation** [Contd]

#### (a) Statement of Compliance [Contd]

#### MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2016 [Contd]

- · Amendments to MFRS 119, Employee Benefits (Annual Improvements 2012-2014 Cycle)
- · Amendments to MFRS 127, Separate Financial Statements Equity Method in Separate Financial Statements
- Amendments to MFRS 134, Interim Financial Reporting (Annual Improvements 2012-2014 Cycle)

#### MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2018

- MFRS 9, Financial Instruments (2014)
- MFRS 15. Revenue from Contracts with Customers

#### MFRSs, Interpretations and amendments effective for date yet to be confirmed

 Amendments to MFRS 10. Consolidated Financial Statements and MFRS 128. Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture.

The Bank plans to apply the abovementioned accounting standards, amendments and interpretations:

- · from the annual period beginning on 1 January 2016 for those accounting standards, amendments or interpretations that are effective for annual periods beginning on or after 1 January 2016,
- · from the annual period beginning on 1 April 2018 for those accounting standards, amendments or interpretations that are effective for annual periods beginning on or after 1 January 2018.

The initial application of the abovementioned accounting standards, amendments or interpretations are not expected to have any material impacts to the finanicial statements of the Bank except as mentioned below:

#### MFRS 15, Revenue from Contracts with Customers

MFRS 15 replaces the guidance in MFRS 111, Construction Contracts, MFRS 118, Revenue, IC Interpretation 13, Customer Loyalty Programmes, IC Interpretation 15, Agreements for Construction of Real Estate, IC Interpretation 18, Transfers of Assets from Customers and IC Interpretation 131, Revenue - Barter Transactions Involving Advertising Services.

The Bank is currently assessing the financial impact that may arise from the adoption of MFRS 15.

#### MFRS 9. Financial Instruments

MFRS 9 replaces the guidance in MFRS 139, Financial Instruments: Recognition and Measurement on the classification and measurement of financial assets and financial liabilities. Upon adoption of MFRS 9, financial assets will be measured at either fair value or amortised cost. It is expected that the Bank's investment in unquoted shares will be measured at fair value through other comprehensive income.

The adoption of MFRS 9 will result in a change in accounting policy. The Bank is currently assesing the financial impact of adopting MFRS 9.

[31 December 2015] [Continued]

#### Basis of Preperation [Contd]

#### (b) Basis of Measurement

The financial statements have been prepared on the historical cost basis, unless otherwise indicated in the accounting policies.

#### (c) Functional and Presentation Currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Bank's functional currency. All financial information is presented in RM and has been rounded to the nearest thousand ("RM"000"), unless otherwise stated.

#### (d) Use of Estimates and Judgments

The preparation of the financial statements in conformity with MFRSs requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgments in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those as follows:

#### (i) Fair value estimation of securities

As disclosed in Note 34, where the quoted and observable market prices of certain securities are not available, fair value is estimated using pricing models or discounted cash flow techniques. The usage of these models and techniques require the Bank to make certain estimates and assumptions, including but not limited to estimated future cash flows and discount rates.

#### (ii) Impairment allowance on financial assets

The specific counterparty component of the total allowance for impairment applies to financial assets evaluated individually for impairment and is based upon management's best estimate of the amount and timing of future cash flows in determining the recoverable amount. In estimating these cash flows, management makes judgments about a counterparty's financial situation and the net realisable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimate of cash flows considered recoverable are independently approved by the Credit Risk function.

#### (iii) Defined Benefit Plan

The defined benefit obligation is determined based on an actuarial valuation. The actuarial valuation involves making assumptions regarding the discount rate, future salary increases and attrition rates. Due to the long term nature of the defined benefit plan, such estimates are subject to significant uncertainty. The amount of defined benefit asset recognised in the statement of financial position is limited to the present value of economic benefits in the form of refunds or reductions in future contributions to the fund. The levels of future contributions to the plan which are used to assess this limit is subject to some uncertainty due to other assumptions made regarding fund membership levels and future salary increases.

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies

The accounting policies set out below have been applied consistently to the periods presented in these financial statements, unless otherwise stated.

#### (a) Recognition of Interest Income and Expense

Interest income and expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or liability. When calculating the effective interest rate, the Bank estimates future cash flows considering all contractual terms of the financial instrument, but not future credit losses.

The calculation of the effective interest rate includes all transaction costs and fees and points paid or received that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or liability.

Interest income and expense presented in the statement of profit or loss and other comprehensive income include:

- interest on financial assets and financial liabilities measured at amortised cost calculated on an effective interest basis; and
- · interest on available-for-sale investment securities calculated on an effective interest basis.

Once a financial asset or group of similar financial assets has been written down as a result of an impairment loss, interest income is recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

#### (b) Recognition of Fees and Other Income

Loan arrangement, management and participation fees, commissions and service charges/fees are recognised as income when all conditions precedent are fulfilled.

Commitment fees and guarantee fees which are material are recognised as income based on time apportionment.

#### (c) Investment Income

Investment income comprises gains less losses related to financial assets and liabilities, and includes all realised and unrealised fair value changes, gain or loss on disposal.

#### (d) Dividends

Dividend income is recognised in profit or loss on the date that the Bank's right to receive payment is established.

## (e) Financial Instruments

#### (i) Initial recognition and measurement

A financial asset or financial liability is recognised in the statement of financial position when, and only when, the Bank becomes a party to the contractual provisions of the instrument.

A financial instrument is recognised initially, at its fair value plus, in the case of a financial instrument not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial instrument.

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (e) Financial Instruments [Contd]

#### (i) Initial recognition and measurement [Contd]

An embedded derivative is recognised separately from the host contract and accounted for as a derivative if, and only if, it is not closely related to the economic characteristics and risks of the host contract and the host contract is not categorised at fair value through profit or loss. The host contract, in the event an embedded derivative is recognised separately, is accounted for in accordance with policy applicable to the nature of the host contract.

#### (ii) Financial instrument categories and subsequent measurement

The Bank categorises financial instruments as follows:

#### Financial assets

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

Fair value through profit or loss category comprises financial assets that are held for trading, including derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument) or financial assets that are specifically designated into this category upon initial recognition.

Derivatives that are linked to and must be settled by delivery of unquoted equity instruments whose fair values cannot be reliably measured are measured at cost.

Other financial assets categorised as fair value through profit or loss are subsequently measured at their fair value with the gain or loss recognised in profit or loss.

#### (b) Loans and advances

Loans and advances are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are initially recognised at fair value, including direct and incremental transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest income on loans and receivables is recognised as "interest income" in profit or loss. Impairment losses on loans and advances are recognised in profit or loss as "allowance for impairment on loans and advances". Regular way recognition of loans and advances is recorded at settlement date, when all the conditions under the loan contract have been fulfilled.

#### (c) Available-for-sale financial assets

Available-for-sale category comprises investment in equity and debt securities instruments that are not held for trading.

Investments in equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured are measured at cost. Other financial assets categorised as available-for-sale are subsequently measured at their fair values with the gain or loss recognised in other comprehensive income, except for impairment losses, foreign exchange gains and losses arising from monetary items and gains and losses of hedged items attributable to hedge risks of fair value hedges which are recognised in profit or loss. On derecognition, the cumulative gain or loss recognised in other comprehensive income is reclassified from equity into profit or loss. Interest calculated for a debt instrument using the effective interest method is recognised in profit or loss.

All financial assets, except for those measured at fair value through profit or loss, are subject to review for impairment (see Note 2(f)(i)).

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (e) Financial Instruments [Contd]

#### (ii) Financial instrument categories and subsequent measurement [Contd]

#### Financial liabilities

All financial liabilities are subsequently measured at amortised cost other than those categorised as fair value through profit or loss.

Fair value through profit or loss category comprises financial liabilities that are derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument) or financial liabilities that are specifically designated into this category upon initial recognition.

Derivative that are linked to and must be settled by delivery of unquoted equity instruments that do not have a quoted price in an active market for identical instruments whose fair values otherwise cannot be reliably measured are measured at cost.

Other financial liabilities categorised as fair value through profit or loss are subsequently measured at their fair values with the gain or loss recognised in profit or loss.

The Bank does not have any non-derivative financial liabilities designated at fair value through profit or loss.

#### (iii) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Fair values arising from financial guarantee contracts are classified as deferred income and are amortised to profit or loss using a straight-line method over the contractual period or, when there is no specified contractual period, recognised in profit or loss upon discharge of the guarantee. When settlement of a financial guarantee contract becomes probable, an estimate of the obligation is made. If the carrying value of the financial guarantee contract is lower than the obligation, the carrying value is adjusted to the obligation amount and accounted for as a provision.

## (iv) Regular way purchase or sale of financial assets

A regular way purchase or sale is a purchase or sale of a financial asset under a contract whose terms require delivery of the asset within the time frame established generally by regulation or convention in the marketplace concerned.

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date accounting. Trade date accounting refers to:

- (a) the recognition of an asset to be received and the liability to pay for it on the trade date; and
- (b) derecognition of an asset that is sold, recognition of any gain or loss on disposal and the recognition of a receivable from the buyer on the trade date.

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (e) Financial Instruments [Contd]

#### (v) Offsetting of Financial Instruments

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Bank has a legal right to set off the recognised amounts and it intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Income and expenses are presented on a net basis only when permitted under MFRSs, or for gains and losses arising from a group of similar transactions such as in the Bank's dealing activity.

#### (vi) Derecognition

A financial asset or part of it is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expire or the financial asset is transferred to another party without retaining control or substantially all risks and rewards of the asset. On derecognition of a financial asset, the difference between the carrying amount and the sum of the consideration received (including any new asset obtained less any new liability assumed) and any cumulative gain or loss that had been recognised in equity is recognised in profit or loss.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expires. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

#### (f) Impairment

#### (i) Financial Assets

#### Loan and advances

Loans of the Bank are classified as impaired when they fulfil any of the following criteria:

- (a) principal or interest or both are past due for three (3) months or more; or
- (b) where an impaired loan has been rescheduled or restructured, the loan will continue to be classified as impaired until repayments based on the revised and/or restructured terms have been observed continuously for a period of six (6) months.

For the determination of impairment on loans, the Bank assesses at each reporting date whether there is any objective evidence that a loan or a group of loans is impaired. A loan or a group of loans is impaired and impairment losses are recognised 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 (i.e. an "incurred loss event") and that loss event has an impact on the estimated future cash flows of the loan or group of loans that can be reliably estimated.

The criteria that the Bank uses to determine that there is objective evidence of an impairment include:

- (a) significant financial difficulty of the borrower;
- (b) a breach of contract, such as default or delinquency in interest and principal payments;
- (c) Bank grants concession to the borrower due to borrower's financial difficulty;
- (d) it becomes probable that the borrower will enter bankruptcy or other financial re-organisation;
- (e) the disappearance of an active market for that asset because of financial difficulties;
- (f) when there is observable data indicating that there is a measurable decrease in the estimated future cash flows from the asset; and
- (g) adverse news report on the company or sub sector.

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (f) Impairment [Contd]

#### (i) Financial Assets [Contd]

#### Loan and advances [Contd]

The Bank first assesses individually whether objective evidence of impairment exists individually for loans which are individually significant, or collectively for loans which are not individually significant. If it is determined that no objective evidence of impairment exists for an individually assessed loan, the loan is then assessed collectively by using the Bank's historical loss experience to compute the collective impairment allowance for both its corporate and retail portfolio. Loans that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in collective assessment for impairment. Collective assessment impairment allowance is made on any shortfall resulting from the above computational exercise.

If there is objective evidence that an impairment loss has been incurred, the amount of loss is measured as the difference between the loan's carrying amount and the present value of the estimated future cash flows. The carrying amount of the loan is reduced through the use of an allowance account and the amount of loss is recognised in profit or loss.

Where a loan is uncollectible, it is written off against the related allowance for loan impairment. Such loans are written off after the necessary procedures have been completed and the amount of the loss has been determined. Subsequent recoveries of the amounts previously written off are recognised in profit or loss.

#### Available-for-sale financial assets

The Bank assesses at each reporting date whether there is objective evidence that a financial investment classified as available-for-sale is impaired.

In the case of quoted equity investments, a significant or prolonged decline in the fair value of the security below its cost is also considered in determining whether objective evidence of impairment exists. Where such evidence exists, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss previously recognised) is removed from equity and recognised in profit or loss. For unquoted equity investments which are measured at cost, the amount of the impairment loss is measured as the difference between the carrying amount of the asset and the present value of the estimated future cash flows discounted at the current market value of return for a similar financial asset. Impairment losses recognised in profit or loss on equity instruments are not reversed through profit or loss.

For debt instruments, impairment is assessed based on the same criteria as other financial investments available-for-sale. Where impairment losses have been previously recognised in profit or loss, if there is a subsequent increase in the fair value of the debt instrument that can be objectively related to a credit event occurring after the impairment loss was recognised in profit or loss, the impairment loss is reversed through profit or loss.

#### (ii) Other Assets

The carrying amounts of other assets other than deferred tax assets, are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit").

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (f) Impairment [Contd]

#### (ii) Other Assets [Contd]

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (or a group of cash-generating units) and then to reduce the carrying amounts of the other assets in the cash-generating unit (or a group of cash-generating units) on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the year in which the reversals are recognised.

#### (g) Property, Plant and Equipment

#### (i) Recognition and measurement

Items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and is recognised within "other operating income" and "other operating expenses" respectively in profit or loss.

#### (ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Bank, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised to profit or loss. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Subsequent to recognition, property, plant and equipment except for freehold land are measured at cost less accumulated depreciation and any accumulated impairment losses. Freehold land is not depreciated.

[31 December 2015] [Continued]

#### Significant Accounting Policies [Contd]

#### (g) Property, Plant and Equipment [Contd]

#### (iii) Depreciation

Depreciation is based on the cost of an asset less its residual value and is recognised in profit or loss on a straight-line basis over the estimated useful lives of each individual component of an item of property, plant and equipment from the date that they are available for use. The estimated useful lives for the current and comparative periods are as follows:

Buildings and leasehold improvements 6 - 50 years Computer equipment 5 years Furniture, fixtures and equipment 4 - 20 years Motor vehicles 5 years

Depreciation methods, useful lives and residual values are reviewed at end of the reporting period, and adjusted as appropriate.

#### (h) Leases

Leases where the Bank does not assume substantially all the risks and rewards of ownership are classified as operating leases and, except for property interest held under operating lease, the leased assets are not recognised on the statement of financial position. Payments made under operating leases are recognised in profit or loss on a straightline basis over the term of the lease.

#### **Foreign Currency Transactions** (i)

Transactions in foreign currencies are translated to the functional currency of the Bank at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are retranslated to the functional currency at the exchange rate at that date. Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the end of the reporting period, except for those that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss, except for differences arising on the retranslation of available-for-sale equity instruments or a financial instruments designated as a hedge of currency risk, which are recognised in other comprehensive income.

#### Income Tax

Income tax expense comprises current and deferred tax. Current tax and deferred tax is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or other comprehensive income. Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using the tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised using the liability method. In principle, deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised.

Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss.

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (j) Income Tax [Contd]

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period. Deferred tax is recognised in profit or loss, except when it arises from a transaction which is recognised directly in equity, in which case the deferred tax is also recognised directly in equity, or when it arises from a business combination that is an acquisition, in which case the deferred tax is included in the resulting goodwill or the amount of any excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over the cost of the combination.

#### (k) Employee Benefits

#### (i) Short-term employee benefits

Short-term employee benefits obligations in respect of salaries, annual bonuses, paid annual leave and sick leave are measured on an undiscounted basis and are expensed as the related service is provided.

#### (ii) Defined contribution plans

The Bank contributes to the Employees Provident Fund, the national defined contribution plan, on a mandatory basis. The contributions are charged to profit or loss in the period to which they relate. Once the contributions have been paid, the Bank has no further payment obligation.

#### (iii) Defined benefit plans

The Bank's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefits that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Bank, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurement of the net defined benefit liability, which comprises actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, exclude interest) are recognised immediately in other comprehensive income. The Bank determines the net interest expense or income on the net defined liability or asset for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then net defined benefit liability or asset, taking into account any changes in the net defined benefit liability or asset during the period as a result of contributions and benefit payments.

Net interest expense and other expenses relating to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Bank recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (I) Cash and Short-Term Funds

Cash and short-term funds consist of notes and coins on hand, unrestricted balance held with BNM and deposits and placements with financial institutions that are readily convertible into cash without significant risk of changes in value.

Cash and short-term funds are carried at amortised cost in the statement of financial position.

#### (m) Obligations on Securities Sold under Repurchase Agreements

Obligations on securities sold under repurchase agreements are securities which the Bank had sold from its portfolio, with a commitment to repurchase at future dates. Such financing transactions and the obligation to repurchase the securities are reflected as a liability on the statement of financial position.

#### (n) Provisions

A provision is recognised if, as a result of a past event, the Bank has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

#### (o) Intangible Assets

Intangible assets, comprising computer software that are not an integral part of a tangible asset, are stated at cost less accumulated amortisation and any accumulated impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2(f). Intangible assets are recognised only if it is probable that the future economic benefits that are attributable to such assets will flow to the Bank and the costs of such assets can be measured reliably.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use. The estimated useful lives for the current and comparative periods for the computer software are 5 years.

#### (p) Earnings Per Share

Earnings per ordinary share ("EPS") is calculated by dividing the profit or loss attributable to ordinary shareholders of the Bank by the weighted average number of ordinary shares outstanding during the period.

## (q) Fair Value Measurements

Fair value of an asset or a liability, except for share-based payment and lease transactions, is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

[31 December 2015] [Continued]

#### 2. Significant Accounting Policies [Contd]

#### (q) Fair Value Measurements [Contd]

When measuring the fair value of an asset or a liability, the Bank uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Bank can access

at the measurement date.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability,

either directly or indirectly.

Level 3: unobservable inputs for the asset or liability.

The Bank recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

## 3. Cash And Short-Term Funds

	2015 RM'000	2014 RM'000
Cash and balances with banks and other financial institutions  Money at call and deposit placements maturing	48,405	30,592
within one month to three months *	7,264,013	4,207,774
	7,312,418	4,238,366

<sup>\*</sup> Included in money at call and deposit placements is money at call placed with a branch of the holding company amounting to RM423,000 (2014: RM772,000).

#### 4. Securities Available-For-Sale

	2015 RM′000	2014 RM'000
At fair value		
Money market instruments		
Malaysian Government Securities	171,881	620,407
At cost		
Unquoted bonds #	27	27
Unquoted shares	2,966	2,966
	174,874	623,400

<sup>#</sup> Unquoted bonds are stated net of impairment loss amounting to RM2,429,000 (2014: RM2,429,000).

[31 December 2015] [Continued]

#### **Loans And Advances**

#### (a) By type:

	2015 RM′000	2014 RM'000
At amortised cost		
Overdrafts	11,041	11,190
Term loans		
Housing loans	13,078	14,478
Other term loans	11,426,378	5,675,648
Revolving credits	5,855,887	2,280,708
Bills receivable	21,447	26,684
Claims on customers under acceptance credits	40,633	26,909
Staff loans	5,466	5,387
	17,373,930	8,041,004
Unearned interest	(188)	(221)
Gross loans and advances	17,373,742	8,040,783
Impairment allowances on loans and advances		
<ul> <li>Individual assessment</li> </ul>	(3,037)	(2,838)
Collective assessment	(75,067)	(55,402)
Net loans and advances	17,295,638	7,982,543

Loans and advances to customers amounting to RM7,208,396,000 (2014: RM3,151,563,000) contain embedded derivatives. The carrying amounts of the embedded derivatives are separately recognised as derivative financial assets and derivative financial liabilities as appropriate.

#### (b) By maturity structure:

	2015 RM'000	2014 RM'000
Maturing within one year	7,495,070	3,039,971
More than one year to three years	5,590,940	1,248,633
More than three years to five years	2,709,998	2,927,349
More than five years	1,577,734	824,830
	17,373,742	8,040,783
	17,070,742	0,040,7

## (c) By type of customer:

	2015 RM′000	2014 RM'000
Domestic financial institutions	-	203,499
Domestic non-bank financial institutions	4,783,208	2,391,610
Domestic business enterprises		
Small medium enterprises	1,626,388	1,307,272
• Others	7,035,599	3,241,353
Individuals	18,435	19,691
Foreign entities	3,910,112	877,358
	17,373,742	8,040,783

[31 December 2015] [Continued]

#### Loans And Advances [Contd]

#### By interest rate sensitivity: (d)

	2015 RM'000	2014 RM'000
Fixed rate		
Staff loans	5,466	5,387
Other fixed rate loans	7,663,620	2,863,281
Variable rates	9,704,656	5,172,115
	17,373,742	8,040,783

#### (e) By economic sector:

	2015 RM′000	2014 RM'000
Agricultural, hunting, forestry and fishing	1,371,052	130,833
Mining and quarrying	199,172	14,733
Manufacturing	2,745,410	2,323,005
Electricity, gas and water	2,069,112	429,500
Construction	362,291	263,859
Wholesale and retail trade and restaurants and hotels	732,177	507,447
Transport, storage and communication	665,147	511,941
Finance, insurance, real estate and business services	9,204,941	3,839,600
Households	18,544	19,865
Others	5,896	-
	17,373,742	8,040,783

#### (f) By geographical location:

	2015 RM'000	2014 RM'000
Malaysia	16,261,837	7,163,598
Other countries	1,111,905	877,185
	17,373,742	8,040,783

#### Movements in impaired loans and advances are as follows: (g)

	2015 RM'000	2014 RM'000
At 1 January	4,601	2,762
Classified as impaired during the year	1,309	3,179
Amount recovered	(50)	(7)
Reclassified as performing	(880)	(764)
Amount written off	(551)	(569)
At 31 December	4,429	4,601

[31 December 2015] [Continued]

#### Loans And Advances [Contd]

#### Impaired loans according to economic sectors are as follows: (h)

		2015 RM'000	2014 RM'000
	Household	1,060	1,431
	Finance, insurance and business services	3,369	3,170
		4,429	4,601
(i)	Impaired loans by geographical location are as follows:		
		2015 RM'000	2014 RM'000
	Malaysia	4,429	4,601
(j)	Movements in impairment allowances on loans and advances are as follows:		
		2015 RM'000	2014 RM′000
	Allowance for individual assessment		
	At 1 January	2,838	1,168
	Allowance made during the year	199	1,670
	At 31 December	3,037	2,838
	Allowance for collective assessment		
	At 1 January	55,402	57,880
	Allowance/(Write back) made during the year	19,665	(2,478)
	At 31 December	75,067	55,402
(k)	Details of collective impairment allowance:		
		2015 RM'000	2014 RM'000
	Allowance on impaired loans	261	275
	Allowance on unimpaired loans	74,806	55,127
		75,067	55,402

#### **Purchased Receivables** 6.

	2015 RM'000	2014 RM'000
Purchased receivables	32,066	190,124
Allowance for collective assessment	(365)	-
	31,701	190,124

[31 December 2015] [Continued]

#### 6. Purchased Receivables [Contd]

Purchased receivables relate to receivables acquired by the Bank under the account receivables purchasing and vendors financing product. These amounts owing from obligors have a tenure of one to two months. Included in purchased receivables are non-recourse bills receivable amounting to RM4,331,000 (2014: RM155,495,000).

#### (a) Movements in impairment allowances on purchased receivables

	RM'000	
At 1 January	-	-
Allowance made during the year	365	<u>-</u>
At 31 December	365	-

2015

2014

#### 7. Derivative Financial Assets / Liabilities

The table below shows the Bank's derivative financial instruments measured at their fair values together with their corresponding contract/notional amounts as at the reporting date. The notional amounts of these derivative financial instruments refer to the underlying contract values on which changes in the fair value of the derivatives are measured. The notional amounts indicate the volume of transactions outstanding at the financial year end but are not indicative of either the market risk or credit risk inherent in the derivative contracts. The risks associated with the use of derivative financial instruments, as well as management's policy for controlling these risks are set out in Note 33 to the financial statements.

2015			2014		
Contract/ Notional	rali value		Contract/ Notional	Fair Value	
Amount RM'000	Assets RM'000	Liabilities RM'000	Amount RM'000	Assets RM'000	Liabilities RM'000
7,861,430	134,812	116,120	6,568,037	136,147	119,218
21,864,337	2,916,712	2,711,505	18,748,380	987,175	835,896
14,089,050	93,393	44,519	5,483,662	35,117	19,296
2,958	25	14	85,172	758	148
43,817,775	3,144,942	2,872,158	30,885,251	1,159,197	974,558
	7,861,430 21,864,337 14,089,050	Contract/ Notional Amount RM'000 Assets RM'000 7,861,430 134,812 21,864,337 2,916,712 14,089,050 93,393 2,958 25	Contract/ Notional Amount RM'000         Fair Value Assets RM'000         Liabilities RM'000           7,861,430         134,812         116,120           21,864,337         2,916,712         2,711,505           14,089,050         93,393         44,519           2,958         25         14	Contract/ Notional Amount RM'000         Fair Value Assets RM'000         Contract/ Notional Amount RM'000           7,861,430         134,812         116,120         6,568,037           21,864,337         2,916,712         2,711,505         18,748,380           14,089,050         93,393         44,519         5,483,662           2,958         25         14         85,172	Contract/ Notional Amount RM'000         Fair Value Assets RM'000         Contract/ Notional Amount RM'000         Fair Value Assets RM'000           7,861,430         134,812         116,120         6,568,037         136,147           21,864,337         2,916,712         2,711,505         18,748,380         987,175           14,089,050         93,393         44,519         5,483,662         35,117           2,958         25         14         85,172         758

<sup>\*</sup> Included in trading derivatives are derivative financial assets and derivative financial liabilities transacted with the holding company amounting to RM16,654,000 (2014: RM7,866,000) and RM438,440,000 (2014: RM162,222,000) respectively.

#### 8. Statutory Deposits With Bank Negara Malaysia

The non-interest bearing statutory deposits are maintained with BNM in compliance with Section 26(2)(c) of the Central Bank of Malaysia Act, 2009, the amounts of which are determined as a set percentage of total eligible liabilities.

[31 December 2015] [Continued]

#### 9. Significant Related Party Transactions And Balances

#### (a) Related party and relationships

Parties are considered to be related if one party has the ability to control or jointly control the other party or exercise significant influence over the other party in making financial or operating decisions, or if one other party controls both or exercises significant influence over both.

2015

#### (b) Related party transactions and balances

The related party transactions during the financial year are as follows:

20.0					
Holding Company RM'000	Related Company RM'000	Total RM'000	Holding Company RM'000	Related Company RM'000	Total RM'000
17	_	17	157	-	157
4,704	_	4,704	6,450	-	6,450
4,721	-	4,721	6,607	-	6,607
59.736	_	59.736	13.180	_	13,180
	99		•	3	23,751
106,457	99	106,556	36,928	3	36,931
550,233	23,200	573,433	685,757	96	685,853
423	_	423	772	_	772
	_			_	7,866
567,310	23,200	590,510	694,395	96	694,491
5.718.346	_	5.718.346	1.957.080	_	1,957,080
	1	401	878	-	878
11,276	_	11,276	1,471	-	1,471
5,730,022	1	5,730,023	1,959,429	-	1,959,429
7,276,411	-	7,276,411	2,463,833	-	2,463,833
438,440	-	438,440	162,222	-	162,222
13,444,874	1	13,444,874	4,585,484	-	4,585,484
	17 4,704 4,721 59,736 46,721 106,457 550,233 423 16,654 567,310 5,718,346 400 11,276 5,730,022 7,276,411 438,440	Company RM'000         Company RM'000           17         -           4,704         -           4,721         -           59,736         -           46,721         99           106,457         99           550,233         23,200           423         -           16,654         -           567,310         23,200           5,718,346         -           400         1           11,276         -           5,730,022         1           7,276,411         -           438,440         -	Company RM'000         Company RM'000         Total RM'000           17         -         17           4,704         -         4,704           4,721         -         4,721           59,736         -         59,736           46,721         99         46,820           106,457         99         106,556           550,233         23,200         573,433           423         -         423           16,654         -         16,654           567,310         23,200         590,510           5,718,346         -         5,718,346           400         1         401           11,276         -         11,276           5,730,022         1         5,730,023           7,276,411         -         7,276,411           438,440         -         438,440	Company RM'000         Company RM'000         Total RM'000         Company RM'000           17         -         17         157           4,704         -         4,704         6,450           4,721         -         4,721         6,607           59,736         -         59,736         13,180           46,721         99         46,820         23,748           106,457         99         106,556         36,928           550,233         23,200         573,433         685,757           423         -         423         772           16,654         -         16,654         7,866           567,310         23,200         590,510         694,395           5,718,346         -         5,718,346         1,957,080           400         1         401         878           11,276         -         11,276         1,471           5,730,022         1         5,730,023         1,959,429           7,276,411         -         7,276,411         2,463,833           438,440         -         438,440         162,222	Company RM'000         Company RM'000         Company RM'000         Company RM'000           17         -         17         157         -           4,704         -         4,704         6,450         -           4,721         -         4,721         6,607         -           59,736         -         59,736         13,180         -           46,721         99         46,820         23,748         3           106,457         99         106,556         36,928         3           550,233         23,200         573,433         685,757         96           423         -         423         772         -           16,654         -         16,654         7,866         -           567,310         23,200         590,510         694,395         96           5,718,346         -         5,718,346         1,957,080         -           400         1         401         878         -           11,276         -         11,276         1,471         -           5,730,022         1         5,730,023         1,959,429         -           7,276,411         -         7,276,411

Related companies refer to subsidiaries of the holding company as listed below:

Company	Relationship
Bank of Tokyo-Mitsubishi UFJ (Canada)	Subsidiary of holding company
Bank of Tokyo-Mitsubishi UFJ (Holland) N.V.	Subsidiary of holding company
Bank of Tokyo-Mitsubishi UFJ (China), Ltd.	Subsidiary of holding company
Bank of Ayudhya PCL	Subsidiary of holding company

Interest rates on advances, current accounts and fixed deposits were at normal commercial rates.

2014

[31 December 2015] [Continued]

### 9. Significant Related Party Transactions And Balances [Contd]

### (c) Credit transactions and exposures with connected parties

Credit transactions and exposures to connected parties includes the extension of credit facilities and/or off balance sheet credit exposures such as guarantees, trade related facilities and loan commitments. It also includes holdings of equities and private debt securities issued by the connected parties.

The credit transactions with connected parties are all transacted on an arm's length basis and on terms and conditions no more favourable than those entered into with other counterparties with similar circumstances and creditworthiness. Due care has been taken to ensure that the creditworthiness of the connected party is not less than that normally required of other persons.

	2015 RM'000	2014 RM'000
Outstanding credit exposures with connected parties	614,230	563,488
Total credit exposures	26,571,295	13,765,149
Percentage of outstanding credit exposures to connected parties		
<ul> <li>as a proportion of total credit exposures</li> </ul>	2.3%	4.1%
as a proportion of total capital	31.2%	30.1%

There are currently no exposures to connected parties which are classified as impaired.

### (d) Key management personnel

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Bank either directly or indirectly. The key management personnel of the Bank are the Executive Vice Presidents and Directors.

The remuneration of the Executive Vice Presidents included in profit or loss is as follows:

	2015 RM'000	2014 RM'000
Short-term employee benefits	2,339	2,034
Defined contribution plans	184	119
Defined benefit plans	238	180
	2,761	2,333

Directors' remuneration is disclosed in Note 26.

[31 December 2015] [Continued]

### 10. Other Assets

	2015 RM'000	2014 RM'000
Cash collaterals	1,331	-
Accrued interest receivable	3,953	7,320
Other receivables, deposits and prepayments	25,503	15,862
	30,787	23,182
Allowance for impairment on other assets	(66)	(3,919)
	30,721	19,263

### 11. Property, Plant And Equipment

	Freehold Land Ir RM'000	Building and Leashold mprovements RM'000	Computer Equipment RM'000	Furniture, Fixtures and Equipment RM'000	Motor Vehicle RM'000	Total RM'000
2015						
Cost						
At 1 January, restated	2,963	12,314	20,129	7,831	1,580	44,817
Additions	-	1,432	5,708	634	559	8,333
Written off		(10)	(6)	(297)	(992)	(1,305)
At 31 December	2,963	13,736	25,831	8,168	1,147	51,845
Accumulated Depreciation						
At 1 January, restated	-	6,124	11,819	5,806	1,194	24,943
Charge for the year	-	923	2,460	593	151	4,127
Written off		(10)	(6)	(297)	(992)	(1,305)
At 31 December		7,037	14,273	6,102	353	27,765
Carrying Amount	2,963	6,699	11,558	2,066	794	24,080
2014						
Cost						
At 1 January, restated	2,963	12,314	18,701	7,506	1,551	43,035
Additions	-	-	1,593	325	288	2,206
Written off	-	-	(165)	-	(259)	(424)
At 31 December, restated	2,963	12,314	20,129	7,831	1,580	44,817
Accumulated Depreciation						
At 1 January, restated	-	5,297	9,753	5,082	1,379	21,511
Charge for the year	-	827	2,231	724	74	3,856
Written off		-	(165)	-	(259)	(424)
At 31 December, restated	-	6,124	11,819	5,806	1,194	24,943
Carrying Amount	2,963	6,190	8,310	2,025	386	19,874

[31 December 2015] [Continued]

### 12. Intangible Assets

Intangible assets comprised computer software which are in itself not integral to any other tangible assets.

	2015 RM′000	2014 RM'000
Cost		
At 1 January, restated	33,767	29,758
Additions	10,160	4,009
At 31 December	43,927	33,767
Accumulated Amortisation		
At 1 January, restated	19,299	16,111
Charge for the year	3,653	3,188
At 31 December	22,952	19,299
Carrying Amount	20,975	14,468

### 13. Deferred Tax Assets

	2015 RM'000	2014 RM'000
At 1 January	8,155	11,409
Recognised in profit or loss (Note 28)	35,955	(3,504)
Recognised in other comprehensive income (Note 29)	(3,433)	250
At 31 December	40,677	8,155

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and they relate to income taxes levied by the same fiscal tax authority on the same taxable entity.

The components and movements in deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

	Allowance for Collective Impairment on Loans and Advances RM'000	Fair Value Reserve RM'000	Define Benefit Reserve RM'000	Property, Plant and Equipment RM'000	Other Temporary Differences RM'000	Total RM'000
At 1 January 2014	14,475	(153)	4,329	(7,910)	668	11,409
(Charged)/Credited to profit or loss	(620)	-	-	331	(3,215)	(3,504)
Credited to equity	-	137	113	-	-	250
At 31 December 2014/At 1 January 2015	13,855	(16)	4,442	(7,579)	(2,547)	8,155
Credited to profit or loss	5,008	-	-	1,682	29,265	35,955
Credited to equity	-	(779)	(2,654)	-	-	(3,433)
At 31 December 2015	18,863	(795)	1,788	(5,897)	26,718	40,677

[31 December 2015] [Continued]

### **Deposits From Customers**

15.

16.

			2015 RM′000	2014 RM′000
At a	mortised cost			
Dem	nand deposits		3,314,168	2,888,333
Mon	ney market deposits		707,234	694,606
Savi	ings deposits		14,516	10,105
Fixe	d deposits		3,719,728	2,868,175
			7,755,646	6,461,219
(a)	The maturity structure of fixed deposits are as follows:			
			2015 RM′000	2014 RM'000
	Due within six months		3,649,215	2,795,259
	More than six months to one year		57,272	56,877
	More than one year to two years		13,241	16,039
			3,719,728	2,868,175
(b)	The deposits are sourced from the following customers:			
			2015 RM'000	2014 RM'000
	Business enterprises		7,667,485	6,374,870
	Individuals		88,161	86,349
			7,755,646	6,461,219
Dep	osits and Placements of Banks and Other Financial Institutio	ns		
			2015 RM'000	2014 RM'000
	mortised cost n-bank financial institutions		F 000	21.020
NON	r-bank imancial institutions		5,000	31,030
Oth	er Liabilities			
			2015 RM′000	2014 RM'000
Prov	vision for retirement benefits	(i)	21,872	28,405
Casl	h collaterals received	(ii)	10,109,477	3,381,344
Accı	rued interest payable		7,045	8,365
Othe	er payables and accruals		113,078	124,394

10,251,472

3,542,508

[31 December 2015] [Continued]

### 16. Other Liabilities [Contd]

### (i) Provision for retirement benefits

The Bank operates an unfunded defined benefit plan. Actuarial valuation of the plan was performed in February 2016.

Movements in provision for retirement benefits are as follows:

	2015 RM'000	2014 RM'000
At 1 January	28,405	23,744
Included in profit or loss (Note 25)	-	
Current service cost	3,181	2,784
Interest cost	1,484	1,251
Underprovision of benefits		175
	4,665	4,210
Included in other comprehensive income		
Remeasurement loss		
- Actuarial (gain)/loss arising from:		
experience adjustments	(10,615)	451
	(10,615)	451
Others		
Benefits paid	(583)	
	(583)	-
At 31 December	21,872	28,405

The charge to profit or loss is included under personnel expenses as disclosed in Note 25 under Other Operating Expenses.

Principal actuarial assumptions at the end of the reporting period (expressed as weighted average):

	<b>2015</b> %	2014 %
Discount rate	5.3	5.3
Expected rate of salary increment	6.0	10.0

At 31 December 2015, the duration of the defined benefit obligation was 9.5 years (2014: 11.5 years).

[31 December 2015] [Continued]

### 16. Other Liabilities [Contd]

### (i) Provision for retirement benefits [Contd]

### Sensitivity analysis

Reasonably possible changes at the reporting date to the following relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

	Defined Benefit Obligation		
	Increase RM'000	Decrease RM'000	
2015			
Discount rate (1% movement)	(1,818)	2,081	
Rate of salary (1% movement)	2,088	(1,860)	
2014			
Discount rate (1% movement)	(2,815)	3,282	
Rate of salary (1% movement)	3,144	(2,765)	

The sensitivity results above determine their individual impact on the Plan's end of year defined benefit obligation. In reality, the Plan is subject to multiple external experience items which may move the defined benefit obligation in similar or opposite directions, while the Plan's sensitivity to such changes can vary over time.

(ii) The cash collaterals are received in respect of derivative balances pursuant to agreements in accordance with International Swaps and Derivatives Association ("ISDA") and Credit Support Annex ("CSA") entered into with respective counterparties, and Cash Collateral Scheme entered into with a branch of the holding company amounting to RM7,276,411,000 (2014: RM2,463,833,000).

### 17. Sukuk

	2015 RM'000	2014 RM'000
Sukuk	-	160,483
Sukuk issuance cost		(703)
	-	159,780
Accrued profits	-	460
	-	160,240

The sukuk was issued on 25 September 2014 under a USD 500.0 million nominal value multi-currency program under the Islamic Shariah principle of Wakalah Bi Al-Istithmar and is guaranteed by the holding company. The sukuk issued comprised amounts of USD 25.0 million and JPY 2.5 billion which matured on 25 September 2015.

[31 December 2015] [Continued]

### 18. Share Capital

	Number of Ordir RM1 ea	•	Amoun	t
	2015 ′000	2014 ′000	2015 RM′000	2014 RM'000
Authorised At 1 January/31 December	300,000	300,000	300,000	300,000
Issued and Fully Paid-up At 1 January/31 December	200,000	200,000	200,000	200,000

### 19. Reserves

	2015 RM'000	2014 RM'000
(a)	204,187	204,187
	2,378	43
(b)	(5,362)	(13,323)
(c)	150,388	-
	1,493,454	1,450,706
	1,845,045	1,641,613
	(b)	(a) 204,187 2,378 (b) (5,362) (c) 150,388

(a) The statutory reserve is maintained in compliance with Section 12 of the Financial Services Act 2013, and is not distributable as dividends.

There was no transfer to statutory reserve during the financial year as statutory reserve exceeds the issued share capital of the Bank.

- (b) The defined benefit reserve is in respect of actuarial gains and losses arising from remeasurement of the Bank's defined benefit plan.
- (c) The transfer of retained profits to regulatory reserve is in respect of the requirement from Bank Negara Malaysia for the revised Impairment Provisions Framework and Policy on Write-off and Rescheduled Loans/Financing of minimum 1.20% on Collective Impairment Provision and Regulatory Reserve.

[31 December 2015] [Continued]

### 20. Commitments and Contingencies

The commitments and contingencies exposures and their related counterparty credit risk of the Bank are as follows:

	Principal Amount RM'000	Positive Fair Value of Derivative Contracts RM'000	Credit Equivalent Amount RM'000	Risk- Weighted Assets RM'000
2015				
Contingent liabilities				
Direct credit substitutes	4,005		4,005	2,003
Transaction related contingent items	1,348,176		674,088	384,352
Short term self liquidating trade-related				
contingencies	19,211		3,842	3,842
Commitments				
Other commitments, such as formal standby facilities and credit lines, with an original maturity of:				
<ul> <li>not exceeding one year</li> </ul>	412,644		82,529	82,529
<ul> <li>exceeding one year</li> </ul>	152,131		76,066	76,019
Any commitments that are unconditionally cancelled at any time by the Bank without prior notice or that effectively provide for automatic cancellation due to deterioration				
in a borrower's creditworthiness	3,955,295		-	-
Securitisation exposures	500,000		100,000	75,000
	6,391,462		940,530	623,745
Derivative Financial Instruments Foreign exchange related contracts				
<ul> <li>less than one year</li> </ul>	10,988,419	696,158	912,661	414,844
<ul> <li>one year to less than five years</li> </ul>	12,593,822	1,952,480	1,948,059	810,919
<ul> <li>five years and above</li> </ul>	6,143,526	402,886	1,175,178	742,109
Interest rate related contracts				
<ul> <li>less than one year</li> </ul>	2,868,572	1,785	5,428	1,524
<ul> <li>one year to less than five years</li> </ul>	6,793,533	50,080	75,437	32,710
<ul> <li>five years and above</li> </ul>	4,426,945	41,528	216,581	150,519
Currency options				
<ul> <li>less than one year</li> </ul>	2,958	25	70	70
	43,817,775	3,144,942	4,333,414	2,152,695

[31 December 2015] [Continued]

### 20. Commitments and Contingencies [Contd]

The commitments and contingencies exposures and their related counterparty credit risk of the Bank are as follows: [Contd]

	Principal Amount RM′OOO	Positive Fair Value of Derivative Contracts RM'000	Credit Equivalent Amount RM'000	Risk- Weighted Assets RM'000
2014				
Contingent liabilities				
Direct credit substitutes	4,205		4,205	1,261
Transaction related contingent items	1,269,709		634,855	327,048
Short term self liquidating trade-related				
contingencies	45,235		9,047	9,327
Commitments				
Other commitments, such as formal standby facilities and credit lines, with an original maturity of:				
<ul> <li>not exceeding one year</li> </ul>	245,948		122,974	122,954
<ul> <li>exceeding one year</li> </ul>	368,535		73,707	73,707
Any commitments that are unconditionally cancelled at any time by the Bank without prior notice or that effectively provide for automatic cancellation due to deterioration				
in a borrower's creditworthiness	3,923,008		-	-
Securitisation exposures	500,000		100,000	75,000
	6,356,640		944,788	609,297
Derivative Financial Instruments Foreign exchange related contracts				
<ul> <li>less than one year</li> </ul>	8,341,161	241,769	364,173	244,894
<ul> <li>one year to less than five years</li> </ul>	12,155,103	685,477	693,521	379,097
<ul> <li>five years and above</li> </ul>	4,820,153	196,076	862,484	560,311
Interest rate related contracts				
<ul> <li>less than one year</li> </ul>	1,246,201	1,648	3,207	1,516
<ul> <li>one year to less than five years</li> </ul>	1,792,216	6,270	45,422	16,293
<ul> <li>five years and above</li> </ul>	2,445,245	27,199	151,083	102,561
Currency options				
<ul> <li>less than one year</li> </ul>	85,172	758	3,952	3,952
	30,885,251	1,159,197	2,123,842	1,308,624
	37,241,891	1,159,197	3,068,630	1,917,921

[31 December 2015] [Continued]

### **Operating Revenue**

Operating revenue of the Bank comprise of net interest income, fee and commission income, investment income, income derived from investment securities, gross dividends and other income derived from conventional banking and Islamic banking operations.

### 22. Interest Income

	2015 RM'000	2014 RM'000
Loans and advances	196,822	127,140
Money at call and deposit placements with financial institutions	179,745	131,292
Securities available-for-sale	12,120	16,180
	388,687	274,612

### 23. Interest Expense

	2015 RM′000	2014 RM'000
Deposits and placements of banks and other financial institutions	61,366	13,967
Deposits from other customers	98,997	85,198
	160,363	99,165

### 24. Other Operating Income

	2015 RM'000	2014 RM'000
Fee income		
Commission	847	1,067
Guarantee fees	3,626	4,116
Service charges and fees	3,452	3,305
Commitment fees	790	783
Other fee income	18,149	6,639
	26,864	15,910
Investment income		
Gross dividends	274	253
Realised gain in fair value of derivative financial instruments	170,542	36,961
Unrealised (loss)/gain in fair value of derivative financial instruments	(102,791)	18,059
Net premium (paid)/received for options	(532)	122
	67,493	55,395
Other income		
Foreign exchange gain	95,536	63,432
Other operating income	7,939	5,546
	103,475	68,978
	197,832	140,283

[31 December 2015] [Continued]

### 25. Other Operating Expenses

			2015 RM′000	2014 RM'000
Pers	sonnel expenses	(i)	85,821	83,677
	blishment related expenses	(ii)	14,915	14,356
	notion and marketing related expenses	(iii)	2,181	2,655
	ninistrative and other expenses	(iv)	55,675	24,875
	·	, ,	158,592	125,563
(i)	Personnel expenses			
	Wages, salaries and bonuses		66,709	64,829
	Defined benefit plan (Note 16(i))		4,665	4,210
	Defined contribution plan		6,890	6,795
	Other employee benefits		7,557	7,843
			85,821	83,677
(ii)	Establishment related expenses			
()	Depreciation of property, plant and equipment		4,127	3,856
	Amortisation of intangible assets		3,653	3,188
	Hire of equipment		863	1,206
	Repair and maintenance		494	701
	Rental of premises		4,930	4,692
	Others		848	713
			14,915	14,356
(:::\	Dramatian and marketing related evapones			
(iii)	Promotion and marketing related expenses		298	297
	Advertising and publicity Others			
	Others		1,883 2,181	2,358 2,655
			2,101	2,000
(iv)	Administrative and other expenses			
	Cash collateral fees		36,837	5,326
	Communication expenses		1,316	1,427
	Legal and professional fees		3,988	2,492
	Auditors' remuneration			
	Statutory audit		170	150
	<ul> <li>Non audit related services</li> </ul>		65	65
	Others		13,299	15,415
			55,675	24,875

[31 December 2015] [Continued]

### **Directors' Remuneration**

Remuneration in aggregate for all directors charged to profit or loss for the year are as follows:

			2015					2014		
	Fee RM'000	Salary and Bonus RM′000	Other Remuneration RM'000	Benefits- In-Kind RM'000	Total RM'000	Fee RM'000	Salary and Bonus RM′000	Other Remuneration RM′000	Benefits- In-Kind RM'000	Total RM'000
<b>Executive Directors</b> Mr. Naoki Nishida	•	973	•	496	1,469	•	693	Ŋ	453	1,151
Non-Executive Directors										
Y.Bhg. Dato' Hashim bin Dato' Dr. Md. Salleh	•	•	•	•	•	28	•	165	•	193
Y.Bhg. Dato Abdul Rahim bin Osman	09	•	120	•	180	09	•	112	•	172
Y.Bhg. Dato' Mohd Sallehuddin bin Othman	09	•	77	•	137	09	•	82	•	142
En. Ismail Bin Mahbob	09		74	•	134	32	1	39		17
	180	973	172	496	1,920	180	693	403	453	1,729

The remuneration attributable to the Chief Executive Officer of the Bank, including benefits-in-kind, during the financial year amounted to RM1,469,000 (2014: RM1,151,000).

[31 December 2015] [Continued]

### 27. (Allowance)/Write Back For Impairment On Loans And Advances

	2015 RM'000	2014 RM'000
Individual impairment	(199)	(1,670)
Collective impairment	(20,030)	2,478
Impaired loans and advances written off	(166)	(69)
	(20,395)	739

### 28. Tax Expense

	2015 RM'000	2014 RM'000
Current tax		
Malaysian income tax in respect of current financial year	86,123	42,258
<ul> <li>Under/(Over)provision in prior years</li> </ul>	5,791	(204)
	91,914	42,054
Deferred tax (Note 13)		
Relating to origination and reversal of temporary differences	(37,045)	3,515
Effect of changes in tax rate	1,838	-
Overprovision in prior years	(748)	(11)
	(35,955)	3,504
	55,959	45,558

Domestic income tax is calculated at the Malaysian statutory tax rate of 25% (2014: 25%) on the estimated assessable profit for the year.

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Bank is as follows:

	2015 RM'000	2014 RM'000
Profit before tax	249,095	190,927
Total Control Malacian Advantage of OFF	60.074	47700
Taxation at Malaysian statutory tax rate of 25% Income not subject to tax	62,274 (13,653)	47,732 (2,453)
Expenses not deductible for tax purposes	457	494
Overprovision of deferred tax in prior years	(748)	(11)
Under/(Over)provision of current tax expense in prior years	5,791	(204)
Effect of changes in tax rate	1,838	-
Tax expense for the year	55,959	45,558

[31 December 2015] [Continued]

### 29. Other Comprehensive Income

		2015			2014	
	Before Tax RM'000	Tax (Expenses) Benefit RM'000	Net of Tax RM'000	Before Tax RM'000	Tax (Expenses) Benefit RM'000	Net of Tax RM'000
Change in fair value of securities available-for-sale Remeasurement of defined	3,114	(779)	2,335	(546)	137	(409)
benefit liability	10,615	(2,654)	7,961	(451)	113	(338)
	13,729	(3,433)	10,296	(997)	250	(747)

### 30. Earnings Per Share

The earnings per ordinary share of the Bank have been calculated based on the profit for the year of RM193,136,000 (2014: RM145,369,000) and on the number of ordinary shares of RM1.00 each in issue during the year of 200,000,000 (2014: 200,000,000).

### 31. Operating Lease Commitments

The Bank has lease commitments in respect of rented premises and equipment on hire, all of which are classified as operating lease.

A summary of the non-cancellable long-term commitments, net of sub-leases is as follows:

	2015 RM'000	2014 RM'000
Future minimum rental payments		
Not later than 1 year	4,651	4,518
<ul> <li>Later than 1 year but not later than 5 years</li> </ul>	1,557	5,314
	6,208	9,832

### 32. Capital Adequacy

The capital adequacy ratios of the Bank are as follows:

	<b>2015</b> %	<b>2014</b> %
Common equity Tier 1 ("CET 1") capital ratio	14.873	18.698
Tier 1 capital ratio	14.873	18.698
Total capital ratio	15.983	19.264

[31 December 2015] [Continued]

### 32. Capital Adequacy [Contd]

(a) The capital adequacy ratios consist of total capital and risk-weighted assets derived from balances of the Bank and are computed in accordance with BNM's Guidelines on Capital Adequacy Framework (Capital Components and Basel II - Risk Weighted Assets) ("CAF") issued on 28 November 2012. The Bank adopted the Standardised Approach for Credit Risk and Market Risk and the Basic Indicator Approach for Operational Risk.

The minimum regulatory capital adequacy requirements under CAF for the capital adequacy ratios are:

Calendar Year	CET 1 Capital %	Tier 1 Capital %	Total Capital %
2014	4.00	5.50	8.00
2015 onwards*	4.50	6.00	8.00

<sup>\*</sup> Before including capital conservation buffer of 2.50%, counter-cyclical buffer and any other buffers to be introduced by BNM from 1 January 2016.

(b) The components of CET 1, Tier 1 and total capital of the Bank are as follows:

	2015 RM'000	2014 RM'000
CET 1 and Tier 1 capital		
Paid-up share capital	200,000	200,000
Ratained profits	1,493,454	1,450,706
Other reserves	351,591	190,907
	2,045,045	1,841,613
Less: Deferred tax assets	(40,677)	(8,155)
Intangible assets	(20,975)	(14,468)
55% of fair value reserve	(1,308)	(24)
Regulatory reserve	(150,388)	-
	1,831,697	1,818,966
Tier 2 capital		
<ul> <li>Collective Impairment allowance and regulatory reserve*</li> </ul>	136,740	55,127
Total Capital	1,968,437	1,874,093

<sup>\*</sup> Excludes impairment allowance on collective assessment on impaired loans restricted from Tier 2 capital of the Bank of RM261,000 (2014: RM275,000).

### **Capital Management**

The Bank's capital management is guided by its risk appetite and outlines the Bank's objective to diversify its sources of capital and to allocate capital efficiently, directed by the need to maintain a prudent relationship between available capital and risks in the underlying businesses to meet the expectations of key constituencies, including the holding company and BNM.

The capital target for the total capital ratio is above the minimum regulatory capital requirements and has factored in the expected capital required under the current and future operating environment to support the credit, market and operational risks as well as the Bank's business growth.

[31 December 2015] [Continued]

### 32. Capital Adequacy [Contd]

(c) The breakdown of the risk-weighted assets by each major risk category is as follows:

	2015 RM′000	2014 RM'000
Credit risk	10,939,181	8,497,613
Market risk	770,237	665,471
Operational risk	606,309	565,299
	12,315,727	9,728,383

Detailed disclosures on risk exposures above, as prescribed under BNM's Guidelines on Risk-Weighted Capital Adequacy Framework (Basel II) - Disclosure Requirements (Pillar 3) is presented in the Pillar 3 disclosures.

### 33. Financial Risk Management

### (a) Introduction

The Bank has exposure to the following risks from financial instruments:

- Credit Risk
- Market Risk
- Liquidity Risk
- Operational Risk

The following note presents information about the Bank's exposures to each of the above risks, the Bank's objectives, policies and processes for measuring and managing risk and the Bank's management of capital.

The Board of Directors has overall responsibility for the establishment and oversight of the Bank's risk management framework. The Board has established the Risk Management Committee ("RMC"), which is responsible for developing and monitoring risk management policies in their specified areas. The RMC has both executive and non-executive members and report regularly to the Board on their activities.

The Bank's risk management policies are established to identify and analyse the risks faced by the Bank, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Bank, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

The Audit Committee ("AC") is responsible for monitoring compliance with the Bank's risk management policies and procedures, and for reviewing the adequacy of the risk management framework in relation to the risks faced by the Bank. The AC is assisted in these functions by the Internal Audit Department. Internal Audit undertakes regular reviews of risk management controls and procedures, the results of which are reported to the AC.

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (a) Introduction [Contd]

### **Financial Instruments by Categories**

The tables below provide an analysis of financial instruments categorised as follows:

- Loans, advances and receivables ("L&R")
- Financial assets available-for-sale ("AFS")
- Financial liabilities measured at amortised cost ("FL")

	Carrying Amount RM'000	L&R/FL RM'000	AFS RM'000	Derivatives RM'000
2015				
Financial assets				
Cash and short-term funds	7,312,418	7,312,418	-	-
Securities available-for-sale	174,874	-	174,874	-
Loans and advances	17,295,638	17,295,638	-	-
Purchased receivables	31,701	31,701	-	-
Derivative financial assets	3,144,942	-	-	3,144,942
Statutory deposits with				
Bank Negara Malaysia	3,268	3,268	-	-
Amount due from holding company	550,233	550,233	-	-
Amount due from related companies	23,200	23,200	-	-
Other assets	30,721	30,721	-	-
	28,566,995	25,247,179	174,874	3,144,942
Financial Liabilities				
Deposits from customers	7,755,646	7,755,646	-	-
Deposits and placements of banks				
and other financial institutions	5,000	5,000	-	-
Derivative financial liabilities	2,872,158	-	-	2,872,158
Amount due to holding company	5,730,023	5,730,023	-	-
Other liabilities	10,251,472	10,251,472	-	-
	26,614,299	23,742,141	_	2,872,158

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### Introduction [Contd] (a)

### Financial Instruments by Categories [Contd]

Property   Property		Carrying Amount RM'000	L&R/FL RM'000	AFS RM'000	Derivatives RM'000
Cash and short-term funds         4,238,366         4,238,366         -         -           Securities available-for-sale         623,400         -         623,400         -           Loans and advances         7,982,543         7,982,543         -         -           Purchased receivables         190,124         190,124         -         -           Derivative financial assets         1,159,197         -         -         1,159,197           Statutory deposits with         -         -         -         -         -         1,159,197           Statutory deposits with         - <t< td=""><td>2014</td><td></td><td></td><td></td><td></td></t<>	2014				
Securities available-for-sale         623,400         -         623,400         -           Loans and advances         7,982,543         7,982,543         -         -           Purchased receivables         190,124         190,124         -         -           Derivative financial assets         1,159,197         -         -         1,159,197           Statutory deposits with         -         -         -         1,159,197           Statutory deposits with         -         -         -         -           Bank Negara Malaysia         3,268         3,268         -         -         -           Amount due from holding company         685,757         685,757         -         -         -           Amount due from related companies         96         96         -         -         -           Other assets         19,263         19,263         19,263         -         -           Peposits from customers         6,461,219         6,461,219         -         -         -           Deposits and placements of banks         31,030         31,030         -         -         -           and other financial institutions         31,030         31,030         -         - <t< td=""><td>Financial assets</td><td></td><td></td><td></td><td></td></t<>	Financial assets				
Derivative financial assets   7,982,543   7,982,543   -   -   -	Cash and short-term funds	4,238,366	4,238,366	-	-
Purchased receivables         190,124         190,124         -         -           Derivative financial assets         1,159,197         -         -         1,159,197           Statutory deposits with         3,268         3,268         -         -         -           Bank Negara Malaysia         3,268         3,268         -         -         -           Amount due from holding company         685,757         685,757         -         -         -           Amount due from related companies         96         96         -         -         -         -           Other assets         19,263         19,263         -         -         -         -         -           Other assets         19,263         19,263         -	Securities available-for-sale	623,400	-	623,400	-
Derivative financial assets   1,159,197   -   1,159,197	Loans and advances	7,982,543	7,982,543	-	-
Statutory deposits with         Bank Negara Malaysia       3,268       3,268       -       -         Amount due from holding company       685,757       685,757       -       -         Amount due from related companies       96       96       -       -         Other assets       19,263       19,263       -       -         14,902,014       13,119,417       623,400       1,159,197         Financial Liabilities         Deposits from customers       6,461,219       6,461,219       -       -         Deposits and placements of banks       31,030       31,030       -       -       -         Derivative financial institutions       31,030       31,030       -       -       -         Derivative financial liabilities       974,558       -       -       974,558         Amount due to holding company       1,959,429       1,959,429       -       -         Other liabilities       3,542,508       3,542,508       -       -       -         Sukuk       160,240       160,240       -       -       -       -	Purchased receivables	190,124	190,124	-	-
Bank Negara Malaysia         3,268         3,268         -         -           Amount due from holding company         685,757         685,757         -         -           Amount due from related companies         96         96         -         -         -           Other assets         19,263         19,263         -         -         -         -           Financial Liabilities         19,263         19,263         -	Derivative financial assets	1,159,197	-	-	1,159,197
Amount due from holding company       685,757       685,757       -       -         Amount due from related companies       96       96       -       -         Other assets       19,263       19,263       -       -         14,902,014       13,119,417       623,400       1,159,197         Financial Liabilities         Deposits from customers       6,461,219       -       -         Deposits and placements of banks       31,030       31,030       -       -         and other financial institutions       31,030       31,030       -       -       974,558         Amount due to holding company       1,959,429       1,959,429       -       -       -         Other liabilities       3,542,508       3,542,508       -       -       -         Sukuk       160,240       160,240       -       -       -       -	Statutory deposits with				
Amount due from related companies         96         96         -         -           Other assets         19,263         19,263         -         -           14,902,014         13,119,417         623,400         1,159,197           Financial Liabilities           Deposits from customers         6,461,219         6,461,219         -         -           Deposits and placements of banks and other financial institutions         31,030         31,030         -         -           Derivative financial liabilities         974,558         -         -         974,558           Amount due to holding company         1,959,429         1,959,429         -         -           Other liabilities         3,542,508         3,542,508         -         -         -           Sukuk         160,240         160,240         -         -         -         -	Bank Negara Malaysia	3,268	3,268	-	-
Other assets         19,263         19,263         19,263         -<	Amount due from holding company	685,757	685,757	-	-
Tinancial Liabilities           Deposits from customers         6,461,219         6,461,219         -         -         -           Deposits and placements of banks and other financial institutions         31,030         31,030         -         -         -           Derivative financial liabilities         974,558         -         -         974,558           Amount due to holding company         1,959,429         1,959,429         -         -           Other liabilities         3,542,508         3,542,508         -         -         -           Sukuk         160,240         160,240         -         -         -         -	Amount due from related companies	96	96	-	-
Financial Liabilities           Deposits from customers         6,461,219         6,461,219         -         -         -           Deposits and placements of banks and other financial institutions         31,030         31,030         -         -         -         -         974,558         -         974,558         -         974,558         -         -         974,558         -         -         974,558         -	Other assets	19,263	19,263	-	-
Deposits from customers       6,461,219       6,461,219       -       -         Deposits and placements of banks and other financial institutions       31,030       31,030       -       -         Derivative financial liabilities       974,558       -       -       974,558         Amount due to holding company       1,959,429       1,959,429       -       -         Other liabilities       3,542,508       3,542,508       -       -         Sukuk       160,240       160,240       -       -       -		14,902,014	13,119,417	623,400	1,159,197
Deposits and placements of banks         and other financial institutions       31,030       31,030       -       -       -         Derivative financial liabilities       974,558       -       974,558         Amount due to holding company       1,959,429       1,959,429       -       -         Other liabilities       3,542,508       3,542,508       -       -       -         Sukuk       160,240       160,240       -       -       -       -	Financial Liabilities				
and other financial institutions       31,030       31,030       -       -         Derivative financial liabilities       974,558       -       974,558         Amount due to holding company       1,959,429       1,959,429       -       -         Other liabilities       3,542,508       3,542,508       -       -         Sukuk       160,240       160,240       -       -       -	Deposits from customers	6,461,219	6,461,219	-	-
Derivative financial liabilities         974,558         -         -         974,558           Amount due to holding company         1,959,429         1,959,429         -         -         -           Other liabilities         3,542,508         3,542,508         -         -         -           Sukuk         160,240         160,240         -         -         -         -	Deposits and placements of banks				
Amount due to holding company       1,959,429       1,959,429       -       -         Other liabilities       3,542,508       3,542,508       -       -         Sukuk       160,240       160,240       -       -	and other financial institutions	31,030	31,030	-	-
Other liabilities       3,542,508       3,542,508       -       -       -         Sukuk       160,240       160,240       -       -       -	Derivative financial liabilities	974,558	-	-	974,558
Sukuk 160,240 160,240	Amount due to holding company	1,959,429	1,959,429	-	-
	Other liabilities	3,542,508	3,542,508	-	-
13,128,984 12,154,426 - 974,558	Sukuk	160,240	160,240	-	-
		13,128,984	12,154,426	-	974,558

### Risk Management Process

A sound risk management is essential to ensure the Bank's asset quality is maintained to the level and expectation of shareholders as well as to the satisfaction of regulators. This is to ensure that the shareholders interest is protected and the Bank continues to maintain a strong capital base to maximise lending under the single customer/group limit so that the Bank remains profitable whilst companies with good credit standing can continue to enjoy credit facilities with the Bank with competitive pricing.

The Bank's risk management strategies and processes are guided by its respective policies. The Credit Policy outlines the basic principles, features and conditions governing the approval, management and operations of credit facilities offered by the Bank. The Risk Management Policy stipulates the basic principles concerning the Bank's risk control and management. The Policy outlines the roles and responsibilities of the various management committees set up to assist the Board in overseeing that risk management functions are carried out efficiently and important matters are escalated to the Board through the RMC.

The RMC held its meetings on a quarterly basis. It is authorised by the Board to oversee the Bank's activities in managing credit, market, liquidity, operational, legal and other risks and to ensure that a risk management process is in place and functioning. Issues discussed in the RMC which have a significant bearing are informed to the Board at the next Board meeting.

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (b) Credit Risk

Credit risk is the risk of financial loss from the failure of customers to meet their obligations. Exposure to credit risk is managed through portfolio management. The credit portfolio's risk profiles and exposures are reviewed and monitored periodically to ensure that an acceptable level of risk diversification is maintained. Exposure to credit risk is also managed in part by obtaining collateral security and corporate and personal guarantees.

### Loans and Advances

The Bank's primary business is lending to business entities. The Bank is therefore mainly exposed to credit risk from loans and financing to its corporate customers and has minimal or negligible exposure to its retail customers. In line with this business model, the Bank has a vast customer base with high demand for foreign exchange contracts and derivatives for hedging purposes as well as trade financing related services due to their involvement in international trade business, i.e. imports and exports.

The Bank has credit exposures to most of the economic sectors but has some concentration in the sector of manufacturing, finance and business services. The Bank nevertheless manages such concentration risk through the various risk management processes guided by the respective risk management policies and framework.

The maximum exposure to credit risk for the Bank amounts to RM17,237,339,000 (2014: RM8,172,667,000) for on-balance sheet exposures and RM6,391,462,000 (2014: RM6,506,640,000) for off-balance sheet exposures.

The Bank's internal Credit Rating System is used for its internal credit assessment for evaluating the credit worthiness of a company prior to the extension of credit as well as for credit review. The Bank's Credit Rating system is used as a tool in establishing an integrated risk management system as well. The system serves to objectively evaluate the overall quality (credit risk) of each borrower and credit portfolio and to improve credit and portfolio management. By quantification of credit risk, integrated control and management of risks is in place.

Credit rating is measured against a uniform scale so that each borrower can be comparable and expressed in a simplified and comparative sign. Credit rating is assigned to all borrowers which the Bank provides credit. Borrower ratings are divided into 15 grades (Ratings 1 to 10-2) in accordance with the current and projected level of a borrower's debt-service capability. In this framework, each rating grade is defined by particular descriptions of "risk level" and "debt-service capability" but also clearly benchmarked to quantitative criteria – the probability of default within a certain period, by which the stability of the framework is secured.

Grades 1-2 (Ratings 1 to 2) indicate those borrowers whose capacity to meet financial obligations are deemed high and stable. Grades 3-5 (Ratings 3 to 5-1) indicate those borrowers whose capacity to meet financial obligations are deemed free of problems. Grades 6-8 (Ratings 5-2 to 6-2) indicate those borrowers whose capacity to meet short-term financial obligations are deemed free of problems. Grade 9 (Rating 7) indicates those borrowers whose capacity to meet financial obligations are deemed slightly insufficient.

Grades 10-12 (Ratings 8-1 to 8-3) indicate those borrowers perceived to have problems meeting their financial obligations either due to poor or unstable business performance or having problems with loan conditions. Grades 13-15 (Ratings 9 to 10-2) are those borrowers to whom losses are expected due to major debt repayment problems or having serious financial difficulties and may have the possibility of facing bankruptcy proceedings.

The Bank categorises borrowers with rating grades of 1-9 (Ratings 1 to 7) as normal grades. Borrowers with rating grades of 10-12 (Ratings 8-1 to 8-3) are identified and categorised under the "Close Watch" category where the Bank monitors the credits and business performance of these borrowers closely and formulates appropriate action plans to ensure the timely recovery of such credits, if deems necessary. The Bank reports action plans to the Credit Risk Management Committee ("CRMC").

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (b) Credit Risk [Contd]

### Loans and Advances [Contd]

The Bank conducts credit review on all its corporate customers to whom it provides credit. Credit review is conducted on an ongoing basis and/or when new information on the borrower becomes available. The Bank assigns a rating grade to each borrower after the credit review assessment is completed. The Bank however, does not conduct credit review for individuals to whom the Bank provides credit but would assign a rating grades ranging from 13-15 (Ratings of 9 to 10-2) if the credits are classified as impaired.

### **Counterparty Credit Risk on Derivative Financial Instruments**

Counterparty Credit Risk ("CCR") on derivative financial instruments is the risk that the Bank's counterparty in a foreign exchange, interest rate, commodity, equity, options or credit derivative contract defaults prior to maturity date of the contract and that the Bank at the relevant time has a claim on the counterparty. Derivative financial instruments entered are originated from customer-driven transactions. The Bank may also take trading derivative positions, within certain pre-set limits, with the expectation to make arbitrage gains from favourable movements in prices or rates.

Unlike on-balance sheet financial instruments, the Bank's financial loss is not the entire contracted principal value of the derivatives, but rather a fraction equivalent to the cost to replace the defaulted derivative financial instruments with another similar contract in the market. The Bank will only suffer a replacement cost if the contract carries a fair value gain at time of default.

The CCR arising from all derivative financial instruments is managed via the establishment of counterparty limits and also managed as part of the overall lending limits to banks and customers based on BNM's Single Counterparty Exposure Limit ("SCEL"). Where possible, Over-the-Counter ("OTC") derivative financial instruments, especially Interest Rate Swaps and Options are transacted under master agreements, International Swaps and Derivatives Association ("ISDA") and Credit Support Annex ("CSA") agreements. ISDA allows for the close-out netting in the event of default by a counterparty and CSA provides credit protection with the requirements to post collateral usually in the form of cash or government securities upon any exposure above the agreed threshold levels.

All outstanding financial derivative positions are marked-to-market on a daily basis. Risk Control Unit and Processing Departments monitor counterparties' positions and promptly request the collateral upon any exposure above the agreed threshold levels with relevant parties. Where possible, the Bank settles its OTC derivatives via the Payment-versus-Payment ("PVP") settlement method to further reduce settlement risk. For derivative financial instruments where the PVP settlement method is not possible, the Bank establishes settlement limits through the Bank's credit approval process.

The tables on the following pages set out the credit risk concentration by economic sectors of the Bank's total assets.

[31 December 2015] [Continued]

### Financial Risk Management [Contd]

33.

### (b) Credit Risk [Contd]

The credit risk concentration of the Bank, by economic sectors, are set out in the following tables:

	Cash and Short-Term Funds RM'000	Securities Available For Sale RM'000	Loans and Advances RM′000	Purchased Receivables RM′000	Derivatives Financial Assets RM'000	Statutory Deposits with BNM RM'000	Others RM′000	On-balance Sheet Total RM'000	Off-blance Sheet Exposures RM'000
2015									
Agricultural, hunting, forestry									
and fishing	•	1	1,371,052		2,618	•	•	1,373,670	848,185
Manufacturing	•	1	2,745,410	4,297	92,287	•	•	2,841,994	7,499,312
Electricity, gas and water	•	1	2,069,112		43,156	•	•	2,112,268	2,096,862
Mining and quarrying	•	•	199,172	•	•	•	•	199,172	24,267
Construction	•	1	362,291		4,594	•	•	366,885	726,197
Wholesale and retail trade									
and restaurants and hotels	•	•	732,177	23,438	22,709	•	•	778,324	2,572,152
Transport, storage and									
communication	•	•	665,147	1	28,584	•	•	693,731	1,149,169
Finance, insurance and business									
services	251,075	2,730	9,201,904	4,331	2,950,561	•	574,764	12,985,365	35,274,528
Government and government									
agencies	7,058,184	171,881			•	3,268	•	7,233,333	•
Households	•	•	18,544		•	•	•	18,544	2,562
Others	1	263	5,896		433	•	•	6,592	16,003
	7,309,259	174,874	17,370,705	32,066	3,144,942	3,268	574,764	28,609,878	50,209,237
Allowance for collective impairment	•	•	(75,067)	(365)	•	•	•	(75,432)	•
Other assets not subject to credit risk	3,159	•	•	1	•	•	121,739	124,898	•
	7,312,418	174,874	17,295,638	31,701	3,144,942	3,268	696,503	28,659,344	50,209,237

[31 December 2015] [Continued]

### Financial Risk Management [Contd]

Credit Risk [Contd] 9

The credit risk concentration of the Bank, by economic sectors, are set out in the following tables: [Contd]

	Cash and Short-Term Funds RM'000	Securities Available For Sale	Loans and Advances RM'000	Purchased Receivables RM′000	Derivatives Financial Assets RM'000	Statutory Deposits with BNM RM'000	Others RM'000	On-balance Sheet Total RM'000	Off-blance Sheet Exposures RM'000
2014									
Agricultural, hunting, forestry									
and fishing		•	130,832	•	,	ı	1	130,832	494,610
Manufacturing		•	2,322,783	1	83,526	ı	1	2,406,309	17,599,901
Electricity, gas and water		•	429,500	•	,	ı	1	429,500	836
Mining and quarrying		,	14,733	•	546	ı	1	15,279	20,747
Construction		,	263,859	•	1,861	ı	1	265,720	224,556
Wholesale and retail trade									
and restaurants and hotels		1	507,447	34,629	12,293	1	1	554,369	1,019,365
Transport, storage and									
communication	1	ı	511,940	1	19,644		1	531,584	75,252
Finance, insurance and business									
services	233,049	2,730	3,836,987	155,495	1,041,327	1	685,853	5,955,441	17,806,622
Government and government									
agencies	4,002,000	620,407	ı	٠	,	3,268	1	4,625,675	1
Households			19,864	٠	,	,	1	19,864	1
Others		263	ı		1	1	1	263	2
	4,235,049	623,400	8,037,945	190,124	1,159,197	3,268	685,853	14,934,836	37,241,891
Allowance for collective impairment		1	(55,402)		٠			(55,402)	
Other assets not subject to credit risk	3,317		ı	-	1	1	87,846	91,163	1
	4,238,366	623,400	7,982,543	190,124	1,159,197	3,268	773,699	14,970,597	37,241,891

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (b) Credit Risk [Contd]

In the event of default, the loans would be classified as impaired only when they are overdue for a period of 90 days or more. For loans where no default had occurred but have objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event (or events) has an impact on the estimated future cash flows of the financial assets that can be reliably estimated and impairment losses will be incurred, that loans would be tagged as "impaired".

A loan is defined as past due if the principal or interest is due and not paid. Where a loan is past due for a period of 90 days or more, the loan will automatically be tagged as "impaired". This principle applies to both the corporate and retail portfolio. However, retail portfolio or loans to individuals are not subject to individual impairment provision but provisions are made on a collective basis.

### Credit Quality of Gross Loans and Advances

Gross loans and advances are analysed as follows:

	Carryin	g Amount
	2015 RM'000	2014 RM'000
Neither past due nor impaired	17,366,051	8,032,554
Past due but not impaired	3,262	3,628
Impaired *	4,429	4,601
	17,373,742	8,040,783

<sup>\*</sup> Included in impaired loans and advances are accounts that have been individually assessed of RM3,369,000 (2014: RM3,170,000) of which allowance of individual assessment of RM3,037,000 (2014: RM2,838,000) including accrued interest was provided.

Corporate loans and advances are either secured by cash collateral schemes or unsecured. Although some are secured by corporate guarantees, it is impractical to estimate the fair values of the guarantees obtained. The Bank has minimal exposures to retail loans, which are mainly mortgage loans. All mortgage exposures are secured by landed properties with reasonably high security coverage ratio.

### Loans and Advances Neither Past Due nor Impaired

Analysis of gross loans and advances based on the Bank's internal grading system is as follows:

	Carryii	ng Amount
Borrower's Grading	2015 RM'000	2014 RM'000
Normal	17,106,760	7,779,502
Close Watch	259,291	253,052
	17,366,051	8,032,554

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### Credit Risk [Contd] (b)

### Loans and Advances Past Due but not Impaired

Analysis of gross loans and advances based on period overdue is as follows:

	Carryin	g Amount
Borrower's Ageing	2015 RM'000	2014 RM'000
Past due 1 to 30 days	1,268	1,984
Past due 31 to 90 days	1,994	1,644
	3,262	3,628

### **Financial Investments**

Investments are allowed only in liquid securities. Transactions involving derivative financial instruments are with counterparties with whom they have a signed netting agreement as well as having high credit rating.

The maximum exposure to credit risk for the Bank amounts to RM3,319,816,000 (2014: RM1,782,597,000) for onbalance sheet exposures and RM43,817,774,000 (2014: RM30,885,251,000) for off-balance sheet exposures.

In view of the high credit rating of counterparties, the Bank does not expect any counterparty to fail to meet its obligations except for the impairment loss recognised in respect of unquoted bonds as disclosed in Note 4.

### Other Financial Assets

Other financial assets include inter-company balances that are unsecured. There is no indication of assets not recoverable other than those which have already been provided for.

The maximum exposure to credit risk for the Bank amounts to RM7,916,572,000 (2014: RM4,943,482,000).

### Risk Management Approach

The Bank adopts the Standardised Approach for Credit Risk and Basic Indicator Approach for Operational Risk under BNM's CAF. As for Credit Risk Mitigation, the Bank adopts the Simple Approach.

Under the Standardised Approach, the Bank tags its borrowers as unrated and assigns a risk weight of 100% but adopts the external rating of External Credit Assessment Institutions ("ECAI") of the borrowers if the particular borrower is externally rated, regardless of whether the external rating is favourable or not. The Bank recognises the names of the ECAI as allowed under BNM's CAF, i.e. S&P, Moody's, Fitch, RAM and MARC. As a general rule, external rating for one entity within a corporate group will not be used to risk weight other entities within the same group.

In cases where a borrower or a security is rated by more than one ECAI, all the available external ratings of the borrower will be captured. Where 2 recognised external ratings are available, the lower rating is to be applied or where 3 or more recognised external ratings are available, the lower of the highest 2 ratings will be used for the capital adequacy calculation purposes.

The Bank tags its exposures to the Small and Medium Enterprises ("SMEs") as exposures to corporate and the risk weight applicable to corporate should apply instead of tagging them as retail. This decision was made following the analysis of the impact on capital savings when Basel II was first implemented and the Bank still continues to adopt this approach as at the date of this report.

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (b) Credit Risk [Contd]

### **Credit Risk Mitigation**

The Bank adopts the Simple Approach when applying Credit Risk Mitigation Techniques ("CRM") for capital relief. The Bank will only take collateral instruments recognised under BNM's CAF. Based on the Bank's business model, the commonly used collateral are Cash and Standby Letters of Credit. Where guarantees are used as mitigation, only guarantees that are actually posted and/or provided under a legally enforceable agreement and where the rating of the underlying guarantors are externally rated with eligible risk weight lower than the borrowers will be used.

The main types of collateral obtained by the Bank to mitigate credit risk are as follows:

(a) for corporate loans: secured by cash deposits, corporate guarantees and charges over properties or

assets being financed.

(b) for retail mortgages: charges over residential properties.

(c) for derivatives: additional margin for exposures above the agreed threshold.

The financial effect of collateral (quantification of the extent to which collateral and other credit enhancements mitigate credit risk) held for gross loans and advances for the Bank as at 31 December 2015 are at 54.34% (2014: 26.53%) and 0.16% (2014: 0.30%) for collateral and other credit enhancements respectively.

A loan is defined as past due if the loan principal or interest is due and not paid. Where a loan or financing is past due for a period of 90 days or more, the loan or financing will automatically be tagged as 'impaired'. This principle applies to both the corporate and retail portfolio. However, retail portfolio or loans to individuals are not subject to individual impairment provision but provisions are made on a collective basis.

### (c) Market Risk

Market risk arises from the changes in value due to changes in interest rate yields, foreign exchange rates, equity prices, commodity prices, credit spreads (not relating to changes in the obligor's/issuer's credit rating) and the impact of changes in the correlations and volatilities of these risk factors. The objective of market risk management is to manage and control related risk exposure within acceptable parameters, while ensuring that earnings commensurate with the degree of risk exposure.

### Market Risk Management Oversight and Organisation

The Board established a risk limit for each product within the risk measurement parameters, after consultation with the holding company.

On semi-annual basis, there will be a review for overall market risk limits including position and stop-loss limits by considering various factors, i.e. the Bank's capital, trading capability, profit target and etc.

The RMC supports the Board to oversee senior management's activities in managing market risk. Market Risk Committee ("MRC"), which reports to RMC, meets monthly to deliberate important matters related to the Bank's market risk, liquidity risk, operational risk and legal risk management.

There is a clear segregation of authorities and responsibilities among the Front, Middle and Back Offices with an aim to ensure the integrity, accuracy and transparency of the market risk information.

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (c) Market Risk [Contd]

### Market Risk Management Oversight and Organisation [Contd]

Risk Control Unit ("RCU") and Processing Departments are the independent risk control units responsible for operating the day-to-day market risk management framework to support business growth while ensuring adequate risk control and oversight.

### Market Risk Management and Control

As part of its market risk management activities, the Bank uses certain derivative financial instruments to manage interest rate and currency exposures and enhance the Bank's yield. The Bank maintains an overall interest rate risk management strategy that incorporates the use of interest rate contracts to minimise significant unplanned fluctuations in earnings that are caused by interest rate volatility.

The Bank's objectives in risk management include asset and liability management. Interest rate swaps and other contracts are used to effectively manage interest rate sensitivity of the Bank's loans, investment securities and deposit liabilities. Option contracts primarily consist of caps, floors and swaptions. The Bank enters into forward exchange contracts, currency swaps and other contracts in response to currency exposures resulting from onbalance sheet assets and liabilities denominated in foreign currencies in order to limit the net foreign exchange position by currency to an appropriate level.

Market risk exposure is reported to CEO on a daily basis. In addition, stress testing analysis is also conducted and reported to MRC and RMC on regular basis.

For market risk, the Bank has adopted the standardised approaches under BNM's CAF. Market risk-weighted assets are marked-to-market and are risk-weighted according to the instrument category, maturity period, credit quality grade and other factors within BNM's guidelines.

[31 December 2015] [Continued]

### Financial Risk Management [Contd]

33.

### (c) Market Risk [Contd]

### Interest Rate Risk

The Bank is exposed to various risks associated with the effects of fluctuations in the prevailing levels of market interest rates on its financial position and cash flows. The following tables indicate the effective interest rate at the reporting date and the Bank's sensitivity to the interest rate by time band based on the earlier of contractual reprising date and maturity date:

			Non-Trading Book	ig Book ——					
2015	Up to 1 Month 1 to 3 Months RM'000 RM'000	1 to 3 Months RM'000	3-12 Months RM'000	1-5 Years RM'000	Over 5 Years RM'000	Non-Interest Sensitive RM'000	Trading Book RM'000	Total RM'000	Effective Interest Rate %
Assets									
Cash and short-term funds	7,264,013		•	1		48,405	1	7,312,418	3.14
Securities available-for-sale			•	171,881		2,993	•	174,874	3.63
Loans and advances									
- Non-impaired	7,125,609	7,605,387	1,690,828	947,489	•	•	•	17,369,313	1.46
- Impaired *	•	•	•	•	•	(73,675)	•	(73,675)	
Purchased receivables	25,249	6,817	•	•	•	(365)	•	31,701	1.81
Derivative financial assets	•	•	•	•	•	•	3,144,942	3,144,942	
Statutory deposits with Bank									
Negara Malaysia			•	•		3,268		3,268	
Amount due from holding company			•	•		550,233	•	550,233	
Amount due from related companies			•	•		23,200	•	23,200	
Other assets	1,331		•	•		29,390	•	30,721	0.20
Property, plant and equipment			•	•		24,080		24,080	
Intangible assets			•	•		20,975		20,975	
Deferred tax assets			•			40,677	•	40,677	
Tax recoverable			•			6,617	•	6,617	
	14,416,202	7,612,204	1,690,828	1,119,370	1	675,798	3,144,942	28,659,344	ı

<sup>\*</sup> This is arrived after deducting the individual and collective impairment allowances from the outstanding gross impaired loans.

# **NOTES TO THE FINANCIAL STATEMENTS**

[31 December 2015] [Continued]

33. Financial Risk Management [Contd]

Market Risk [Contd] (C) Interest Rate Risk [Contd]

	•		Non-
2015	Up to 1 Month RM'000	Up to 1 Month 1 to 3 Months 3-12 Mor RM′000 RM′000 RM′C	3-12 Mor RM′C
Liabilities			
Deposits from customers	3,290,721	1,058,195	19,
Deposits and placements			
of banks and financial			
institutions	5,000		
Derivative financial liabilities	•		
Amount due to holding company	1,766,340	3,963,283	
Other liabilities	10,109,477		
Sukuk	•		
	15,171,538	5,021,478	79,

		—— Non-Trading Book	g Book ——					
Up to 1 Month RM′000	1 to 3 Months RM'000	3-12 Months RM'000	1-5 Years RM'000	Over 5 Years RM'000	Non-Interest Sensitive RM'000	Trading Book RM'000	Total RM'000	Effective Interest Rate %
3,290,721	1,058,195	79,750	13,241		3,313,739		7,755,646	1.48
5,000						•	2,000	3.00
1		•			•	2,872,158	2,872,158	
1,766,340	3,963,283	•			400	1	5,730,023	0.98
10,109,477		•			141,995		10,251,472	0.82
15,171,538	5,021,478	. 79,750	13,241		3,456,134	2,872,158	26,614,299	
(755,336)	2,590,726	1,611,078	1,106,129	•	(2,780,336)	272,784	2,045,045	
1,286,238	1,114,693	(216,791)	(1,866,287)	(317,853)	•	•	•	
530,902	3,705,419	1,394,287	(760,158)	(317,853)	(2,780,336)	272,784	2,045,045	

Total interest sensitivity gap

sensitivity gap

On-balance sheet interest

Off-balance sheet interest

sensitivity gap

[31 December 2015] [Continued]

Financial Risk Management [Contd]

33.

(c) Market Risk [Contd]

Interest Rate Risk [Contd]

			Non-Trading Book	g Book —					
2014	Up to 1 Month 1 RM'000	1 to 3 Months RM'000	3-12 Months RM'000	1-5 Years RM'000	Over 5 Years RM'000	Non-Interest Sensitive RM'000	Trading Book RM′000	Total RM'000	Effective Interest Rate
Assets									
Cash and short-term funds	3,597,772	610,000	•	•	1	30,594	•	4,238,366	3.29
Securities available-for-sale	1	120,077	160,923	339,407	1	2,993	1	623,400	3.77
Loans and advances									
- Non-impaired	3,103,966	3,660,344	829,762	442,110	1		1	8,036,182	1.66
- Impaired *	1	•			•	(53,639)	1	(53,639)	
Purchased receivables	116,053	74,071			•		1	190,124	09.0
Derivative financial assets	ı	1			ı	1	1,159,197	1,159,197	
Statutory deposits with Bank									
Negara Malaysia	1	1	1	•	ı	3,268	٠	3,268	
Amount due from holding company	1	1	1		ı	685,757		685,757	
Amount due from related companies	1	1	1		1	96	1	96	
Other assets	1	1	1		1	19,263	٠	19,263	
Property, plant and equipment	1	1	1		1	19,874	٠	19,874	
Intangible assets	1	1	1		1	14,468	٠	14,468	
Deferred tax assets	1	1	1		1	8,155	1	8,155	
Tax recoverable	•	-	•	•	1	26,086	-	26,086	
	6,817,791	4,464,492	990,685	781,517		756,915	1,159,197	14,970,597	

<sup>\*</sup> This is arrived after deducting the individual and collective impairment allowances from the outstanding gross impaired loans.

3.27

974,558 31,030

974,558

1,959,429 3,542,508 160,240 13,128,984

878 161,164 974,558

3,050,025

1,841,613

184,639

(2,293,110)

1,841,613

184,639

(2,293,110)

(110,001)

(302,062)

335,458

4,555,493

(528,804)

Total interest sensitivity gap

0.55 0.62 1.07

1.23

6,461,219

2,887,983

Total Interest Rate RM'000 %

Trading Book RM'000

Non-Interest Sensitive RM'000

Effective

# **NOTES TO THE FINANCIAL STATEMENTS**

[31 December 2015] [Continued]

Financial Risk Management [Contd]

Market Risk [Contd] (3) Interest Rate Risk [Contd]

			iloo.T	7000	
	1		Non-Trading Book	lg book	
2014	Up to 1 Month 1 to 3 Months RM'000	1 to 3 Months RM'000	3-12 Months RM'000	1-5 Years RM′000	Over 5 Years RM'000
Liabilities					
Deposits from customers	2,770,231	644,043	142,923	16,039	•
Deposits and placements					
of banks and financial					
institutions	12,930	18,100	•	1	•
Derivative financial liabilities		•	•	,	•
Amount due to holding company	1,549,409	409,142	ı	•	
Other liabilities	3,381,344	•	ı	•	
Sukuk	•	•	160,240	•	1
	7,713,914	1,071,285	303,163	16,039	1
On-balance sheet interest					
sensitivity gap	(896,123)	3,393,207	687,522	765,478	
Off-balance sheet interest					
sensitivity gap	367,319	1,162,286	(352,064)	(1,067,540)	(110,001)

280,660

19,747

436,431

6,884,514

299,882

6,131

449,123

16,305,231

### Financial Risk Management [Contd]

(c) Market Risk [Contd]

Foreign Currency Risk

[31 December 2015] [Continued]

**NOTES TO THE FINANCIAL STATEMENTS** 

The Bank's exposure to foreign currencies (a currency which is other than the functional currency of the Bank), based on carrying amounts as at the end of the financial year was:

		2015 Denominated In	ted In			2014 Denominated In	ted In	
	USD RM'000	JPY RM'000	EUR RM'000	Others RM'000	USD RM'000	JPY RM'000	EUR RM'000	USD RM'000
Assets								
Cash and short-term funds	242	•	•	408	199	1	,	598
Loans and advances	15,234,814	30,615	•	238,115	6,164,769	37,166	1	244,738
Purchased receivables	26,897	•	•	•	183,583	ı	1	ı
Amount due from holding company	136,805	369,198	4,702	39,527	278,373	351,049	15,798	40,537
Amount due from related companies	•	•	•	23,200		1	1	96
Other assets	1,358	•	•	•	524	ı	1	ı
	15,400,116	399,813	4,702	301,250	6,627,448	388,215	15,798	285,969
Liabilities								
Deposits from customers	2,690,071	420,593	6,129	50,799	2,292,197	335,328	19,747	33,936
Amount due to holding company	5,484,716	i.	•	244,907	1,712,513			246,038
Sukuk		i.	i.	•	87,333	72,907		•
Other liabilities	8,130,444	28,530	2	4,176	2,792,471	28,196	,	989

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (c) Market Risk [Contd]

### Interest Rate Risk / Rate of Return in the Banking Book

Interest rate risk in the banking book ("IRRBB") and Rate of Return ("ROR") arises from the changes in market interest rate that adversely impact on the Bank's net interest income. One of the primary sources is due to repricing mismatches of the Bank's banking assets and liabilities and also from the Bank's investment of its surplus funds.

The primary objective in managing the IRRBB is to manage the volatility in the Bank's earnings. This is achieved in a variety of ways that involve the offsetting of positions against each other for any matching assets and liabilities, the acquisition of new financial assets to narrow the mismatch in interest rate sensitive assets and liabilities and entering into derivative financial instruments which have the opposite effects.

The Bank uses various tools including repricing gap reports and stress tests to measure its IRRBB. The impact on earnings is considered at all times in measuring the IRRBB and is subject to limits approved by the Board.

### Sensitivity of Profit

The table below shows the senstitivity of the Bank's banking book to movement in the interest rates:

	2015	2014
	Increase /	(Decrease)
	RM'000	RM'000
Impact on earnings from 100 bps parallel shift		
MYR	57,380	28,138
USD	8,624	22,627
JPY	(1,348)	2,953
Others	389	286
Total	65,045	54,004
Impact on economic value from 100 bps parallel shift		
MYR	165	4,756
USD	(16,542)	(5,897)
JPY	(3,794)	(3,388)
Others	(465)	(402)
Total	(20,636)	(4,931)

The sensitivity analysis is measured using Earning at Risk ("EaR") methodology and is based on the balance sheet reporting date. It does not take into account actions that would be taken by treasury operations or business units to mitigate the impact of this interest rate risk. In reality, treasury operations seek to proactively change the interest rate risk profile to minimise losses and maximise net revenues. The projection assumes that interest rates of all maturities move by the same amount and therefore, do not reflect the potential impact on earnings of some rates changing while others remain unchanged. The projection also assumes constant statements of financial position and that all positions run to maturity.

The repricing profile of loans that does not have maturity is based on the earliest possible repricing dates. Actual dates may differ from contractual dates owing to prepayments. The impacts on earnings are measured on a monthly basis and are reported to the ALM and RMC.

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (c) Market Risk [Contd]

### Interest Rate and Foreign Currency Risk Stress Testing

The Bank also performed regular stress test on interest rate risk and currency risk. Three stress scenarios were applied on the Bank's assets and liabilities:

- (1) Scenario 1: Increase of 0.75% interest rate for interest rate derivatives, bonds and money market positions and the largest daily change in rates over the past two years multiply with the absolute foreign currency position and a 25% increase in foreign currency option volatility.
- (2) Scenario 2: Increase of 1.0% interest rate for interest rate derivatives, bonds and money market positions and the largest daily change in rates over the past two years +0.5% multiply with the absolute foreign currency position and a 50% increase in foreign currency option volatility.
- (3) Scenario 3: Increase of 2.0% interest rate for interest rate derivatives, bonds and money market positions and the largest daily change in rates during 1997-1998 (Asian Financial Crisis) multiply with the absolute foreign currency position and the largest appreciation or depreciation of the traded currency over 1997 1998 (Asian Financial Crisis) for foreign currency option.

The analysis shows that as of 31 December 2015, potential maximum loss computed for Scenario 1 to be RM83,564,000 (2014: RM90,735,000), Scenario 2 to be RM86,074,000 (2014: RM94,872,000) and Scenario 3 to be RM96,912,000 (2014: RM115,361,000).

### (d) Liquidity Risk

Liquidity risk is the risk of sustaining a loss due to an inability to obtain required funds because of a deterioration of market conditions or the Bank's financial conditions, where the Bank is unable to raise necessary funds or is forced to raise funds at a rate of interest that is higher than market rates. The RMC supports the Board of Directors to oversee senior management's activities in managing liquidity risk.

Assets and Liabilities Management Committee ("ALM"), which reports to RMC, meets monthly to deliberate important matters relating to the Bank's liquidity management process, which involves establishing liquidity management policies, regular monitoring against liquidity risk limits, regular stress testing and establishing contingency funding plan.

Treasury Department controls and manages daily funding requirement operations while the RCU monitors compliance with internal standards for funding operations. Liquidity monitoring is performed daily for projecting cash flows. Simulations of liquidity exposures under stressed market scenarios are also performed and the results are taken into account.

[31 December 2015] [Continued]

### Financial Risk Management [Contd]

### Liquidity Risk [Contd] (P)

The table below summarises the maturity profile of the Bank's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

	Carrying Amount RM'000	Contractual Cash Flow RM'000	Up to 1 Year RM′000	1-2 Years RM′000	2-5 Years RM'000	More than 5 Years RM'000
2015 Liabilities						
Deposits from customers	7,755,646	7,764,840	7,751,009	13,831	•	•
Deposits and placements of banks						
and other financial institutions	2,000	5,002	5,002	•		•
Derivative financial liabilities	2,872,158	2,872,158	661,305	422,486	1,314,426	473,941
Amount due to holding company	5,730,023	5,740,804	5,740,804	•	•	
Sukuk	•	•		•	•	
Other liabilities	10,251,472	10,320,103	4,329,069	1,123	5,403,309	586,602
	26,614,299	26,702,907	18,487,189	437,440	6,717,735	1,060,543
2014						
Liabilities						
Deposits from customers	6,461,219	6,469,505	6,452,653	16,852		
Deposits and placements of banks						
and other financial institutions	31,030	31,135	31,135	•		•
Derivative financial liabilities	974,558	974,558	210,202	188,844	388,245	187,267
Amount due to holding company	1,959,429	1,960,954	1,960,954			1
Sukuk	160,240	161,494	161,494			1
Other liabilities	3,542,508	3,560,910	1,260,845	1,002	2,276,811	22,252

209,519

2,665,056

206,698

10,077,283

13,158,556

13,128,984

[31 December 2015] [Continued]

## 33. Financial Risk Management [Contd]

### (d) Liquidity Risk [Contd]

The table below summarises the maturity analysis of the carrying amounts of the Bank's assets and liabilities based on the remaining contractual maturity:

	Up to 1 Month RM'000	1-3 Months RM'000	3-6 Months RM'000	6-12 Months RM'000	>1 Year RM'000	Total EM'000
2015						
Assets						
Cash and short-term funds	7,312,418			•		7,312,418
Securities available-for-sale	2,993			•	171,881	174,874
Loans and advances	2,455,211	3,634,816	175,086	1,151,853	9,878,672	17,295,638
Purchased receivables	24,884	6,817	•	•	•	31,701
Derivative financial assets	95,679	131,814	42,499	427,977	2,446,973	3,144,942
Other assets	171/669			•	•	177,669
	10,590,956	3,773,447	217,585	1,579,830	12,497,526	28,659,344
Liabilities						
Deposits from customers	6,604,531	1,058,195	22,407	57,272	13,241	7,755,646
Deposits and placements of banks						
and other financial institutions	2,000	•	•	•	•	5,000
Derivative financial liabilities	63,451	175,857	19,681	402,317	2,210,852	2,872,158
Other liabilities	5,686,261	3,963,283	•	429,300	5,902,651	15,981,495
	12,359,243	5,197,335	42,088	888,889	8,126,744	26,614,299

[31 December 2015] [Continued]

Financial Risk Management [Contd]

Liquidity Risk [Contd]

(p)

Securities available-for-sale Cash and short-term funds Derivative financial assets Purchased receivables Loans and advances Other assets Assets 2014

Deposits and placements of banks and other financial institutions Derivative financial liabilities Deposits from customers Other liabilities Liabilities Sukuk

Up to 1 Month RM'000	1-3 Months RM'000	3-6 Months RM'000	6-12 Months RM'000	71 Year RM'000	Total EM'000
3,628,366	610,000		•	•	4,238,366
2,993	120,077		160,923	339,407	623,400
1,780,536	450,964	468,622	281,609	5,000,812	7,982,543
116,053	74,071	1	,	•	190,124
46,884	55,115	81,535	59,611	916,052	1,159,197
776,967	•	1			776,967
6,351,799	1,310,227	550,157	502,143	6,256,271	14,970,597
5,658,213	644,043	86,047	56,877	16,039	6,461,219
12,930	18,100				31,030
46,736	65,422	63,608	34,218	764,574	974,558
2,838,752	409,142		1	2,254,043	5,501,937
1			160,240		160,240
8,556,631	1,136,707	149,655	251,335	3,034,656	13,128,984

[31 December 2015] [Continued]

### 33. Financial Risk Management [Contd]

### (e) Operational Risk

### Interest Rate and Foreign Currency Risk Stress Testing

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people or system, or from external events, including legal risk, and other risk of loss caused by inappropriate implementation of business strategy. An Operational Risk Management Framework, approved by the Board of Directors has been developed with the objective to ensure that operational risks within the Bank are identified, monitored, managed and reported in a structured, systematic and consistent manner.

The Bank recognises the importance of establishing a risk-awareness culture in managing the operational risk through embedded risk management processes in the Bank's core processes.

Each business unit undertakes the tasks of risk identification, evaluation and measurement, control and mitigation and monitoring and reporting of its own area with assistance and coordination from the Operational Risk Management Department.

Various tools are used to support the operational risk management processes including Control Self Assessment to analyse business processes, monitor key risk indicators and perform a process risk mapping to identify critical risk areas and assign sufficient countermeasures to ensure a controlled and sound operating environment.

The RMC regularly appraises on the effectiveness of internal control system, as well as being briefed on key control deficiencies and appropriate remedial plans. Operational risk losses and incidents are used as information for reporting and for providing risk profiling information to the Board.

To mitigate the impact of unforeseen operational risk events, the Bank has established business continuity management and crisis management programmes to ensure the uninterrupted availability of business resources to support essential business activities. The Bank's overall business continuity operational readiness is further strengthened by engaging a dedicated business recovery site, enhancing the system disaster infrastructure and the establishment of the business impact analysis process.

### 34. Fair Value of Financial Instruments

### Fair Value Information

The carrying amounts of short-term receivables and payables reasonably approximate their fair values due to the relatively short-term nature of these financial instruments.

It was not practicable to estimate the fair value of the Bank's investment in unquoted shares due to the lack of comparable quoted prices in an active market and the fair value cannot be reliably measured.

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statement of financial position.

[31 December 2015] [Continued]

Fair Value of Financial Instruments [Contd]

34.

Fair Value Information [Contd]

	Fair valu	Fair value of financial instruments carried at fair value	struments car lue	ried	Fair value	of financial instrun at fair value	Fair value of financial instruments not carried at fair value	arried	F	
	Level 1 RM'000	Level 2 RM′000	Level 3 RM'000	Total RM′000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Fair Value RM'000	Amount RM'000
015										
inancial assets										
air Value through Profit or Loss										
Derivative financial assets	•	3,144,942	•	3,144,942	i.	•	•		3,144,942	3,144,942
vailable-for-Sale Financial Assets										
Securities available-for-sale	•	171,881	•	171,881	i.	2,993	•	2,993	174,874	174,874
oans and Receivables										
Loan and advances*	•	i.	•	•	i.	1	17,326,576	17,326,576	17,326,576	17,370,705
Purchased receivables*	•	•	•	•	i.	ı	31,701	31,701	31,701	31,701
Cash and short term funds	•	•	ı	•	i.	•	7,312,418	7,312,418	7,312,418	7,312,418
Statutory deposits with Bank	•	•	ı	•	i.	•	3,268	3,268	3,268	3,268
Negara Malaysia										
Amount due from holding company	•	•	•	•	ı	•	550,233	550,233	550,233	550,233
Amount due from related companies	•	•	•	•	ı	•	23,200	23,200	23,200	23,200
Other assets	•	•	ı	•	ı		30,721	30,721	30,721	30,721
	•	3,316,823	•	3,316,823	•	2,993	25,278,117	25,281,110	28,597,933	28,642,062
inancial liabilities										
Deposits from customers	•	•	ı	•	ı	•	7,755,167	7,755,167	7,755,167	7,755,646
Deposits and placements of banks										
and other financial institutions	٠	•	•	•	•	•	5,000	5,000	5,000	5,000
Derivative financial liabilities	•	2,872,158	•	2,872,158	•	•			2,872,158	2,872,158
Amount due to holding company	•	•	•	•	ı	•	5,730,023	5,730,023	5,730,023	5,730,023
Sukuk	•	•	•	•	ı	•	1			•
Other liabilities	•		•	•	•		10,201,982	10,201,982	10,201,982	10,251,472
	i.	2,872,158	ı	2,872,158	ı	1	23,692,172	23,692,172	26,564,330	26,614,299

<sup>\*</sup> The total collective impairment allowance of RM75,432,000 are not included in the carrying amount.

[31 December 2015] [Continued]

Fair Value of Financial Instruments [Contd]

34.

	Fair valu	Fair value of financial instruments carried at fair value	struments carr lue	ied	Fair value o	of financial instrun at fair value	Fair value of financial instruments not carried at fair value	arried	Total	Carrying
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Fair Value RM'000	Amount RM'000
2014										
Financial assets										
Fair Value through Profit or Loss										
<ul> <li>Derivative financial assets</li> </ul>										
Available-for-Sale Financial Assets	1	1,159,197	ı	1,159,197		1	1	,	1,159,197	1,159,197
<ul> <li>Securities available-for-sale</li> </ul>										
Loans and Receivables	,	620,407	ı	620,407	•	2,993	1	2,993	623,400	623,400
<ul> <li>Loan and advances*</li> </ul>										
<ul> <li>Purchased receivables*</li> </ul>	,		ı	ı	•	٠	7,997,734	7,997,734	7,997,734	8,037,945
<ul> <li>Cash and short term funds</li> </ul>	1	ı	ı	ı	1		190,124	190,124	190,124	190,124
<ul> <li>Statutory deposits with Bank</li> </ul>	٠	ı	ı	ı	1	٠	4,238,366	4,238,366	4,238,366	4,238,366
Negara Malaysia		ı		ı	1		3,268	3,268	3,268	3,268
<ul> <li>Amount due from holding company</li> </ul>	•						685,757	685,757	685,757	685,757
<ul> <li>Amount due from related companies</li> </ul>		1	ı	1	1		96	96	96	96
Other assets	•	ı	1	ı	1		19,263	19,263	19,263	19,263
		1,779,604		1,779,604	,	2,993	13,134,608	13,137,601	14,917,205	14,957,416
Financial liabilities										
<ul> <li>Deposits from customers</li> </ul>	1	ı	ı	1	1	٠	6,461,219	6,461,219	6,461,219	6,461,219
<ul> <li>Deposits and placements of banks</li> </ul>										
and other financial institutions		1	ı	ı	1		31,030	31,030	31,030	31,030
<ul> <li>Derivative financial liabilities</li> </ul>	٠	974,558	1	974,558	1		1	1	974,558	974,558
<ul> <li>Amount due to holding company</li> </ul>		1	ı	ı	1		1,959,429	1,959,429	1,959,429	1,959,429
• Sukuk	•	ı	1		1		160,240	160,240	160,240	160,240
Other liabilities		1	-		-		3,542,508	3,542,508	3,542,508	3,542,508
	•	974,558	ı	974,558		ı	12,154,426	12,154,426	13,128,984	13,128,984

 $<sup>^{\</sup>star}$  The collective impairment allowance of RM55,402,000 are not included in the carrying amount.

Fair Value Information [Contd]

[31 December 2015] [Continued]

### 34. Fair Value of Financial Instruments [Contd]

### Fair Value Information [Contd]

### Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

### Level 1 fair value

Level 1 fair value is derived from quoted price (unadjusted) in active markets for identical financial assets or liabilities that the entity can access at the measurement date.

### Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the financial assets or liabilities, either directly or indirectly.

### Derivative financial instruments

The estimated fair values of derivative financial instruments are the amounts that the Bank would receive or pay to terminate the contracts at the reporting date, taking into account the current unrealised gains or losses on open contracts. They are based on market or dealer quotes when available. Valuation models such as present value and option pricing models are applied to current market information to estimate fair value when such quotes are not available.

### Securities available-for-sale

The fair values of securities, where quoted market prices or secondary market prices are available, are equal to such market prices. For securities where quoted market prices or secondary market prices are not available, the fair values are estimated using quoted market prices for similar securities or based on appraised value as deemed appropriate by management.

### Transfer between Level 1 and Level 2 fair values

There has been no transfer between Level 1 and Level 2 fair values during the financial year (2014: no transfer in either directions).

### Level 3 fair value

Level 3 fair value is estimated using unobservable inputs for the financial assets and liabilities.

RCU and the Accounts Department of the Bank have overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

### Cash and short-term funds

For cash and short-term funds and deposits and placements with financial institutions including interest-earning deposits, the carrying amounts are a reasonable estimate of the fair values because of their short-term nature and limited credit risk.

### Other assets / liabilities and purchased receivables

The estimated fair values for the other financial assets/liabilities, which primarily include accrued interest receivables/payables, other receivables/payables, deposits, bank acceptances, accounts payable and purchased receivables approximate their carrying amounts due to their short-term nature.

[31 December 2015] [Continued]

### 34. Fair Value of Financial Instruments [Contd]

### Fair Value Information [Contd]

### Loans and advances

The fair values of loans and advances are estimated based on the type of loan, credit quality and remaining maturity. Incorporating the credit risk factor, management concluded that the allowance for impairment losses adequately adjusts the related fair values for credit risk. For floating or adjustable-rate loans, which mature or reprice within a short period of time, the carrying amounts are considered to be a reasonable estimate of fair values. For fixed rate loans, market prices are not generally available and the fair values are estimated by discounting the estimated future cash flows based on the contracted maturity of the loans. The discount rates are based on the current market rates corresponding to the applicable maturity.

For impaired loans, the fair values are determined on an individual basis by taking the gross loan exposure less allowance for individual impairment. The allowance for individual impairment is the difference between the loan's carrying amount and the present value of the estimated future cash flows.

### Statutory deposits with Bank Negara Malaysia

The carrying amount of statutory deposits with BNM is a reasonable estimate of the fair values as they are long-term regulatory deposits without a fixed maturity.

### Amount due from/to holding and related companies

For amount due from/to holding and related companies including interest-earning balances, the carrying amount is a reasonable estimate of the fair values because of their short-term nature and limited credit risk.

### Deposits from customers

The fair values of demand deposits, deposits at notice, and certificates of deposit maturing within a short period of time are the amounts payable on demand. Fair values of fixed deposits and certificates of deposit maturing after a short period of time are estimated to approximate their carrying amount.

### Deposit and placements of banks and other financial institutions

The fair values of non-interest bearing deposits are equal to the amount payable on demand. For call money and funds purchased, the carrying amount is a reasonable estimate of the fair values because of their short-term nature. For deposits with maturity exceeding one year, fair values are estimated by discounting the estimated future cash flows based on the contracted maturity of the deposits. The discount rates are based on the current market rates corresponding to the applicable maturity.

### 35. Offsetting of Financial Assets And Financial Liabilities

The Bank enters into derivative transactions under International Swaps and Derivatives Association ("ISDA") master netting agreements. In general, under such agreements the amounts owed by each counterparty on a single day in respect of all transactions outstanding in the same currency are aggregated into a single new amount that is payable by one party to the other.

The ISDA agreements do not meet the criteria for offsetting in the statement of financial position. This is because the Bank currently does not have any legally enforceable right to offset recognised amounts because the right to offset is enforceable only on the occurrence of future events such as a default on the bank loans or other credit events

[31 December 2015] [Continued]

### 35. Offsetting of Financial Assets And Financial Liabilities [Contd]

The following table sets out the carrying amounts of recognised financial instruments that are subject to the above agreements:

	Cross Amount	Cuasa Amazumt	Amount	Amount Not S Statement o Posit	f Financial	
	Gross Amount Recognised as Financial Assets / Liabilities RM'000	Offset in the Statement of Financial Position RM'000	Present in the Statement of Financial Position RM'000	Values of the Financial Instruments RM'000	Cash Collateral Received / Pledged RM'000	Net Amount RM'000
2015						
Derivative financial assets						
Foreign exchange related contracts	3,051,524	-	3,051,524	(1,156,668)	(2,830,768)	(935,912)
Interest rate related contracts	93,393	-	93,393	(25,564)	(2,298)	65,531
Currency options	25	-	25	-	-	25
Premium yielder investments		-	-	-	_	-
	3,144,942	-	3,144,942	(1,182,232)	(2,833,066)	(870,356)
Derivative financial liabilities						
Foreign exchange related contracts	2,827,625	_	2,827,625	(1,156,668)	(237)	1,670,720
Interest rate related contracts	44,519	_	44,519	(25,564)	(1,094)	17,861
Currency options	14	-	14	-	-	14
, .	2,872,158	-	2,872,158	(1,182,232)	(1,331)	1,688,595
2014						
Derivative financial assets						
Foreign exchange related contracts	1,123,322	_	1,123,322	(392)	(910,756)	212,174
Interest rate related contracts	35,117	_	35,117	(15,321)	(6,755)	13,041
Currency options	758	_	758	(10,021)	(0,700)	758
Premium yielder investments	-	_	-	_	_	-
Troman yioladi mvodimento	1,159,197	-	1,159,197	(15,713)	(917,511)	225,973
Derivative financial liabilities						
Foreign exchange related contracts	955,114	-	955,114	(392)	-	954,722
Interest rate related contracts	19,296	-	19,296	(15,321)	-	3,975
Currency options	148	-	148	-	-	148
	974,558	-	974,558	(15,713)	-	958,845

[31 December 2015] [Continued]

### 36. The Operations of Islamic Banking

The Bank commenced Islamic Banking business operations under the Skim Perbankan Islam ("SPI") framework on 1 July 2014. The financial statements as at 31 December 2015 and for the financial period ended on the date are summarised as follows:

### Statement of Financial Position as at 31 December 2015

		2015 RM'000	2014 RM'000
Assets			
Cash And Short-Term Funds	(a)	26,150	25,369
Other Assets		2	2
Total Assets		26,152	25,371
Liabilities and Islamic Banking Funds			
Other Liabilities		3,257	1,073
Total Liabilities		3,257	1,073
Capital Fund		25,000	25,000
Reserve		(2,105)	(702)
Islamic Banking Funds		22,895	24,298
Total Liabilities And Islamic Banking Funds		26,152	25,371
Commitments And Contingencies		<u>-</u>	
Statements of Profit or Loss and Other Comprehensive Income for the	ne Year Ended 31	December 2015	
		2015 RM'000	2014 RM'000
Income attributable to depositors		(49)	-
		(49)	-
Income derived from investment of Islamic Banking capital funds	(b)	831	371
		782	371
Other operating expenses	(c)	(2,185)	(1,073)
Loss before tax		(1,403)	(702)
Tax expense			
Loss for the period		(1,403)	(702)

[31 December 2015] [Continued]

### 36. The Operations of Islamic Banking [Contd]

### Statement of Changes in Equity for the Year Ended 31 December 2015

		Accumulated	
	Capital Fund RM'000	Losses RM'000	Total RM'000
At 1 July 2014	25,000	-	25,000
Loss for the period		(702)	(702)
At 31 December 2014	25,000	(702)	24,298
At 1 January 2015	25,000	(702)	24,298
Loss for the year		(1,403)	(1,403)
At 31 December 2015	25,000	(2,105)	22,895

### Statement of Cash Flows for the Year Ended 31 December 2015

	2015 RM′000	2014 RM'000
Cash flows from operating activities	(1.122)	(===)
Loss before tax	(1,403)	(702)
Operating profit before working capital changes	(1,403)	(702)
Increase in operating asset:		
Other asset	-	(2)
Increase in operating liability:		
Other liability	2,184	1,073
Net cash from operating activities	781	369
Cash flows from investing activities		
Capital reallocation		25,000
Net increase in cash and cash equivalents	781	25,369
Cash and cash equivalents at beginning of period	25,369	-
Cash and cash equivalents at end of year	26,150	25,369
Cash and cash equivalents at end of year	26,150	25,369

### **Shariah Committee**

The Shariah Committee was established under BNM's "Guidelines on the Governance of Shariah Committee for the Islamic Financial Institutions ("BNM/GPS1") to advise the Board of Directors on Shariah matters in its Islamic Banking business operations and to provide technical assistance in ensuring the Islamic Banking products and services offered by the Bank and the relevant documentation are in compliance with Shariah principles.

The committee comprises: Dr. Luqman bin Haji Abdullah, Assoc. Prof. Dr. Abdul Karim bin Ali, Assoc. Prof. Dr. Syed Musa Alhabshi, Assoc. Prof. Dr. Mek Wok binti Mahmud and Dr. Safinar binti Salleh.

[31 December 2015] [Continued]

### 36. The Operations Of Islamic Banking [Contd]

### **Basis of Preparation**

The financial statements of the Islamic Banking business have been prepared on the basis consistent with that of the Bank as disclosed in Note 1 to the audited financial statements of the Bank for financial year ended 31 December 2015.

### Cash and short-term funds

		2015 RM'000	2014 RM'000
	Cash and balances with banks and other financial institutions	26,150	25,369
(b)	Income derived from investment of Islamic Banking Capital Funds		

### (l

Money at call and placements with financial institutions

2015 RM′000	Period From 1 July 2014 to 31 Demcember 2014 RM'000
831	371

### Other operating expenses

	2015 RM'000	Period From 1 July 2014 to 31 Demcember 2014 RM'000
Personnel expenses	1,867	824
Other expenses	318	249
	2,185	1,073

### (d) Capital Adequacy

The capital adequacy ratios of the Islamic Banking business of the Bank are computed in accordance with the Capital Adequacy Framework for Islamic Banks ("CAFIB"). The Bank's Islamic Banking business has adopted the Standardised Approach for Credit Risk and Market Risk, and the Basic Indicator Approach for Operational Risk.

The capital adequacy ratios of the Bank's Islamic Banking business are as follows:

	2015	2014
Common equity Tier 1 ("CET 1") capital ratio	100.00%	100.00%
Tier 1 capital ratio	100.00%	100.00%
Total capital ratio	100.00%	100.00%

[31 December 2015] [Continued]

### 36. The Operations Of Islamic Banking [Contd]

### (d) Capital Adequacy [Contd]

The components of CET 1, Tier 1 and total capital of the Bank's Islamic Banking business are as follows:

	2015 RM′000	2014 RM'000
CET 1 and Tier 1 capital		
Paid-up share capital	25,000	25,000
<ul> <li>Accumulated losses</li> </ul>	(2,105)	(702)
	22,895	24,298
Tier 2 capital	-	-
Total Capital	22,895	24,298

### 37. Comparatives

The following comparatives have been reclassified to conform with current year's presentation:

Note 5: Loands and Advances

Note 9: Significant Related Party Transactions and Balances

Note 11 : Property, Plant and Equipment

Note 20 : Commitments and Contingencies

Note 32 : Capital Adequacy

Note 33: Financial Risk Management

Note 35: Offsetting of Financial Assets and Financial Liabilities

Note 36: The Operations of Islamic Banking

ATTESTATION BY CHIEF EXECUTIVE OFFICER PURSUANT TO RISK WEIGHTED CAPITAL ADEQUACY FRAMEWORK (BASEL II) - DISCLOSURE REQUIREMENTS (PILLAR 3) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

The risk disclosures contained in the Pillar 3 Disclosures are generally in conformance with the Bank Negara Malaysia's Risk Weighted Capital Adequacy Framework (Basel II) - Disclosure Requirements (Pillar 3) and are consistent with the manner in which the risks are assessed and managed, and are not misleading in any particular way.

<signed>

Naoki Nishida

Date: 10 March 2016

[Continued]

### 1. Overview

The Pillar 3 Disclosure is prepared in accordance with Bank Negara Malaysia ("BNM")'s Guidelines on Capital Adequacy Framework (Capital Components and Basel II - Risk-weighted Assets) ("CAF"), which is the equivalent to Basel II issued by the Basel Committee on Banking Supervision. Basel II consists of 3 Pillars as follows:

- (a) Pillar 1 sets out the minimum amount of regulatory capital that banking institutions must hold against credit, market and operational risks they assume.
- (b) Pillar 2 promotes the adoption of a more forward-looking approach to capital management and encourages banking institutions, to develop and employ more rigorous risk management framework and techniques. This includes specific oversight by the Board of Directors and Management on internal controls and corporate governance practices, to ensure that banking institutions have an appropriate level of internal capital above its regulatory capital to commensurate with their risk profile and business plan at all times.
- (c) Pillar 3 aims to harness the power of market discipline through enhanced disclosure, to supplement regulatory supervision of banking institutions through a consistent and comprehensive disclosure framework on risk management practices and capital adequacy of banking institutions that will enhance comparability amongst banking institutions.

The Bank adopted the Standardised Approach in determining the capital requirements for credit risk and market risk and applied the Basic Indicator Approach for operational risk of Pillar 1 under BNM's CAF. Under the Standardised Approach, standard risk weights are used to assess the capital requirements for exposures in credit risk and market risk. The capital required for operational risk under the Basic Indicator Approach is computed based on earnings at risk on the Bank's gross income for a fixed number of quarterly periods.

The Bank's Pillar 3 Disclosure is governed by BNM's Guidelines on Risk-Weighted Capital Adequacy Framework (Basel II) – Disclosure Requirements (Pillar 3) which sets out the minimum disclosure standards. The approach in determining the appropriateness of information disclosed and the internal controls over the disclosure process which cover the verification and review of the accuracy of information disclosed. The information provided herein has been verified by the Internal Audit Department and attested by the Chief Executive Officer. The information is not audited as this is not a requirement.

The Bank's main business activity is commercial banking which focuses on corporate and investment banking and treasury operations and is also involved in Islamic Banking under the International Currency Business Unit ("ICBU") approved by BNM. The Bank operates an Islamic Banking Business under Skim Perbankan Islam ("SPI") framework and commenced operations on 1 July 2014.

The following table presents the minimum regulatory capital requirement to support the Bank's risk-weighted assets.

	20	15	20	14
	Risk- Weighted Asset RM'000	Minimum Capital Requirement at 8% RM'000	Risk- Weighted Asset RM'000	Minimum Capital Requirement at 8% RM'000
Credit Risk	10,939,181	875,134	8,497,613	679,809
Market Risk	770,237	61,619	665,471	53,238
Operational Risk	606,309	48,505	565,299	45,224
	12,315,727	985,258	9,728,383	778,271

The Bank does not have any capital requirement for Large Exposure Risk as there is no amount in excess of the lowest threshold arising from equity holdings as specified in BNM's CAF.

[Continued]

### 2. Capital Management

The Bank's capital management is guided by its risk appetite and outlines the Bank's objective to diversify its sources of capital and to allocate capital efficiently, directed by the need to maintain a prudent relationship between available capital and risks in the underlying businesses to meet the expectations of key stakeholders, including the holding company and BNM.

The capital target for capital adequacy ratios is above the minimum regulatory capital requirements and has factored in the expected capital required under the current and future operating environment to support credit, market and operational risks as well as the Bank's business growth.

The Bank-wide stress testing process forecasts on the Bank's capital requirements under plausible, exceptional but plausible and worst case scenarios of stress events to assess the ability of the Bank's capital to withstand market shocks. The results of the stress test are to facilitate the formulation of action plans in advance if the stress test reveals that the Bank's capital will be adversely affected under such events. The results of the stress test together with remedial actions, if any, are tabled to the Risk Management Committee ("RMC") and the Board for deliberations.

### (a) Capital Adequacy Ratios

The capital adequacy ratios of the Bank are as follows:

	<b>2015</b> 	2014 %
Common equity Tier 1 ("CET 1") capital ratio	14.873	18.698
Tier 1 capital ratio	14.873	18.698
Total capital ratio	15.983	19.264

The capital adequacy ratios consist of total capital and risk-weighted assets derived from balances of the Bank. The minimum regulatory capital adequacy requirements under CAF for the capital adequacy ratios are:

Calendar Year	CET 1 Capital Ratio %	Tier 1 Capital Ratio %	Total Capital Ratio %
2014	4.00	5.50	8.00
2015 onwards*	4.50	6.00	8.00

<sup>\*</sup> Before including capital conservation buffer of 2.50%, counter-cyclical buffer and any other buffers to be introduced by BNM. Please refer to Note 36(d) for Islamic Banking operation Capital adequacy ratios.

### (b) The components of CET 1, Tier 1 and total capital of the Bank are as follows:

	2015 RM′000	2014 RM'000
CET 1 and Tier 1 capital		
Paid-up share capital	200,000	200,000
Retained profits	1,493,454	1,450,706
Other reserves	351,591	190,907
	2,045,045	1,841,613
Less: Deffered tax assets	(40,677)	(8,155)
Intangible assets	(20,975)	(14,468)
55% of fair value reserve	(1,308)	(24)
Regulatory reserve	(150,388)	-
	1,831,697	1,818,966
Tier 2 capital		
Collective Impairment allowance and regulatory reserve*	136,740	55,127
Total capital	1,968,437	1,874,093

[Continued]

### 2. Capital Management [Contd]

- (b) The components of CET 1, Tier 1 and total capital of the Bank are as follows: [Contd]
  - \* Excludes impairment allowance on collective assessment on impaired loans restricted from Tier 2 capital of the Bank of RM261,000 (2014: RM275,000).
- (c) The components of risk-weighted assets of the Bank are as follows:

	Exposure Class 2015		Gross Exposures RM'000	Net Exposures RM'000	Risk- Weighted R Asset RM'000	Minimum Capital equirements at 8% RM'000
(i)	Credit Risk					
	On-Balance Sheet Exposures:					
	Sovereigns/Central Banks		7,169,409	7,169,409	-	-
	Public Sector Entities		21,132	21,132	4,226	338
	Banks, Development Financial Institutions	& MDBs	1,364,647	1,364,647	700,818	56,065
	Insurance Cos, Securities Firms & Fund M	anagers	-	-	-	-
	Corporates		16,818,179	7,350,703	7,356,190	588,495
	Regulatory Retail		1,851	1,851	1,851	148
	Residential Mortgages		13,608	13,608	5,191	415
	Equity Exposures		2,993	2,993	2,993	239
	Other Assets		91,693	91,693	88,535	7,083
	Defaulted Exposures		3,103	3,103	2,937	235
	Total On-Balance Sheet Exposures	-	25,486,615	16,019,139	8,162,741	653,018
	Off-Balance Sheet Exposures:					
	Credit-related exposures		840,530	840,530	548,745	43,900
	Securitisation exposures		100,000	100,000	75,000	6,000
	Derivatives financial instruments		4,333,414	4,333,414	2,152,695	172,216
	Total Off-Balance Sheet Exposures	-	5,273,944	5,273,944	2,776,440	222,116
	Total On and Off-Balance Sheet Exposure	s	30,760,559	21,293,083	10,939,181	875,134
(ii)	Large Exposure Risk Requirement	_		-	-	
(iii)	Master Risk	Long Position	Short Position			
	Interest Rate Risk	321,750	(264,057)		721,162	57,693
	Foreign Currency Risk	47,742	(49,075)		49,075	3,926
	-	369,492	(313,132)		770,237	61,619
(iv)	Operational Risk	_			606,309	48,505
	Total RWA and Capital Requirements	-	30,760,559	21,293,083	12,315,727	985,258

[Continued]

### 2. Capital Management [Contd]

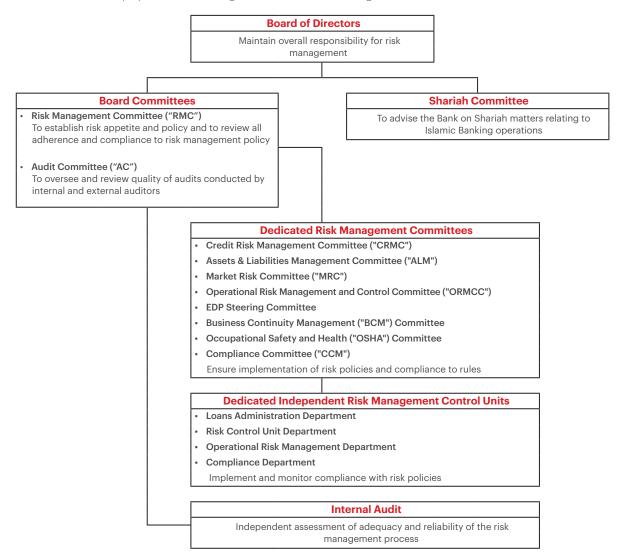
(c) The components of risk-weighted assets of the Bank are as follows: [Contd]

	Exposure Class 2014		Gross Exposures RM'000	Net Exposures RM'000	Risk- Weighted I Asset RM'000	Minimum Capital Requirements at 8% RM'000
(i)	Credit Risk					
	On-Balance Sheet Exposures:					
	Sovereigns/Central Banks		4,584,825	4,584,825	-	-
	Public Sector Entities		16,628	16,628	3,326	266
	Banks, Development Financial Institut	tions & MDBs	1,048,356	1,048,356	599,528	47,962
	Insurance Cos, Securities Firms & Fur	nd Managers	6	6	6	1
	Corporates		8,017,965	5,860,689	5,865,459	469,237
	Regulatory Retail		1,894	1,894	1,894	152
	Residential Mortgages		14,190	14,190	5,379	430
	Equity Exposures		2,993	2,993	2,993	239
	Other Assets		101,122	101,122	97,805	7,824
	Defaulted Exposures		3,466	3,466	3,302	264
	Total On-Balance Sheet Exposures	-	13,791,445	11,634,169	6,579,692	526,375
	Off-Balance Sheet Exposures:					
	Credit-related exposures		844,788	844,788	534,297	42,744
	Securitisation exposures		100,000	100,000	75,000	6,000
	Derivatives financial instruments		2,123,842	2,123,842	1,308,624	104,690
	Total Off-Balance Sheet Exposures	-	3,068,630	3,068,630	1,917,921	153,434
	Total On and Off-Balance Sheet Expo	sures -	16,860,075	14,702,799	8,497,613	679,809
(ii)	Large Exposure Risk Requirement	_	-	-	-	
(:::\	Master Risk	Long Position	Short Position			
(111)	Interest Rate Risk	257,558	(206,046)		643,901	51,512
		•			21,570	1,726
	Foreign Currency Risk	21,569	(1,984)		21,570	1,720
	- -	279,127	(208,030)		665,471	53,238
(iv)	Operational Risk	-			565,299	45,224
	Total RWA and Capital Requirements	_	16,860,075	14,702,799	9,728,383	778,271

[Continued]

### 3. Risk Management Framework

The management of risk within the Bank is governed by a risk management framework, which sets out the risk management governance and infrastructure, risk management processes and control responsibilities. In the Bank, effective risk management is inculcated by a risk awareness culture across all levels of staff in the Bank through effective communication, training, clear policies, procedures and organisational structure, which clearly defined roles and responsibilities as well as the commitment of all employees to a risk management framework. The risk governance of the Bank is as set out below:



The Board is ultimately responsible for the management of risks. The Board, through the RMC, maintains overall responsibilities for risk oversight within the Bank. The risk appetite statement embodies the Bank's stance towards the levels of risks and serves as a guide in the formulation of the Bank's strategic direction and business objectives.

The RMC is responsible for total risk oversight covering credit risk, market risk, liquidity risk, compliance risk and operational risk. Other key functions of RMC include reviewing risk management policies and limits, reviewing reports on risk exposures and risk portfolio composition and ensuring that infrastructure, resources and systems are in place for risk management activities.

The AC is supported by Internal Audit Department to provide an independent assessment of the adequacy and reliability of the risk management processes and its compliance with risk policies and regulatory requirements.

[Continued]

### 3. Risk Management Framework [Contd]

The Shariah Committee ("SC") advises the Bank on Shariah matters relating to the Islamic banking operations. The Committee ensures that the operations of Islamic banking, its products, processes and legal documentation are in line with Shariah principles.

The CRMC, the ALM, the MRC, the CCM and the ORMCC assist the RMC in managing credit, liquidity, market, compliance and operational risks respectively. These committees are responsible for overseeing the development and assessing the effectiveness of risk management policies and also for reviewing risk exposures and portfolio composition in ensuring that infrastructure, resources and systems are put in place for effective risk management activities.

The dedicated independent risk management control units provide crucial support to the dedicated risk management committees and are responsible for ensuring risk policies are implemented and complied with. They are also responsible for the identification, measurement and monitoring of risk.

The Bank has established a structured approach to risk management which balances risks against returns, as well as integrated risk management processes across key risk areas. The risk management activities encompass four broad processes namely risk identification, risk assessment and measurement, risk control and mitigation and risk monitoring which lead to a balanced risk-return. It is the Bank's policy that all risk management policies are subject to frequent reviews to ensure that they remain relevant and effective in managing the associated risks brought about by the changing market place and regulatory environments.

The integrated risk management process follows four broad processes:

Risk	Risk Evaluation and	Risk Control and	Risk Monitoring and
Identification	Measurement	Mitigation	Reporting
To identify, understand and analyse risks	To quantify, measure and assess risk impact	To recommend measures to control and mitigate risks	To monitor and report on progress and compliance

### Internal Capital Adequacy Assessment Process ("ICAAP")

The Bank has put in place process for assessing its capital adequacy under the BNM's Risk-Weighted Capital Adequacy Framework (Basel II) - Internal Capital Adequacy Assessment Process (Pillar 2) in relation to its risk profile and strategy for maintaining adequate capital levels relative to its risk profile. The Bank's ICAAP framework includes procedures and measures designed to ensure the following:

- appropriate identification and measurement of material risks
- appropriate level of internal capital in relation to the Bank's risk profile
- sufficient policy and procedures to ensure on-going capital adequacy
- application and further development of suitable risk management systems

The degree of formalization and sophistication of the ICAAP is proportionate to the size, nature of business and complexity of bank's activities. It uses sound techniques and methodologies that commensurate with the current practices and business environment. Material risk assessment is conducted annually with assessment of risks under Pillar 1 and 2 and the risk profile of the Bank is documented in a risk inventory. Material risk is defined as potential risk exposure that might have impact on the Bank's business operations, profitability, capital and reputation. The risk assessment is measured by risk frequency and monetary impact and the risk rating is subjected to revision whenever there are changes to its business plan, operating environment or other factors affecting the methodologies or assumptions used.

[Continued]

### 3. Risk Management Framework [Contd]

### Internal Capital Adequacy Assessment Process ("ICAAP") [Contd]

The risk inventory assessment and review process ensures that all risks are identified and evaluated for their relevance, materiality, mitigation, management and capitalisation considerations that formed an integral part of ICAAP.

The results of the Bank's Capital ratio is measured against internal trigger and targets on a quarterly basis to determine the capital adequacy and are reported to the RMC and the Board.

### Stress Testing

Stress testing framework has been integrated into the Bank's risk management structure and is used as a risk management tool for evaluation of the potential impact on the Bank or measurement of performance under plausible extreme adverse conditions.

The stress testing framework is approved by the Board. The Management is actively involved in the process of designing the stress test program, ensuring the assumptions are relevant and consistent with the Bank's risk profile and is conducted properly and any exceptions noted have been dealt with appropriately.

The results of the stress test are compared against internal capital threshold, which are reported to RMC and the Board on a quarterly basis. The stress test results are deliberated to consider the implications on the Bank's business profile and to consider corrective measures where necessary.

### 4. Credit Risk

Credit risk is the potential loss of revenue as a result of failure by the customers or counterparties to meet their contractual financial obligations. The Bank's exposure to credit risk is primarily from its lending and financing to large corporations and small and medium-sized companies ("SMEs"). Trading and investing the surplus funds of the Bank, such as trading or holding of debt securities, settlement of transactions, also exposed the Bank to credit risk and counterparty credit risk.

### Risk Governance

The CRMC supports the RMC in credit risk management oversight. The CRMC reviews the Bank's credit risk framework and policies, aligns credit risk management with business strategies and planning, reviews credit portfolios and recommends necessary actions to ensure that the credit risk remains within established risk tolerance level.

The Bank's credit risk management includes the establishment of comprehensive credit risk policies, guidelines and procedures which document the Bank's lending standards, discretionary power for loans approval, credit risk rating, acceptable collateral and valuation, and the review, rehabilitation and restructuring of problematic and delinquent loans. All credit processing officers are guided by credit policies, guidelines and procedures which are periodically reviewed to ensure their continued relevance.

Within the risk management control units, the Loans Administration Department has functional responsibility for credit risk management which includes formulating and reviewing credit risk related policies, guidelines and procedures. Other independent risk management and control units are responsible for managing the other risks and ensuring the respective risk policies are implemented and complied with.

[Continued]

### 4. Credit Risk [Contd]

### Risk Management Approach

The Bank manages its credit risk by using its internal credit rating system. The purpose of the credit rating system is to objectively evaluate the credit worthiness/credit risk (i.e. the probability of future credit losses over a period of time) of the borrowers which it extends credit. A borrower is not only screened at the time of initial extension of credits but also monitored continuously during the entire term until the full repayment. Efforts are made towards the early detection of latent problems by assessing the credit risk of borrowers on an on-going basis. Credit examination by the holding company is one of the processes used to verify the suitability of a credit rating and the soundness of a portfolio from a third party's perspective to avoid risk concentration within specific industries, specific purposes or secured by the same type of collateral.

Internal risk management reports are presented to both the CRMC and the RMC, containing information on trends across major portfolios, quality of credit portfolios, results of credit assessment and review, results of the credit profiling conducted, significant credit exposures to connected parties and credit concentration by economic sectors and by large single counterparty. Such information allows Management to identify adverse credit trends, take corrective actions and formulate business strategies.

### **Distribution of Credit Exposures**

The following tables present the credit exposures of financial assets before the effect of credit risk mitigation, broken down by the relevant category and class of financial assets against the relevant economic sectors, geography and maturity. For on-balance sheet exposures, the maximum exposure to credit risk equals their carrying amounts. For financial guarantees, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations for which the instruments issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the undrawn credit granted to customers.

## PILLAR 3 DISCLOSURES [Continued]

### Credit Risk [Contd]

### Distribution of Credit Exposures [Contd]

(a) The following tables present the credit exposures of financial assets of the Bank analysed by economic sectors:

2015	Cash and Short-Term Funds RM'000	Securities Available- for-Sale RM'000	Loans and Advances RM'000	Purchased Receivables RM'000	Derivative Financial Assets RM'000	Statutory Deposits with BNM RM'000	Other Assets RM'000	On-Balance Sheet Total RM'000	Off-Balance Sheet Exposures RM'000
Agricultural	•	•	1,371,052	•	2,618	•	,	1,373,670	848,185
Manufacturing	•	•	2,745,410	4,297	92,287	•	•	2,841,994	7,499,312
Electricity, gas and water	•	•	2,069,112	•	43,156	•	•	2,112,268	2,096,862
Mining and quarrying	•	•	199,172	•	1	•		199,172	24,267
Construction	•		362,291		4,594	•	•	366,885	726,197
Wholesale and retail trade and restaurants and hotels	•		732,177	23,438	22,709	•	•	778,324	2,572,152
Transport, storage and communication	•		665,147	1	28,584	•		693,731	1,149,169
Finance, insurance and business services	251,075	2,730	9,201,904	4,331	2,950,561	•	574,764	12,985,365	35,274,528
Government and government agencies	7,058,184	171,881		•		3,268		7,233,333	•
Households	•		18,544	•		•		18,544	2,562
Others	•	263	5,896		433	•		6,592	16,003
	7,309,259	174,874	17,370,705	32,066	3,144,942	3,268	574,764	28,609,878	50,209,237
Allowance for collective impairment	ı		(75,067)	(365)		1		(75,432)	•
Other assets not subject to credit risk	3,159						121,739	124,898	•
	7,312,418	174,874	17,295,638	31,701	3,144,942	3,268	696,503	28,659,344	50,209,237

[Continued]

### Credit Risk [Contd]

### Distribution of Credit Exposures [Contd]

The following tables present the credit exposures of financial assets of the Bank analysed by economic sectors: [Contd] (a)

2014	Cash and Short-Term Funds RM'000	Securities Available- for-Sale RM'000	Loans and Advances RM'000	Purchased Receivables RM′000	Derivative Financial Assets RM'000	Statutory Deposits with BNM RM'000	Other Assets RM'000	On-Balance Sheet Total RM'000	Off-Balance Sheet Exposures RM'000
Agricultural	ı	ı	130,832		1	٠	1	130,832	494,610
Manufacturing	•	ı	2,322,783	,	83,526	•		2,406,309	17,599,901
Electricity, gas and water	•	1	429,500	1	,	,	•	429,500	836
Mining and quarrying	1	1	14,733	1	546	1	•	15,279	20,747
Construction	ı	,	263,859	•	1,861	1	1	265,720	224,556
Wholesale and retail trade and restaurants and hotels	•	,	507,447	34,629	12,293	,	٠	554,369	1,019,365
Transport, storage and communication	1	1	511,940	1	19,644	1	•	531,584	75,252
Finance, insurance and business services	233,049	2,730	3,836,987	155,495	1,041,327		685,853	5,955,441	17,806,622
Government and government agencies	4,002,000	620,407	•	•		3,268	•	4,625,675	1
Households	ı	•	19,864	•			•	19,864	1
Others	ı	263	•	•			•	263	2
	4,235,049	623,400	8,037,945	190,124	1,159,197	3,268	685,853	14,934,836	37,241,891
Allowance for collective impairment	1	•	(55,402)	1	•		•	(55,402)	,
Other assets not subject to credit risk	3,317		•	1	•	1	87,846	91,163	1
	4,238,366	623,400	7,982,543	190,124	1,159,197	3,268	773,699	14,970,597	37,241,891

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[Continued]

### Credit Risk [Contd]

### Distribution of Credit Exposures [Contd]

The following tables present the credit exposures of financial assets analysed by geographical location based on where the credit risk resides:

	2015	•	2014	ı
		Other		Other
_	Malaysia RM'000	Countries RM'000	Malaysia RM'000	Countries RM'000
Cash and short-term funds	7,312,418	-	4,238,366	-
Securities available-for-sale	174,874	-	623,400	-
Loans and advances	16,261,837	1,111,905	7,163,598	877,185
Purchased receivables	17,358	14,708	21,999	168,125
Derivative financial assets	3,095,798	49,144	1,126,625	32,572
Statutory deposits with Bank Negara Malaysia	3,268	-	3,268	-
Other assets	123,070	573,433	87,846	685,853
On-Balance Sheet Exposures	26,988,623	1,749,190	13,265,102	1,763,735
Off-Balance Sheet Exposures	4,561,361	712,583	2,436,910	631,720
_	31,549,984	4,210,963	28,967,114	4,159,190

[Continued]

### Credit Risk [Contd]

### Distribution of Credit Exposures [Contd]

The following tables present the residual contractual maturity for major types of gross credit exposures for on-balance sheet exposures of financial assets. Approximately 60% (2013: 70%) of the Bank's 0

2015	Up to 1 Month RM'000	1 to 3 Months RM'000	3 to 12 Months RM'000	1 to 5 Years RM′000	Over 5 Years RM'000	Non-Interest Sensitive RM'000	Total RM'000
Assets							
Cash and short-term funds	7,264,013	•	•	•	•	48,405	7,312,418
Securities available-for-sale		•	•	171,881	•	2,993	174,874
Loans and advances	7,125,609	7,605,387	1,690,828	947,489	1	(73,675)	17,295,638
Purchased receivables	25,249	6,817	•	,	1	(365)	31,701
Derivative financial assets	3,144,942	•	•	,	1	•	3,144,942
Statutory deposits with Bank Negara Malaysia		•	•	•	1	3,268	3,268
Amount due from holding company		•	•	•	1	550,233	550,233
Amount due from related companies		•	•	•	•	23,200	23,200
	17,559,813	7,612,204	1,690,828	1,119,370	1	554,059	28,536,274

[Continued]

### Credit Risk [Contd]

### Distribution of Credit Exposures [Contd]

The following tables present the residual contractual maturity for major types of gross credit exposures for on-balance sheet exposures of financial assets. Approximately 60% (2013: 70%) of the Bank's exposures to customers is short term, having contractual maturity of one year or less: [Contd] 0

2014	Up to 1 Month RM'000	1 to 3 Months RM'000	3 to 12 Months RM'000	1 to 5 Years RM'000	Over 5 Years RM'000	Non-Interest Sensitive RM'000	Total RM′000
Assets							
Cash and short-term funds	3,597,772	610,000	•	•	•	30,594	4,238,366
Securities available-for-sale		120,077	160,923	339,407	•	2,993	623,400
Loans and advances	1,846,368	438,289	748,495	4,172,379	823,321	(46,309)	7,982,543
Purchased receivables	116,053	74,071	,	•	•	•	190,124
Derivative financial assets	1,159,197		•	•	•	•	1,159,197
Statutory deposits with Bank Negara Malaysia					1	3,268	3,268
Amount due from holding company		•			1	685,757	685,757
Amount due from related companies		,	٠		1	96	96
	6,719,390	1,242,437	909,418	4,511,786	823,321	676,399	14,882,751

The residual contractual maturity for off-balance sheet exposures is not presented as the total off-balance sheet exposures do not represent future receivables since the Bank expects many of these contingent liabilities and commitments (such as direct credit substitutes and undrawn credit facilities) to expire or unconditionally cancelled by the Bank without them being called or drawn upon, and many of the contingent liabilities (such as letters of credit) are reimbursable by customers.

[Continued]

### 4. Credit Risk [Contd]

### **Distribution of Credit Exposures** [Contd]

- (d) Off-Balance Sheet Exposures and Counterparty Credit Risk
  - (i) Off-Balance Sheet Exposures

Off-balance sheet exposures of the Bank are mainly from the following:

- Financial guarantees and standby letters of credit, which represent undertakings that the Bank will make payments in the event that a customer cannot meet its obligations to third parties. These exposures carry the same credit risk as loans even though they are contingent in nature;
- Documentary and commercial letters of credit, which are undertakings by the Bank on behalf of the customer.

  These exposures are usually collateralised by the underlying shipment of goods to which they relate;
- · Commitments to extend credit including the unutilised or undrawn portions of credit facilities; and
- Principal/notional amount of derivative financial instruments.

The management of off-balance sheet exposures is in accordance to the credit risk management approach as set out in the above disclosure.

### (ii) Counterparty Credit Risk on Derivative Financial Instruments

Counterparty Credit Risk ("CCR") on derivative financial instruments is the risk that the Bank's counterparty in a foreign exchange, interest rate, commodity, equity, options or credit derivative contract defaults prior to maturity date of the contract and that the Bank at the relevant time has a claim on the counterparty. Derivative financial instruments entered are originated from customer-driven transactions. The Bank may also take trading derivative positions, within certain pre-set limits, with the expectation to make arbitrage gains from favourable movements in prices or rates.

Unlike on-balance sheet financial instruments, the Bank's financial loss is not the entire contracted principal value of the derivatives, but rather a fraction equivalent to the cost to replace the defaulted derivative financial instruments with another similar contract in the market. The Bank will only suffer a replacement cost if the contract carries a fair value gain at time of default.

### (iii) Risk Management Approach

The CCR arising from all derivative financial instruments is managed via the establishment of counterparty limits and also managed as part of the overall lending limits to banks and customers based on BNM's Single Counterparty Exposure Limit ("SCEL"). Where possible, Over-the-Counter ("OTC") derivative financial instruments, especially Interest Rate Swaps and Options are transacted under master agreements, International Swaps and Derivatives Association ("ISDA") and Credit Support Annex ("CSA") agreements. ISDA allows for the close-out netting in the event of default by a counterparty and CSA provides credit protection with the requirements to post collateral usually in the form of cash or government securities upon any exposure above the agreed threshold levels.

All outstanding financial derivative positions are marked-to-market on a daily basis. Risk Control Unit and Processing Departments monitor counterparties' positions and promptly request the collateral upon any exposure above the agreed threshold levels with relevant parties. Where possible, the Bank settles its OTC derivatives via the Payment-versus-Payment ("PVP") settlement method to further reduce settlement risk. For derivative financial instruments where the PVP settlement method is not possible, the Bank establishes settlement limits through the Bank's credit approval process.

[Continued]

### Credit Risk [Contd]

### Distribution of Credit Exposures [Contd]

- Off-Balance Sheet Exposures and Counterparty Credit Risk [Contd]
  - (iv) Credit Rating downgrade

In the event of a one-notch downgrade of rating for the Bank, based on the terms of the existing CSA of ISDA, the estimated additional collateral to be posted was RM8,586,000 for 31 December 2015 (2014: MYR6,993,000).

The following table presents a breakdown of the off-balance sheet exposures of the Bank:

2015	Principal Amount RM'000	Positive Fair Value of Derivative Contracts RM'000	Credit Equivalent Amount RM'000	Risk- Weighted Assets RM'000
Credit-related Exposures:				
Direct credit substitutes	4,005		4,005	2,003
Transaction related contingent items Short term self liquidating trade-related	1,348,176		674,088	384,352
contingencies  Other commitments, such as formal standby facilities and credit lines, with an original maturity of:	19,211		3,842	3,842
<ul> <li>not exceeding one year</li> </ul>	412,644		82,529	82,529
exceeding one year  Any commitments that are unconditionally cancelled at any time by the Bank without prior notice or that effectively provide for automatic cancellation due to deterioration in a borrower's	152,131		76,066	76,019
creditworthiness	3,955,295		-	-
Securitisation exposures	500,000		100,000	75,000
	6,391,462		940,530	623,745
Derivative Financial Instruments: Foreign exchange related contracts				
<ul> <li>less than one year</li> </ul>	10,988,419	696,158	912,661	414,844
<ul> <li>one year to less than five years</li> </ul>	12,593,822	1,952,480	1,948,059	810,919
five years and above     Interest rate related contracts	6,143,526	402,886	1,175,178	742,109
<ul> <li>less than one year</li> </ul>	2,868,572	1,785	5,428	1,524
<ul> <li>one year to less than five years</li> </ul>	6,793,533	50,080	75,437	32,710
<ul> <li>five years and above</li> <li>Currency options</li> </ul>	4,426,945	41,528	216,581	150,519
less than one year	2,958	25	70	70
	43,817,775	3,144,942	4,333,414	2,152,695
	50,209,237	3,144,942	5,273,944	2,776,440

[Continued]

### 4. Credit Risk [Contd]

### **Distribution of Credit Exposures** [Contd]

- (d) Off-Balance Sheet Exposures and Counterparty Credit Risk [Contd]
  - (iv) Credit Rating downgrade [Contd]

2014	Principal Amount RM'000	Positive Fair Value of Derivative Contracts RM'000	Credit Equivalent Amount RM'000	Risk- Weighted Assets RM'000
Credit-related Exposures:				
Direct credit substitutes	4,205		4,205	1,261
Transaction related contingent items	1,269,709		634,855	327,048
Short term self liquidating trade-related				
contingencies	45,235		9,047	9,327
Other commitments, such as formal				
standby facilities and credit lines,				
with an original maturity of:				
<ul> <li>not exceeding one year</li> </ul>	245,948		122,974	122,954
<ul> <li>exceeding one year</li> </ul>	368,535		73,707	73,707
Any commitments that are unconditionally				
cancelled at any time by the Bank				
without prior notice or that effectively				
provide for automatic cancellation due to				
deterioration in a borrower's				
creditworthiness	3,923,008		-	-
Securitisation exposures	500,000		100,000	75,000
	6,356,640		944,788	609,297
Derivative Financial Instruments:				
Foreign exchange related contracts				
less than one year	8,341,161	241,769	364,173	244,894
<ul> <li>one year to less than five years</li> </ul>	12,155,103	685,477	693,521	379,097
<ul> <li>five years and above</li> </ul>	4,820,153	196,076	862,484	560,311
Interest rate related contracts				
<ul> <li>less than one year</li> </ul>	1,246,201	1,648	3,207	1,516
<ul> <li>one year to less than five years</li> </ul>	1,792,216	6,270	45,422	16,293
<ul> <li>five years and above</li> </ul>	2,445,245	27,199	151,083	102,561
Currency options				
<ul> <li>less than one year</li> </ul>	85,172	758	3,952	3,952
	30,885,251	1,159,197	2,123,842	1,308,624
	37,241,891	1,159,197	3,068,630	1,917,921

[Continued]

### 4. Credit Risk [Contd]

### Distribution of Credit Exposures [Contd]

### (e) Securitisation Exposures

The Bank acts as principal adviser, lead arranger, lead manager, facility agent and/or liquidity provider for third party securitisations with originators. Special purpose vehicles ("SPV") are formed to enter into an agreement with the originator(s) to purchase or acquire an interest in eligible pool of receivables of such originator for cash and in turn fund its purchase or acquisition of such receivables by the issuance of Asset-Backed Securities ("ABS") to investors. The Bank might also act as a derivative counterparty for the SPV.

The SPV that the Bank is managing as agent is Merdeka Kapital Berhad ("MKB"). The current exposure as liquidity provider to MKB is recognised as off-balance sheet in the banking book. MKB which is unrated, issued its ABS to a single investor, Horizon Funding Corporation ("HFC"), a bankruptcy remote special purpose vehicle incorporated in the Cayman Islands.

### Risk Management Approach

As a liquidity provider to MKB to cover short term cash flows disruptions to each of the securitisation exposures, the credit and liquidity risks of the Bank is mitigated by the respective waterfall payment obligations of MKB. In this instance, the repayment obligation to the Bank as liquidity provider has been made amongst the top priority in the waterfall payment (normally after tax payment obligations to the authorities).

The use of this liquidity facility by MKB is limited to cover short-term cash flows disruptions in relation to payment obligation in respect of each securitisation exposures. It must not be drawn to provide credit support, cover losses sustained or act as a revolving fund. In addition, the liquidity facility can only be drawn subject to the conditions that no potential of default or event of default has occurred as well as other terms and conditions set forth in the liquidity facility agreements entered into.

### **Regulatory Capital Requirements**

The following table presents the outstanding securitisation exposures of the Bank:

	2015 RM′000	2014 RM'000
Traditional securitisation of third party exposures	500,000	500,000

The following tables present the minimum regulatory capital requirement on securitisation exposures:

	Principal Amount RM'000	Credit Equivalent Amount RM'000	Risk- Weighted Assets RM'000	Minimum Capital Requirements at 8% RM'000
2015				
Off-balance sheet				
<ul> <li>Auto loans</li> </ul>	500,000	100,000	75,000	6,000
	500,000	100,000	75,000	6,000
2014 Off-balance sheet				
<ul> <li>Auto loans</li> </ul>	500,000	100,000	75,000	6,000
	500,000	100,000	75,000	6,000

[Continued]

### 4. Credit Risk [Contd]

### **Credit Risk Mitigation**

The Bank's approach in granting credit facilities is based on the credit standing of the customer, source of repayment and debt servicing ability rather than placing primary reliance on Credit Risk Mitigants ("CRM"). Depending on a customer's standing and the type of product, facilities may be provided unsecured. Nevertheless, mitigation of credit risk is a key aspect of effective risk management and takes many forms.

The main types of collateral obtained by the Bank to mitigate credit risk are as follows:

(a) for corporate loans: secured by cash deposits, corporate guarantees and charges over properties or assets being

financed.

(b) for retail mortgages: charges over residential properties.

(c) for derivatives: additional margin for exposures above the agreed threshold.

There is no material concentration of CRM held. Presently, CRM including bank guarantees and shares are governed by various monitoring limits to ensure such concentration risk is properly managed.

The reliance that can be placed on CRM is carefully assessed in light of issues such as legal enforceability, market value and counterparty credit risk of the guarantor. Policies and procedures are in place to govern the protection of the Bank's position from the onset of a customer relationship, for instance in requiring standard terms and conditions or specifically agreed upon documentation to ensure the legal enforceability of the credit risk mitigants.

The valuation of CRM seeks to monitor and ensure that they will continue to provide the credit protection. Policy on the periodic valuation updates of CRM is in place to ensure this. The value of properties taken as collateral is generally updated from time to time during the review of the customers' facilities to reflect the current market value. The quality, liquidity and collateral type will determine the appropriate haircuts or discounts applied on the market value of the collateral.

Where there is a currency mismatch, haircuts are applied to protect against currency fluctuations, in addition to ongoing review and controls over maturity mismatch between collateral and exposures. Especially in mortgage loans, the collateral is required to be insured at all times against major risks, for instance, fire, as the loss payee under the insurance policy. In addition, customers are generally insured against major risks, such as death and permanent disability.

Currently, the Bank does not employ the use of derivative credit instruments such as credit default swaps, structured credit notes and securitisation structures to mitigate the Bank's credit exposures. In addition, the Bank enters into master netting arrangements with its derivative counterparties to reduce the credit risk where in the event of default, all amounts with the counterparty are settled on a net basis. Separately, the Bank has started obtaining third party cash collateral in its credit granting process.

The following tables present the credit exposures covered by eligible financial collateral and financial guarantees as defined under the Standardised Approach. Eligible financial collateral consists primarily of corporate guarantees, properties, cash, securities from listed exchange or other marketable securities. The Bank does not have any credit exposure which is reduced through the application of other eligible collateral.

[Continued]

### Credit Risk [Contd]

Credit Risk Mitigation [Contd]

2015	Total Exposures Before CPM	Total Exposures Covered by Guarantees	Exposures Covered by Financial Collaterals	Exposures Covered by Other Eligible Collaterals
Exposure Class	RM'000	RM′000	RM′000	RM′000
Credit Risk				
On-Balance Sheet Exposures:				
Sovereigns/Central Banks	7,169,409	-	-	-
Public Sector Entities	21,132	-	-	-
Banks, Development Financial Institutions & MDBs	1,364,647	-	-	-
Insurance Cos, Securities Firms & Fund Managers	-	-	-	-
Corporates	16,818,179	27,433	9,440,043	-
Regulatory Retail	1,851	-	-	-
Residential Mortgages	13,608	-	-	-
Equity Exposures	2,993	-	-	-
Other Assets	91,693	-	-	-
Defaulted Exposures	3,103	-	-	-
Total On-Balance Sheet Exposures	25,486,615	27,433	9,440,043	-
Off-Balance Sheet Exposures:				
Credit-related exposures	840,530	-	-	-
Securitisation exposures	100,000	-	-	-
Derivatives financial instruments	4,333,414	-	-	-
Total Off-Balance Sheet Exposures	5,273,944		-	
Total Credit Exposures	30,760,559	27,433	9,440,043	

[Continued]

### Credit Risk [Contd]

Credit Risk Mitigation [Contd]

2014 Exposure Class	Total Exposures Before CPM RM'000	Total Exposures Covered by Guarantees RM'000	Total Exposures Covered by Financial Collaterals RM'000	Total Exposures Covered by Other Eligible Collaterals RM'000
Credit Risk				
On-Balance Sheet Exposures:				
Sovereigns/Central Banks	4,584,825	-	-	-
Public Sector Entities	16,628	-	-	-
Banks, Development Financial Institutions & MDBs	1,048,356	-	-	-
Insurance Cos, Securities Firms & Fund Managers	6	-	-	-
Corporates	8,017,965	23,863	2,133,413	-
Regulatory Retail	1,894	-	-	-
Residential Mortgages	14,190	-	-	-
Equity Exposures	2,993	-	-	-
Other Assets	101,122	-	-	-
Defaulted Exposures	3,466	-	-	-
Total On-Balance Sheet Exposures	13,791,445	23,863	2,133,413	
Off-Balance Sheet Exposures:				
Credit-related exposures	844,788	-	-	-
Securitisation exposures	100,000	-	-	-
Derivatives financial instruments	2,123,842	-	-	-
Total Off-Balance Sheet Exposures	3,068,630	-	-	

### Assignment of Risk Weights for Portfolios Under the Standardised Approach

Under the Standardised Approach, the Bank makes use of credit ratings assigned by credit rating agencies in its calculation of credit risk-weighted assets. The following are the rating agencies or External Credit Assessment Institutions ("ECAI") ratings used by the Bank and are recognised by BNM in the CAF:

16,860,075

23,863

2,133,413

- Standard & Poor's Rating Services ("S&P") (a)
- (b) Moody's Investors Services ("Moody's")
- (c) Fitch Ratings ("Fitch")

**Total Credit Exposures** 

- (d) RAM Rating Services Berhad ("RAM")
- Malaysian Rating Corporation Berhad ("MARC") (e)

The ECAI ratings accorded to the following counterparty exposure classes are used in the calculation of risk-weighted assets for capital adequacy purposes:

- Banking institutions
- (b) Corporates

[Continued]

### 4. Credit Risk [Contd]

Assignment of Risk Weights for Portfolios Under the Standardised Approach [Contd]

### **Unrated and Rated Counterparties**

The majority of the Bank's credit and counterparties exposures are unrated. Otherwise, in general, the rating specific to the credit exposure is used, i.e. the issue rating. Where no specific rating exists, the credit rating assigned to the issuer or counterparty of that particular credit exposure is used. In cases where an exposure has neither an issue nor issuer rating, it is deemed as unrated or the rating of another rated obligation of the same counterparty may be used if the exposure is ranked at least pari passu with the obligation that is rated, as stipulated in the CAF. Where a counterparty or an exposure is rated by more than one ECAI, the second highest rating is then used to determine the risk weight. In cases where the credit exposures are secured by guarantees issued by eligible or rated guarantors, the risk weights similar to that of the guarantor are assigned.

The following is a summary of the rules governing the assignment of risk weights under the Standardised Approach:

### Corporates

Rating Category	S&P	Moody's	Fitch	RAM	MARC	Risk Weights
1	AAA to AA-	Aaa to Aa3	AAA to AA-	AAA to AA3	AAA to AA-	20%
2	A+ to A-	A1 to A3	A+ to A-	A1 to A3	A+ to A-	50%
3	BBB+ to BB-	Baa1 to Ba3	BBB+ to BB-	BBB1 to BB3	BBB+ to BB-	100%
4	B+ to D	B1 to C	B+ to D	B1 to D	B+ to D	150%
5	Unrated	Unrated	Unrated	Unrated	Unrated	100%

### **Banking Institution**

Rating Category	S&P	Moody's	Fitch	RAM	MARC	Risk Weights
1	AAA to AA-	Aaa to Aa3	AAA to AA-	AAA to AA3	AAA to AA-	20%
2	A+ to A-	A1 to A3	A+ to A-	A1 to A3	A+ to A-	50%
3	BBB+ to BBB-	Baa1 to Baa3	BBB+ to BBB-	BBB1 to BBB3	BBB+ to BBB-	50%
4	BB+ to B-	Ba1 to B3	BB+ to B-	BB1 to B3	BB+ to B-	100%
5	CCC+ to D	Caa1 to C	CCC+ to D	C1 to D	C+ to D	150%
6	Unrated	Unrated	Unrated	Unrated	Unrated	50%

### Sovereigns and Central Banks

Exposures to BNM denominated and funded in Ringgit Malaysia is assigned a preferential risk weight of 0% as stipulated in the CAF.

[Continued]

### Credit Risk [Contd]

Assignment of Risk Weights for Portfolios Under the Standardised Approach [Contd]

2015								
Credit Exposure	<b>—</b>	Ratings of 2	Sovereign and 3	Central Banks	- Ratings of Sovereign and Central Banks by Approved ECAIs $2\ \ 3\ \ 4\ \ \ 5$	CAIs 6	Unrated	Total
On and Off Balance Sheet Exposures Sovereign / Central Banks	7,169,409							7,169,409
	•	Rating	gs of Banking In	stitutions by A	- Ratings of Banking Institutions by Approved ECAIs			
Credit Exposure	_	2	m	4	D.	9	Unrated	Total
On and Off Balance Sheet Exposures Banks, Development Financial Institutions & MDBs	2,962,015	1,529,342		533,837				5,025,194
		– Ratings of Corporate by Approved ECAIs	rate by Approve	ed ECAIs ——				
Credit Exposure	<del>-</del>	2	က	4	Unrated	Total		
On and Off Balance Sheet Exposures								
Public Sector Entities		•		•	21,132	21,132		
Insurance Cos, securities firms & fund managers	•		•	•	27	27		
Corporates	27,433	4,337	•		18,299,923	18,331,693		
Regulatory retail	•	,	•	•	1,851	1,851		
Residential mortgages	•		•	•	16,567	16,567		
Other assets	•		•	•	91,693	91,693		
Securitisation exposure	•	·	i i	•	100,000	100,000		
Equity exposure		•		•	2,993	2,993		
	27,433	4,337	-	•	18,534,186	18,565,956		

## PILLAR 3 DISCLOSURES [Continued]

### Credit Risk [Contd]

Assignment of Risk Weights for Portfolios Under the Standardised Approach [Contd]

2014								
Credit Exposure	<b>*</b>	Ratings of 2	Sovereign and 3	Central Banks	-Ratings of Sovereign and Central Banks by Approved ECAIs $2 \ \ 3 \ \ 4 \ \ 5$	CAIs 6	Unrated	Total
On and Off Balance Sheet Exposures Sovereign / Central Banks	4,584,825		ı		,		ı	4,584,825
		A State	s of Ranking In	etitutions by A	- Ratings of Banking Institutions by Approved FCAIs		1	
Credit Exposure	<b>←</b>	2	8 C	4	5	9	Unrated	Total
On and Off Balance Sheet Exposures Banks, Development Financial Institutions & MDBs	1,147,872	1,348,043		105,239	41,492	,		2,642,646
		- Ratings of Corporate by Approved ECAIs	rate by Approv	ed ECAIs —				
Credit Exposure	<del>-</del>	5	. რ	4	Unrated	Total		
On and Off Balance Sheet Exposures								
Public Sector Entities		ı		٠	16,628	16,628		
Insurance Cos, securities firms & fund managers	•	,	,	٠	27	27		
Corporates	26,668	1,400	,	٠	9,364,466	9,392,534		
Regulatory retail	,	ı	,	٠	1,894	1,894		
Residential mortgages		ı			17,406	17,406		
Other assets	,	,			101,122	101,122		
Securitisation exposure		ı			100,000	100,000		
Equity exposure	•	•			2,993	2,993		
	26,668	1,400			9,604,536	9,632,604		

[Continued]

Credit Risk [Contd]

Assignment of Risk Weights for Portfolios Under the Standardised Approach [Contd]

The following tables present the credit exposures by risk weights and after credit risk mitigation of the Bank.

2015	•			- Exposures	after Netting	and Credit Ri	Exposures after Netting and Credit Risk Mitigation			Î	Total	
Risk Weights	Sovereigns / Central Banks RM'000	Public Sector Entities RM'000	Banks, Development Financial Institutions & MDBs RM'000	Insurance Cos, Securities Firms & Fund Managers RM'000	Corporates RM'000	Regulatory Retail RM'000	Residential Mortgages RM'000	Securitisation Exposures RM'000	Equity Exposures RM'000	Other Assets RM'000	Exposures after Netting and Credit Risk Mitigation RM'000	Total Risk- Weighted Assets RM'000
%0	7,169,409	•				1			•	3,159	7,172,568	•
20%	•	21,132	2,962,015	•	•	•	•	•	•	•	2,983,147	677,116
35%	•	•	•	•	•	•	11,762	•	•	•	11,762	4,117
20%	•	•	1,529,342	•	4,337	•	1,304	•	1	•	1,534,983	767,492
75%	•	•	•	•	•	•	999	100,000	•	•	100,666	200
100%	•	•	533,837	27	8,859,880	1,851	2,835	•	2,993	88,534	9,489,957	9,489,956
150%	•								•			•
Total Exposures	7,169,409	21,132	5,025,194	27	8,864,217	1,851	16,567	100,000	2,993	91,693	21,293,083	10,939,181
Risk-Weighted Assets by Exposures		4,226	1,890,911	27	8,867,536	1,851	8,103	75,000	2,993	88,534	10,939,181	
Average Risk Weight	%0	20%	38%	100%	100%	100%	49%	75%	100%	97%	21%	
Deduction from Total Capital								•				

## PILLAR 3 DISCLOSURES [Continued]

### Credit Risk [Contd]

Assignment of Risk Weights for Portfolios Under the Standardised Approach [Contd]

2014				- Exposures	after Netting	Exposures after Netting and Credit Risk Mitigation	sk Mitigation				Total	
Risk Weights	Sovereigns / Central Banks RM'000	Public Sector Entities RM'000	Banks, Development Financial Institutions & MDBs RM'000	Insurance Cos, Securities Firms & Fund Managers RM'000	Corporates RM'000	Regulatory Retail RM'000	Residential Mortgages RM'000	Securitisation Exposures RM'000	Equity Exposures RM'000	Other Assets RM'000	Exposures after Netting and Credit Risk Mitigation RM'000	Total Risk- Weighted Assets RM'000
%0	4,584,825	•	1	1	2,133,413	1	ı	1	ı	3,317	6,721,555	
20%	1	16,628	1,147,872	•	26,668	•	•	•	1		1,191,168	313,233
35%	1	ı	1	•	•	1	12,820	1	1	,	12,820	4,487
20%	•	1	1,348,043	•	1,732	1	615	•	ı	1	1,350,390	675,195
75%	•	1	,	•	•	1	765	100,000	ı	1	100,765	574
100%	ı	•	105,239	27	7,230,720	1,894	3,202	1	2,993	97,805	7,441,880	7,441,880
150%	ı	1	41,492	•	•	1	4	1	•	1	41,496	62,244
Total Exposures	4,584,825	16,628	2,642,646	27	9,392,533	1,894	17,406	100,000	2,993	101,122	16,860,074	8,497,613
Risk-Weighted Assets by Exposures		3,326	1,071,073	27	7,236,919	1,894	8,576	75,000	2,993	97,805	8,497,613	
Average Risk Weight	%0	20%	41%	100%	%	100%	49%	75%	100%	%16	20%	
Deduction from Total Capital									,		,	

[Continued]

## 4. Credit Risk [Contd]

## Credit Quality of Gross Loans and Advances

The tables below present the gross loans and advances analysed by credit quality:

	2015 RM′000	2014 RM'000
Neither past due nor impaired	17,366,051	8,032,554
Past due but not impaired	3,262	3,628
Impaired	4,429	4,601
	17,373,742	8,040,783
Gross impaired loans as a percentage of gross loans and advances	0.03%	0.06%

## (a) Neither past due nor impaired

The credit quality of gross loans and advances which are neither past due nor impaired is described in Note 33(b) to the financial statements.

## (b) Past due but not impaired

Past due but not impaired loans and advances are loans where the customer has failed to make a principal or interest payment when contractually due and includes loans which are due one or more days after the contractual due date but less than 3 months. The past due but not impaired loans and advances of the Bank as at 31 December 2015 was 0.02% (2014: 0.05%).

The amount of past due but not impaired loans breakdown by geographical location is as follows:

	2015 RM'000	2014 RM'000
Household	3,262	3,628

The amount of past due but not impaired loans breakdown by geographical location is as follows:

	2015		2014	
	Malaysia RM'000	Other Countries RM'000	Malaysia RM′000	Other Countries RM'000
Past due but not impaired	3,262	-	3,628	<u>-</u>

[Continued]

#### 4. Credit Risk [Contd]

## Credit Quality of Gross Loans and Advances [Contd]

### (c) Impaired Loans and Advances

The Bank assesses, at each reporting period, whether there is any objective evidence that an individually significant loan is impaired. If there is objective evidence that an impairment loss has been incurred, the amount of the impairment loss is measured as the difference between the loan's carrying amount and the present value of estimated future cash flows discounted at the loan's original effective interest rate. The carrying amount of the loan is reduced through the use of an allowance account and the amount of the loss is recognised in profit or loss. The criteria that the Bank uses to determine whether there is any objective evidence of impairment are set out in the Note 33(b) to the financial statements.

All loans, advances and financing that have been individually evaluated but not considered to be individually impaired are grouped on the basis of similar credit risk characteristics for collective impairment assessment, taking into account the historical loss experience of such loans. The Model Risk Adjustment ("MRA") may be applied due to lack of loss data, when making provision by benchmarking for relevant probability of default against the holding company or peer results, if applicable.

The Bank has adopted the Malaysian Financial Reporting Standards ("MFRS") effective 1 January 2012 which includes MFRS 139 Financial Instruments: Recognition and Measurement to develop its own collective assessment methodology.

Impaired loans, advances and financing are loans whereby payments of principal or interest or both are past due for three (3) months or more, or loans which are past due for less than three (3) months which exhibit indications of credit weaknesses, or impaired loans which have been restructured/rescheduled, but where repayments based on the revised terms have yet to fulfil the observation period required under the Bank's impairment policy.

The above credit policies were adopted in connection with the adoption of the Financial Reporting Standard 139 Financial Instruments: Recognition and Measurement ("FRS 139") issued by the Malaysian Accounting Standards Board, which was adopted with prospective effect from 1 January 2010, prior to the effective implementation of MFRS 139.

The movements in impaired loans and advances are sets out in Note 5(g), the movements in allowance for individual and collective assessment are set out in Note 5(j) and the amount of impaired loans and advances broken down by economic sector and geographical location are set out in Note 5(h) and note 5(i) to the financial statement.

[Continued]

## 4. Credit Risk [Contd]

# Credit Quality of Gross Loans and Advances [Contd]

## (c) Impaired Loans and Advances [Contd]

The amount of allowance for individual and collective assessment by economic purpose is as follows:

	2015		2014		
	Individual Assessment RM'000	Collective Assessment RM'000	Individual Assessment RM'000	Collective Assessment RM'000	
Agricultural, hunting, forestry and fishing	-	3,475	-	1,980	
Mining and quarrying	-	106	-	153	
Manufacturing	-	37,133	-	35,336	
Electricity, gas and water	-	382	-	963	
Construction	-	2,687	-	1,257	
Wholesale and retail trade and					
restaurants and hotels	-	5,762	-	4,831	
Transport, storage and communication	-	5,206	-	3,813	
Finance, insurance, real estate and					
business services	3,037	19,895	2,838	6,193	
Households	-	781	-	876	
Others		5	-		
	3,037	75,432	2,838	55,402	

The charges for allowance for individual assessment during the year is as follows:

	Allowance for Individual Assessment 1 January RM'000	Net Charges For The Year RM'000	Allowance for Individual Assessment 31 December RM'000
Finance, insurance, real estate and business services	2,838	199	3,037

## **Islamic Banking Business**

There are no significant credit risk exposures as at 31 December 2015.

[Continued]

#### 5. Market Risk

Market risk is the risk of loss arising from movements in market variables, such as interest rates, credit spreads, commodity prices, equity prices and foreign exchange rates. In addition, the market risk of Islamic Banking business of the Bank includes rate of return risk and displaced commercial risk.

#### **Regulatory Capital Requirements**

The Bank has adopted the Standardised approach for market risk. The following tables present the minimum regulatory capital requirement on market risk:

	Long Position RM'000	Short Postion RM'000	Risk- Weighted Assets RM'000	Minimum Capital Requirements at 8% RM'000
2015				
Interest rate risk- general interest rate risk	321,750	(264,057)	721,162	57,693
Foreign exchange risk	47,742	(49,075)	49,075	3,926
-	369,492	(313,132)	770,237	61,619
2014				
Interest rate risk- general interest rate risk	257,558	(206,046)	643,901	51,512
Foreign exchange risk	21,569	(1,984)	21,570	1,726
	279,127	(208,030)	665,471	53,238

#### Risk Governance

The Bank has established Trading Book and Hedging Policy as guidance for market risk management framework and policies. The ALM and MRC support the RMC in market risk management oversight, meets regularly and is the forum to discuss and aligns market risk management with business strategies and planning and recommends actions to ensure that the market risks remain within established risk tolerance level.

For effective control of market risk, triggers and limits are established after taking into account Bank's risk appetite, and approved by the Board. Trading exposures are subject to intraday limits and daily limit. This is monitored and escalated by independent unit to relevant business unit, Management and Committee on regular basis.

## Risk Management Approach

(a) Interest Rate Risk / Rate of Return in the Banking Book

Interest rate risk in the banking book ("IRRBB") and Rate of Return ("ROR") arises from the changes in market interest rate that adversely impact on the Bank's net interest income. One of the primary sources is due to repricing mismatches of the Bank's banking assets and liabilities and also from the Bank's investment of its surplus funds.

The primary objective in managing the IRRBB is to manage the volatility in the Bank's earnings. This is achieved in a variety of ways that involve the offsetting of positions against each other for any matching assets and liabilities, the acquisition of new financial assets to narrow the mismatch in interest rate sensitive assets and liabilities and entering into derivative financial instruments which have the opposite effects.

The Bank uses various tools including repricing gap reports and stress tests to measure its IRRBB. The impact on earnings is considered at all times in measuring the IRRBB and is subject to limits approved by the Board.

[Continued]

## 5. Market Risk [Contd]

## Risk Management Approach [Contd]

(a) Interest Rate Risk / Rate of Return in the Banking Book [Contd]

The table in Note 33(c) to the financial statements also sets out the Bank's sensitivity to interest rates by time band based on the earlier of contractual repricing date and maturity date. Actual repricing dates may differ from contractual repricing dates due to prepayment of loans or early withdrawal of deposits. As at 31 December 2015, the Bank had an overall positive interest rate gap of RM4,825,000 (2014: RM4,135,000), being the net difference between interest sensitive assets and liabilities.

## Sensitivity of Profit

The table below shows the senstitivity of the Bank's banking book to movement in the interest rates:

	2015	2014
	Increase / (Decrease)	
Impact on earnings from 100 bps parallel shift (RM'000)		
impact on carmings from 100 sps paramet sinte (Kin 000)		
MYR	57,380	28,138
USD	8,624	22,627
JPY	(1,348)	2,953
Others	389	286
Total	65,045	54,004
Impact on economic value from 100 bps parallel shift (RM'000)		
MYR	165	4,756
USD	(16,542)	(5,897)
JPY	(3,794)	(3,388)
Others	(465)	(402)
Total	(20,636)	(4,931)

The sensitivity analysis is measured using Earning at Risk ("EaR") methodology and are based on the balance sheet reporting date. It does not take into account actions that would be taken by treasury operations or business units to mitigate the impact of this interest rate risk. In reality, treasury operations seek to proactively change the interest rate risk profile to minimise losses and maximise net revenues. The projection assumes that interest rates of all maturities move by the same amount and therefore, do not reflect the potential impact on earnings of some rates changing while others remain unchanged. The projection also assumes constant statements of financial position and that all positions run to maturity.

The repricing profile of loans that does not have maturity is based on the earliest possible repricing dates. Actual dates may differ from contractual dates owing to prepayments. The impacts on earnings are measured on a monthly basis and are reported to the ALM and RMC.

[Continued]

#### 5. Market Risk [Contd]

#### Risk Management Approach [Contd]

#### (b) Foreign Exchange Risk

Foreign currency exchange risk refers to adverse movements on foreign currency positions originating from treasury money market activities whose functional currencies are not in Ringgit Malaysia. The main foreign currencies in which the Bank's businesses are transacted in are United States Dollars and Japanese Yen.

The Bank manages such risk through funding in the same functional currencies, where possible. Minimal exposure are taken to the effects of fluctuations in the prevailing foreign exchange rate on Bank's financial position and cash flows. Net Open Position ("NOP") limits are set for overall NOP as well as NOP limits for individual currencies.

As at 31 December 2015, the NOP of the Bank stood at RM7,112,184,000 (long position) (2014: RM2,571,063,000 (long position)).

The table in Note 33(c) to the financial statements sets out the Bank's assets and liabilities denominated in foreign currencies.

#### Interest Rate and Foreign Currency Risk Stress Testing

The Bank also performed regular stress test on interest rate risk and currency risk. Three stress scenarios were applied on the Bank's assets and liabilities:

- 1. Scenario 1: Increase of 0.75% interest rate for interest rate derivatives, bonds and money market positions and the largest daily change in rates over the past two years multiply with the absolute foreign currency position and a 25% increase in foreign currency option volatility.
- 2. Scenario 2: Increase of 1.0% interest rate for interest rate derivatives, bonds and money market positions and the largest daily change in rates over the past two years +0.5% multiply with the absolute foreign currency position and a 50% increase in foreign currency option volatility.
- 3. Scenario 3: Increase of 2.0% interest rate for interest rate derivatives, bonds and money market positions and the largest daily change in rates during 1997-1998 (Asian Financial Crisis) multiply with the absolute foreign currency position and the largest appreciation or depreciation of the traded currency over 1997 1998 (Asian Financial Crisis) for foreign currency option.

The analysis shows that as of 31 December 2015, potential maximum loss computed for Scenario 1 to be RM83,564,000 (2014: RM90,735,000), Scenario 2 to be RM86,074,000 (2014: RM94,872,000) and Scenario 3 to be RM96,912,000 (2014: RM115.361,000)

Stress testing is conducted quarterly to determine the adequacy of capital in meeting the impact of extreme market rate movements on the Bank's statement of financial position. Stress testing is performed to provide early warnings of potential losses to facilitate the proactive management of interest rate risk.

The reported amount are based on the Bank's position as of reporting date. The projection also assumes that all other variables are held constant and that all positions run to maturity.

#### (c) Equity Risk

Equity risk refers to the adverse impact of change in equity prices on equity positions held by the Bank.

The Bank currently hold equity investments amounting to RM2,966,000 (2014: RM2,966,000) which are privately held for social economic purpose and is unquoted and stated at cost and adjusted for impairment loss, if any.

# Islamic Banking Business

There are no significant market risk exposures as at 31 December 2015.

[Continued]

#### 6. Liquidity Risk

Liquidity risk is the risk that the Bank is unable to maintain sufficient liquid assets, to meet its financial commitments and obligations, when they fall due or securing the funding requirements at excessive cost. Funding risk is the risk that the Bank does not have sufficiently stable and diverse sources of funding or the funding structure is inefficient.

#### Risk Governance

The ALM is the primary party responsible for liquidity management based on guidelines approved by the RMC. Liquidity policies and frameworks are reviewed by the ALM and approved by the Board prior to implementation.

#### Risk Management Approach

The liquidity risk management of the Bank, is aligned with the Liquidity Coverage Ratio ("LCR") requirements issued by BNM which became effective from 1 June 2015. In addition, the Bank maintains a liquidity compliance buffer to meet any unexpected cash outflows. The day-to-day funding management, is undertaken by treasury operations and this includes the maintenance of a portfolio of highly liquid assets, that can be easily liquidated to meet the unforeseeable demand in cash flows arising from the maturity of deposits and loans. As at 31 December 2015, the Bank holds a sizeable balance of government securities amounting to RM171,881,200 (2014: RM620,406,800) or 96% (2014: 99%) of its portfolio of securities.

The Bank's liquidity and funding position is supported by the Bank's significant deposit base. The deposit base primarily comprises of current and term deposits. Although the current account deposit is payable on demand, it has historically provided stable sources of funding. The Bank's reputation, earnings capacity, financial, capital strength and competitive deposit rates are core attributes to preserve depositors' confidence and to ensure stablility in liquidity. The Bank accesses the wholesale markets by taking of money market deposits to meet short-term obligations and to maintain its presence in the local money market space. The Bank has also obtained a Liquidity Support Letter from its Parent Bank and has given full support of fund related to any liquidity matter at any time.

The primary tools for monitoring liquidity is the maturity mismatch analysis, assessment on the concentration of funding, the availability of unencumbered assets as buffer assets, early warning indicators from the use of market-wide information to identify possible liquidity problems. It also measures funding liquidity risk by assessing the potential liquidity cost arising from the maximum likely cash outflow over the horizon period at a specified confidence level, covering the Bank's deposit denominated in major currencies. Liquidity positions are reported to the ALM on a monthly basis and in major currencies i.e. in Ringgit Malaysia and in United States Dollars.

Contingency funding plans are in place to identify early warning signals of a potential liquidity problem. The contingency funding plans also set out the crisis escalation process as well as the various strategies to be employed to preserve liquidity including an orderly communication channel during a liquidity problem. To complement the contingency funding plans, a liquidity drill is conducted annually to validate the Bank's ability to raise funds/liquidity from the market. A liquidity stress test programme is in place to ensure liquidity stress tests are systematically performed by the various entities under the Bank to determine the cash flow mismatches under the "Specific Institution Liquidity Problem" and "Systemic Liquidity Problem" scenarios and the possible source of funding to meet the shortfalls during a liquidity crisis.

In March 2015, BNM issued a guideline on Liquidity Coverage Ratio ("LCR"), which is a quantitative requirement which seeks to ensure that banking institutions hold sufficient high-quality liquid assets ("HQLA") to withstand an acute liquidity stress scenario over a 30-day horizon. LCR is part of the Basel III reform package which comprises measures to further strengthen the existing capital and liquidity standards for banking institutions. As of end December 2015, the Bank complies to the minimum LCR as stipulated by BNM.

## Islamic Banking Business

There are no significant liquidity risk exposures as at 31 December 2015.

[Continued]

## 7. Operational Risk

Operational risk is the risk of loss arising from inadequate or failed internal process, people and system or from external events. The objective of the operational risk management of the Bank is to manage its operational risk within an acceptable level. The increasing need for an effective operational risk management is driven by a number of factors, among others are:

- Significant operational losses experienced at financial institutions;
- New regulatory requirements and international best practices;
- · Significant and rapid changes to the economic and business environment;
- Growing need to optimise economic capital and measure performance; and
- Protection and enhancement of shareholders' value.

Periodic audit review from internal, holding company as well as external audit conducted to ensure adequacy and effectiveness of the operational risk management process.

#### **Regulatory Capital Requirements**

The following presents the minimum regulatory capital requirement on operational risk for the Bank, computed using the Basic Indicator Approach:

	2015		2014	
	Risk- Weighted Assets RM'000	Minimum Capital Requirement at 8% RM'000	Risk- Weighted Assets RM'000	Minimum Capital Requirement at 8% RM'000
Operational risk	606,309	48,505	565,299	45,224

#### Risk Governance

In line with BNM's Guideline on Risk Governance, the Bank's internal processes and practices are tuned towards the same direction. The objectives are supported by a framework of principles on risk governance to guide the Board and Management in performing their risk oversight function. Risk Governance focuses on applying sound principles on the assessment and management of risks to ensure that risk taking activities are aligned with the Bank capacity to absorb losses and its long term viability. It is concerned in particular with the roles of the Board, Management and risk management control functions as well as processes by which risk information is collected, analysed and communicated to provide a sound basis for management decision. It is also concerned with the effects of incentives and organisational culture on risk taking behaviors and perceptions of risk in the Bank.

[Continued]

#### 7. Operational Risk [Contd]

#### Operational Risk Management Framework

The Bank adopted sound Operational Risk Management ("ORM") practices based on industry best practices and international standards, as well as guidelines as described by the holding company's Operational Risk and Risk Management Policy.

The focus of the Framework is to provide greater clarity of roles and responsibilities in operational risk management at all levels of staff. It aims to promote stronger operational risk awareness and culture and to inculcate ORM practices in day-to-day business activities and responsibilities. This is further supported by having structured enablers for ORM using clearly defined Operational Risk language and processes, integrated approach and lifecycles, and internal control systems within the organisation. The ORM Framework sets out:

- Bank's Definition and Categories of Operational Risk;
- Roles and Responsibilities of key staff and oversight committees;
- Overview and relationship of the integrated components to manage Operational Risk {Risk and Controls Self-Assessment ("RCSA"), Loss Event Data ("LED") and Key Risk Indicators ("KRI")};
- Descriptions of the RCSA process (identify, assess, respond, monitor and report);
- · Descriptions of the LED process (identify, assess, respond, monitor and report); and
- Descriptions of the KRI process (identify, assess, respond, monitor and report).

## Enterprise Governance Risk and Compliance ("E-GRC") Solution

The primary objective for the implementation of E-GRC system is to automate the overall Operational Risk Management environment while staying aligned to its Framework and the holding company practices.

The solution is developed based on the Operational risk management framework and the key areas of the solution implementation incorporates various operational risk tools:

- Risk Management (Risk Control Self assessment & Global Control Self Assessment);
- Loss Event Data;
- Key Risk Indicators; and
- Issue & Action Plan.

The system solution enables the Bank to systematically identify, capture, monitor and report all operational risks in a consistent manner, thus facilitating analytical risk profiling and enhance the control mechanism.

# **Business Continuity Management**

The Bank's Business Continuity Management ("BCM") programme is in compliance with requirements of BNM, the holding company and in line with International Standards ISO22301 to ensure all critical business functions can continue in the event of a disruption. The Bank believes that continuous learning and improvement is important in the area of BCM and these were the key initiatives in 2015. With this, the following were carried out:-

- A total of sixty eight (68) the Bank's staff were certified as Business Continuity Certified Planner ("BCCP");
- Increased level of awareness among the staff by conducting and completing various types of tests, exercises and trainings; and
- Continuously promoting organization wide discipline for building resilience & capability for an effective response that safeguards the interest of customers, reputation, brand and value.

[Continued]

#### 7. Operational Risk [Contd]

#### Reputational Risk Management Framework

The Bank is adopting an approach to reputation risk management that fits its risk profile and level of sophistication and that enables the risks affecting reputation to be consistently and comprehensively identified, assessed, controlled, monitored and reported. A strong reputation is a key competitive advantage for the Bank that can translate into:

- Access key markets and achieve greater confidence from customers;
- Attract capital or funding at competitive rates;
- · Premium pricing; and
- Secure and maintain high quality workforce.

The objectives are aimed towards establishing a standard to manage reputation risk proactively, enabled the Bank's business to operate with reputation risk being considered and foster a culture where staff are aware of their responsibilities in managing reputation risk.

#### **IT Risk Management Framework**

The Bank endeavours to adopt sound Information Technology Risk Management ("ITRM") practices based on industry best practices and international standards, as well as guidelines as described by Mitsubishi UFJ Financial Group's Risk Management Policy. It is imperative that staff at all levels understand their responsibilities and are held accountable for managing Information Technology Risks (IT Risk), that is, the risk associated with operations and use of information systems that support the missions and business functions of the Bank.

### Reporting

Reporting forms an essential part of operational risk management. The Bank's risk management processes are designed to ensure that operational issues are identified, escalated and managed on a timely manner. Operational risk areas for key operation, business and control units are reported through monthly operational risk management reports, which provide analyses and action plans for each significant business operation. The operational risk areas include premises control and safety, losses due to fraud and control lapses, systems availability, disaster recovery and business continuity simulations, information security, outsourcing activities and managing legal action taken against the Bank. The operational risk management reports are tabled to the ORMCC on monthly basis and escalated to the RMC on quarterly basis.

## 8. Profit Sharing Investment Accounts and Shariah Governance

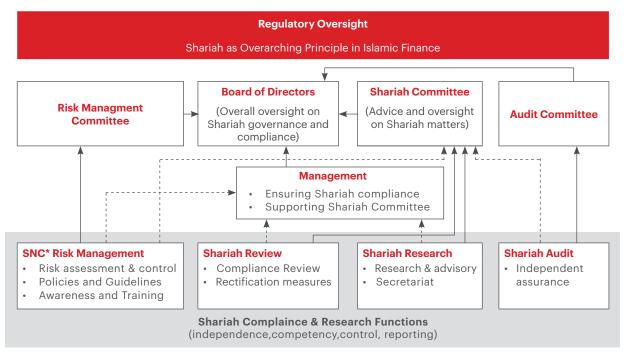
This disclosure is not applicable as the Islamic Banking business does not have any Profit Sharing Investment Accounts.

[Continued]

#### 9. Shariah Governance

Shariah compliance is an integral feature in the Islamic finance. Having sound Shariah governance is essential to ensure the aims and operations of the institutions offering Islamic financial services does not contravene Shariah principles and in line with the regulatory requirement. As such, it is reflected by effective function of the Board in providing the overall oversight, the Shariah Committee in providing advice and oversight on Shariah matters, the Management in ensuring the execution complies with Shariah requirements and the Shariah Compliance and Research functions in supporting the internal arrangements.

By virtue of the Shariah Governance Framework for Islamic Financial Institution issued by BNM, the Shariah governance structure adopted by the Bank is illustrated as follows:



\*SNC - Shariah Non-Compliance

## Managing Risk of Shariah Non-Compliance

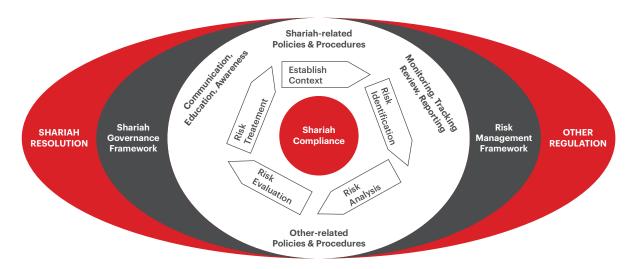
Sound Shariah governance should be reinforced with adoption of risk management framework for Shariah non-compliance. Shariah non-compliance risk, the unique risk of Islamic finance which might impact the Bank's financial and/or non-financial aspects, arises from the Bank's failure to comply with the Shariah rules and principles determined by the Shariah Committee of the Bank and/or National Shariah Advisory Council of BNM and Securities Commission (where applicable) in conducting the Islamic financial business.

[Continued]

## 9. Shariah Governance [Contd]

## Managing Risk of Shariah Non-Compliance [Contd]

Towards optimizing the risk-aware culture across relevant areas in the Bank, the risk management framework for Shariah non-compliance has been established under the auspices of Shariah governance framework. The method of managing Shariah non-compliance risk is depicted as follows:



For effective risk management and control, the Bank is adopting the strategic implementation of tiered model i.e. Three Lines of Defence in governing and managing risk of Shariah non-compliance for Islamic financial business. The internal Shariah functions i.e. Shariah Research, Review and Risk Management act as control functions to support the business operation, while Shariah Audit provide independent assurance on the Shariah governance arrangement.

In ensuring controllable development (ex-ante) and implementation (ex-post) infrastructure, the respective risk factors are being observed as described herein:

Governance: The structure of roles and function of internal organs, policies and procedures, and control mechanism.

Instrument: Products or services, mechanism and associated transaction.

People: The related staff and their conduct.

Process: Practices, steps, transactions, tasks or actions involve in the Islamic financial operation and business

activities.

System & Tool : Matters relating to information system, data and other applicable tools.

External Factor: External causes that beyond the Bank's control but may disrupt the Bank's operations or cause damage

to the Bank.

## **Shariah Non-Compliance Event**

For financial year 2015, no actual Shariah non-compliance event has been detected. As such, no Shariah non-compliant income or related income has been recorded for the year.





Country	City	Office/Affiliates	Address	Tel. No.
ASIA & OCEA	NIA			(As of April 25, 2016)
Australia	Sydney	Sydney Branch	Level 25, Gateway, 1 Macquarie Place, Sydney, N.S.W. 2000 Australia	61-2-9296-1111
	Melbourne	Melbourne Branch	Level 18, 600 Bourke Street, Melbourne, Victoria, 3000 Australia	61-3-9602-8999
	Perth	Perth Branch	Level 21, 221 St. George's Terrace, Perth, Western Australia, 6000 Australia	61-8-6188-9800
Bangladesh	Dhaka	Dhaka Representative Office	Pan Pacific Sonargaon Dhaka, Annex Building (3rd Floor), 107, Kazi Nazrul Islam Avenue, Dhaka 1215, Bangladesh	880-2-9118982
Cambodia	Phnom Penh	Phnom Penh Representative Office	11F, Phnom Penh Tower, #445, Monivong Blvd (st.93/232), Sangkat Boeung Pralit, Khan 7 Makara, Phnom Penh, Cambodia	855-23-964-321
China Beijing	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Beijing Branch	2F, Beijing Fortune Building, 5 Dong Sanhuan Bei-Lu, Chaoyang District, Beijing 100004, People's Republic of China	86-10-6590-8888	
	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Beijing Economic-Technology Development Area Sub-Branch	Room 1603, Building No.1,Yicheng International Centre, No. 10, Ronghua Mid-Road, Beijing Economic-Technological Development Area, Beijing 100176, People's Republic of China	86-10-5957-8000	
	Shanghai	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Head Office	22F, AZIA Center, No.1233, Lujiazui Ring Road, Pudong New District, Shanghai 200120, People's Republic of China	86-21-6888-1666
		Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Shanghai Branch	20F, AZIA Center, No.1233, Lujiazui Ring Road, Pudong New District, Shanghai 200120, People's Republic of China	86-21-6888-1666
		Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Shanghai Hongqiao Sub-Branch	22F, Dawing Center B, No. 500, Hongbaoshi Road, Changning District, Shanghai 201103, People's Republic of China	86-21-3209-2333
		Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Shanghai Pilot Free Trade Zone Sub-Branch	3/4F, Building No.10, 88 Maji Road, China (Shanghai) Pilot Free Trade Zone, Shanghai, 200131, People's Republic of China	86-21-6830-3088
	Dalian	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Dalian Branch	11F, Senmao Building, 147 Zhongshan Road, Xigang District, Dalian, Liaoning Province 116011, People's Republic of China	86-411-8360-6000
		Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Dalian Economic & Technological Development Area Sub-Branch	18F, International Business Buildings of Gugeng, 138 Jinma Road, Dalian Economic & Technological Development Area, Dalian, Liaoning Province 116600 People's Republic of China	86-411-8793-5300

Country	City	Office/Affiliates	Address	Tel. No.
ASIA & OCEA	ANIA			(As of April 25, 2016)
China	Shenzhen	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Shenzhen Branch	9-10/F, Tower One, Kerry Plaza, 1 Zhongxinsi Road, Futian District, Shenzen, Guangdong Province 518048, People's Republic of China	86-755-8256-0808
	Tianjin	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Tianjin Branch	21F Tianjin International Building, 75 Nanjing Road, Heping District, Tianjin 300050, People's Republic of China.	86-22-2311-0088
		Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Tianjin Binhai Sub-Branch	3F, W2A Building, Binhai Finance Zone, No.51 3rd Street, TEDA, Tianjin 300457, People's Republic of China	86-22-5982-8855
	Wuxi	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Wuxi Branch	10F, Wuxi Software Park, No.16 Changjiang Road, Wuxi New District, Wuxi, Jiangsu Province 214028, People's Republic of China	86-510-8521-1818
	Guangzhou	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Guangzhou Branch	24F, International Finance Place, No.8 Huaxia Road, Pearl River New Town, Guangzhou, Guangdong Province 510623, People's Republic of China	86-20-8550-6688
		Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Guangzhou Nansha Sub-Branch	Room No 805-806, Nansha CGCC Building, No. 162, Guangqian South Road, Nansha District, Guangzhou Guangdong Province 511458, People's Republic of China	86-20-3909-9088
	Shenzhen	Bank of Tokyo-Mitsubishi UFJ(China),Ltd. Shenzhen Branch	9-10/F, Tower One, Kerry Plaza, 1 Zhongxinsi Road, Futian District, Shenzhen, Guangdong Province 518048, People's Republic of China	86-755-8256-0808
	Chengdu	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Chengdu Branch	18F, Tower 2, Plaza Central, 8 Shun Cheng Avenue, Jinjiang District, Chengdu, Sichuan Province, 610016, People's Republic of China	86-28-8671-7666
	Qingdao	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Qingdao Branch	20F, Cosco Plaza, 61 Hong Kong Middle Road, Shinan District, Qingdao, Shangdong Province 266071, People's Republic of China	86-532-8092-9888
	Wuhan	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Wuhan Branch	Suite 2008, Corporate Center 5, 1628 Zhongshan Avenue, Jiang'an District, Wuhan, Hubei Province 430010, People's Republic of China	86-27-8220-0888
	Shenyang	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Shenyang Branch	Room 2002, 20F, CR Building, No.286 Qingnian Street, Heping District, Shenyang, Liaoning Province 110016, People's Republic of China	86-24-8398-7888
	Suzhou	Bank of Tokyo-Mitsubishi UFJ (China), Ltd. Suzhou Branch	15F, Guangrong Building, No.289, East Suzhou Avenue, Suzhou Industrial Park, Suzhou, Jiangsu Province 215028, People's Republic of China	86-512-3333-3030
	Fuzhou	Bank of Tokyo-Mitsubishi UFJ (China),Ltd. Fuzhou Branch	5/F Unit 01, 02, 03, 10, 11, 12, Huaban Building, No. 363, Jiangbinzhong Avenue, Taijiang District, Fuzhou, 350009, People's Republic of China	86-591-3810-3777

Country	City	Office/Affiliates	Address	Tel. No.
ASIA & OCEAI	NIA			(As of April 25, 2016)
Hong Kong	Hong Kong	Hong Kong Branch	8F, AIA Central, 1 Connaught Road, Central, Hong Kong, People's Republic of China	852-2823-6666
	Kowloon	Kowloon Branch	15F Peninsula Office Tower, 18 Middle Road, Tsim Sha Tsui, Kowloon, Hong Kong, People's Republic of China	852-2315-4333
		East Tsim Sha Tsui Sub-Branch	Rooms 127-130, 1st Floor East Ocean Centre, 98 Granville Road, Tsim Sha Tsui East, Kowloon, Hong Kong, People's Republic of China	852-2369-5407
India	Mumbai	Mumbai Branch	15th Floor, Hoechst House, 193 Vinay K. Shah Marg, (Backbay Reclamation) Nariman Point, Mumbai 400 021, India	91-22-6669-3000
	New Delhi	New Delhi Branch	5th Floor, Worldmark 2, Asset 8, Aerocity, New Delhi 110037, India (mailing address: P.O. Box 717, New Delhi, India)	91-11-4100-3456
	Chennai	Chennai Branch	Seshachalam Centre, 6th & 7th Floor, 636/1, Anna Salai, Nandanam, Chennai 600 035 India	91-44-4560-5800 91-44-4560-5900
	Neemrana	Neemrana Branch	G-47, RIICO Industrial Area, Neemrana, District Alwar, Rajasthan 301705, India	91-1494-670800
	Bangalore	Bangalore Branch	N701th Floor, World Trade Center Bangalore Brigade Gateway Campus, 26/1 Dr. Rajkumar Road, Malleswaram West, Bangalore 560055, Karnataka, India	91-80-6758-0000
Indonesia	Jakarta	Jakarta Branch	Midplaza 1 Building 1F-3F, Jl. Jenderal Sudirman Kav. 10-11, Jakarta 10220, Republic of Indonesia	62-21-570-6185
		Bekasi Service Point	EJIP Center, EJIP Industrial Park, Cikarang Selatan, Bekasi 17550, Republic of Indonesia	62-21-570-6185
		MM2100 Industrial Town Service Point	Ruko Mega Mall D-12, MM2100 Industrial Town, Cikarang Barat, Bekasi 17520, Republic of Indonesia	62-21-570-6185
		Karawang Service Point	Graha KIIC, Kawasan Industri KIIC, Jl. Permata Raya Lot C 1B, Karawang 41361, Republic of Indonesia	62-21-570-6185
		Sunter Service Point	Graha Kirana Building, 1st Floor Jl. Yos Sudarso No. 88, Jakarta 14350, Republic of Indonesia	62-21-570-6185

Country	City	Office/Affiliates	Address	Tel. No.
ASIA & OCEA	NIA			(As of April 25, 2016)
Indonesia	Jakarta	Cengkareng Service Point	Wisma Soewarna, 3rd Floor, Suite 3W, Soewarna Business Park, Block E Lot 1&2, Soekarno-Hatta International Airport, Jakarta 19110, Republic of Indonesia	62-21-570-6185
		Cikampek Service Point	Kota Bukit Indah Sektor C1, No. 1, Lot A5, Purwakarta 41181, Republic of Indonesia	62-21-570-6185
		Kota Deltamas Service Point	Ruko Palais de Paris unit A-18, Jl. Boulevard Raya Kota Deltamas, Tol Jakarta-Cikampek KM 37, Cikarang Pusat, Bekasi 17530, Republic of Indonesia	62-21-570-6185
		Suryacipta City of Industry Service Point	The Manor Office Park, 1st Floor, Unit E & F Jl. Surya Utama Kav. C-1, Suryacipta City of Industry, Karawang 41363, West Jawa, Republic of Indonesia	62-21-570-6185
		PT U Finance Indonesia	ANZ Tower, 20th & 21st Floor, Jalan Jenderal Sudirman Kav. 33A Jakarta 10220, Republic of Indonesia	62-21-571-1109
		PT. BTMU-BRI Finance	Wisma 46, 6th and 10th Floor, Kota BNI, Jl. Jenderal Sudirman Kav. 1, Jakarta 10220, Republic of Indonesia	62-21-574-5333
		PT U Finance Indonesia	ANZ Tower, 20 & 21 Floor, Jl-Jenderal Sudirman Kav, 33A, Jakarta 10220, Republic of Indonesia	62-21-571-1109
		PT BTMU-BRI Finance	Wisma 46, 6th & 10th Floor, Kota BNI, Jl-Jenderal Sudirman Kav, Jakarta 10220, Republic of Indonesia	62-21-574-5333
	Surabaya	Surabaya Sub-Branch	Graha Bumi Modern, Jl. Jenderal Basuki Rakhmat 106-128, Surabaya 60271, Republic of Indonesia	62-31-531-6711
	Bandung	Bandung Service Point	Graha Internasional Jl. Asia Afrika No.129, Bandung 40112, Republic of Indonesia	62-22-424-1870 62-22-424-1871 62-22-423-2958
	Jawa	Suryacipta City of Industry Service Point	The Manur Office Park, 1st Floor, Unit E&F, Jl Surya Utama Kav. C-1, Suryacipta City of Industry, Karawang, 41363, West Jawa, Republic of Indonesia	62-21-570-6185
Korea	Seoul	Seoul Branch	4th Floor Young Poong Bldg., 41, Cheonggyecheon-ro, Jongno-gu, Seoul, Republic of Korea	82-2-399-6400
Malaysia	Kuala Lumpur	Bank of Tokyo-Mitsubishi	Level 9, Menara IMC, No. 8,	60-3-2034-8000
		UFJ (Malaysia) Berhad	Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia	60-3-2034-8008
		Kuala Lumpur Marketing Office	Level 12, Menara IMC, No.8, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia	60-3-2034-8080
	Labuan	Labuan Branch	Level 12 (A & F), Main Office Tower Financial Park Labuan, Jalan Merdeka, 87000 Federal Territory of Labuan, Malaysia	60-87-410-487
	Penang	Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad Penang Branch	1827-G1, Jalan Perusahaan Auto-City, 13600 Prai, Penang, Malaysia	60-4-503-6000

Country	City	Office/Affiliates	Address	Tel. No.
ASIA & OCEAN	IIA			(As of April 25, 2016)
Mongolia	Ulaanbaatar	Ulaanbaatar Representative Office	Suite 906, Central Tower, Sukhbaatar Square 2, Sukhbaatar District 8th Khoroo, Ulaanbaatar- 14200 Mongolia	976-7555-0808
Myanmar	Yangon	Yangon Branch	2nd Floor, Union Financial Centre, Corner of Mahar- bandoola Road and Thein Phyu Road, Bohtataung Township, Yangon, Republic of the Union of Myanma	95-1-861-0371 r
New Zealand	Auckland	Auckland Branch	Level 22, 151 Queen Street, Auckland, New Zealand (mailing address: P.O.Box 105160, Auckland, New Zealand)	64-9-302-3554
Pakistan	Karachi	Karachi Branch	1st Floor Shaheen Complex, M.R.Kayani Road, Karachi, Islamic Republic of Pakistan	92-21-3263-0171
Philippines	Manila	Manila Branch	15th Floor, 6788 Ayala Avenue, Makati City, Metro Manila, Republic of Philippines	63-2-886-7371
Singapore	Singapore	Singapore Branch	9 Raffles Place, #01-01 Republic Plaza, Singapore 048619, Republic of Singapore	65-6538-3388
Taiwan	Taipei	Taipei Branch	8th & 9th Floor, Union Enterprise Plaza, 109 Min Sheng East Road Sec.3, Taipei 10544, Taiwan	886-2-2514-0598
	Kaohsiung	Kaohsiung Branch	4th Floor, No.88, Cheng Gong 2nd Rd., Qian Zhen District, Kaohsiung Taiwan	886-7-332-1881
Thailand	Bangkok	Bank of Ayudhya ("Krungsri"), Bangkok Sathorn Branch	Harindhorn Tower, 54 North Sathorn Road, Bangrak, Bangkok 10500, Kingdom of Thailand	66-2-266-3011
		BTMU Participation (Thailand) Co.,Ltd.	4th Floor, Harindhorn Tower, 54 North Sathorn Road, Bangrak, Bangkok 10500, Kingdom of Thailand	66-2-266-3070
		BTMU Holding (Thailand) Co., Ltd.	4th Floor, Harindhorn Tower, 54 North Sathorn Road, Bangrak, Bangkok 10500, Kingdom of Thailand	66-2-266-3056
		Bangkok BTMU Limited	4th Floor, Harindhorn Tower 54 North Sathorn Road, Bangrak, Bangkok 10500, Kingdom of Thailand	66-2-266-3075
		Bank of Ayudhya ("Krungsri")	1222 Rama III Road, Bang Phongphang, Yan Nawa, Bankok 10120, Kingdom of Thailand	66-2-296-2000
Vietnam	Ho Chi Minh City	Ho Chi Minh City Branch	8th Floor, The Landmark, 5B Ton Duc Thang Street, District 1, Ho Chi Minh City, Socialist Republic of Vietnam	84-8-3823-1560
	Hanoi	Hanoi Branch	6th Floor, Pacific Place, 83B Ly Thuong Kiet Street, Hanoi, Socialist Republic of Vietnam	84-4-3946-0600

Country	City	Office/Affiliates	Address	Tel. No.
THE AMERICAS				(As of April 25, 2016)
North America				
Canada	Toronto	Bank of Tokyo-Mitsubishi UFJ (Canada), Toronto Branch	Royal Bank Plaza, South Tower, 200 Bay Street, Suite 1800, Toronto, Ontario M5J 2J1, Canada	1-416-865-0220
	Montreal	Bank of Tokyo-Mitsubishi UFJ (Canada), Montreal Office	600 de Maisonneuve Boulevard West, Suite 2520, Montreal, Quebec, Canada H3A 3J2	1-514-875-9261
	Vancouver	Bank of Tokyo-Mitsubishi UFJ (Canada), Vancouver Office	Suite 950, Park Place, 666 Burrard Street, Vancouver, British Columbia, Canada V6C 3L1	1-604-691-7300
	Calgary	Bank of Tokyo-Mitsubishi UFJ (Canada), Calgary Office	440 2nd Avenue SW, Suite 735, Calgary Alberta T2P 5E9, Canada	1-604-691-7300
U.S.A.	New York	New York Branch	1251 Avenue of the Americas, New York, NY 10020-1104, U.S.A.	1-212-782-4000
		New York 1221 Building Branch	1221 Avenue of the Americas, New York, NY 10020, U.S.A.	1-212-782-4000
	Atlanta	Atlanta Corporate Banking Office	Georgia-Pacific Center, Suite 3450, 133 Peachtree Street, N.E. Atlanta, GA 30303-1808 U.S.A.	1-404-577-2960
	Boston	BTMU Capital Corporation	111 Huntington Avenue, Suite 400, Boston, MA 02199-8001 U.S.A.	1-617-573-9000
	Kentucky	Kentucky Corporate Banking Office	7300 Turfway Road, Suite 440, Florence, Kentucky 41042 U.S.A.	1-859-568-1400
	San Francisco	San Francisco Corporate Banking Representative Office	400 California Street, 11th Floor, San Francisco, CA 94104 U.S.A.	1-415-765-2050
		MUFG Union Bank, N.A.	400 California Street, San Francisco, California 94104 U.S.A.	1-415-705-7000
	Los Angeles	Los Angeles Branch	445 South Figueroa Street, Suite 600, Los Angeles, CA 90017 U.S.A.	1-213-488-3700
	Chicago	Chicago Branch	227 West Monroe Street, Suite 1550, Chicago, IL 60606 U.S.A.	1-312-696-4500
	Minnesota	Minnesota Corporate Banking Office	601 Carlson Parkway, Suite 1275, Minnesota, MN 55305 U.S.A.	1-952-473-5090
	Seattle	Seattle Corporate Banking Office	1201 3rd Avenue, Suite 950, Seattle, WA 98101 U.S.A.	1-206-382-6000
	Houston	Houston Agency	1100 Louisiana Street, Suite 4850, Houston, TX 77002-5216 U.S.A.	1-713-658-1160

Country	City	Office/Affiliates	Address	Tel. No.
THE AMERICAS	3			(As of April 25, 2016)
North America				
U.S.A.	Dallas	Dallas Agency	500 North Akard Street, 42F, Dallas, TX 75201, U.S.A.	1-214-954-1200
	Washington	Washington D.C. Representative Office	1909 K Street, NW, Suite 350, Washington, D.C. 20006-1161 U.S.A.	1-202-463-0477
Latin America				
Argentina	Buenos Aires	Buenos Aires Branch	Av.Corrientes 420, 1043 Buenos Aires, The Argentine Republic (mailing address: C. Correo 5494, Correo Central, 1000 Capital Federal, The Argentine Republic)	54-11-4348-2001
Brazil	Sao Paulo	Banco de Tokyo-Mitsubishi UFJ (Brasil), S/A	Av. Paulista 1274, Bela Vista, Sao Paulo, SP, Brasil CEP : 01310-925	55-11-3268-0308 55-11-3268-0310
	Rio de Janeiro	Banco de Tokyo-Mitsubishi UFJ (Brasil), S/A, Rio de Janeiro Office	Praia de Botafogo 228, 12 andar, Sala 1201, Rio de Janeiro, RJ, Brasil CEP 22250-906	55-21-2553-1840
Cayman Island	Grand Cayman	Cayman Branch	c/o The Bank of Tokyo-Mitsubishi UFJ, Ltd., New York Branch	
Chile	Santiago	Santiago Branch	Avda. Mariano Sanchez Fontecilla 310, Las Condes, Santiago, Republic of Chile	56-2-2345-1000
Colombia	Bogota	Bogota Representative Office	Carrera 7 No.71-21, Torre B Of. 507, Bogota, Republic of Colombia	57-1-325-9000
Mexico	Mexico D.F.	Mexico City Representative Office	Avenida Paseo de la Reforma No. 250, Piso 11 (Torre Niza), Colonia Juarez, Delegacion Cuauhtemoc, C.P. 06600, Mexico D.F., Mexico	52-55-1102-8300
		Bank of Tokyo-Mitsubishi UFJ (Mexico), S.A.	Avenida Paseo de la Reforma No. 250, Piso 11 (Torre Niza), Colonia Juarez, Delegacion Cuauhtemoc, C.P. 06600, Mexico D.F., Mexico	52-55-1102-8490
Peru	Lima	Lima Representative Office	Av.Victor Andres Belaunde 210, Oficina 302, San Isidro, Lima, Peru	51-1-213-6900
Venezuela	Caracas	Caracas Representative Office	c/o The Bank of Tokyo-Mitsubishi UFJ, Ltd., Bogota Representative Office	-

Country	City	Office/Affiliates	Address	Tel. No.
EUROPE, THE	MIDDLE EAST & A	FRICA		(As of May2, 2016)
Europe				
Austria	Vienna	MUFG Bank (Europe) N.V. Vienna Branch	Schwarzenbergplatz 5, A-1037 Vienna, Republic of Austria (mailing address P.O. Box 51 A-1037 Vienna, Republic of Austria)	43-1-50262
Belgium	Brussels	MUFG Bank (Europe) N.V. Brussels Branch	Boulevard Louis Schmidt 29, 1040 Brussels, Kingdom of Belgium	32-2-551-4411
Czech	Prague	MUFG Bank (Europe) N.V. Prague Branch	Klicperova 3208/12, 150 00 Prague 5, Czech Republic	420-257-257-911
France	Paris	Paris Branch	Le Centorial, 18, rue du Quatre Septembre, 75002 Paris, France (mailing address : Le Centorial, 18, rue du Quatre Septembre, 75080 Paris CEDEX2, Republic of France)	33-1-4926-4927
Germany	Dusseldorf	Dusseldorf Branch	Breite Strasse 34, 40213 Dusseldorf, F.R. Germany (mailing address: Postfach 10 49 51, 40040 Dusseldorf, F.R.Germany)	49-211-36670
		BTMU Lease (Deutschland) GmbH	Breite Strasse 34, 40213 Dusseldorf, F.R. Germany (mailing address: Postfach 10 49 51, 40040 Dusseldorf, F.R.Germany)	49-211-366783
	Hamburg	Hamburg Branch	ABC Bogen, ABC Strasse 19, 20354 Hamburg, F.R. Germany (mailing address: Postfach 30 05 40, 20302 Hamburg, F.R.Germany	49-40-34990
	Munich	Munich Sub-Branch	Nymphenburgerstrasse 3c, 80335 Munich, F.R.Germany	49-89-225354
	Frankfurt	Frankfurt Sub-Branch	Junghofstrasse 24, 60311 Frankfurt am Main, F. R. Germany	49-69-7137490
	Berlin	Berlin Representative Office	Internationales Handelszentrum, 5th Floor, Friedrichstrasse 95, 10117 Berlin, F.R.Germany	49-30-2096-3037
Italy	Milano	Milano Branch	Viale della Liberazione 18, 20124 Milano, Republic of Italy	39-02-669931
Kazakhstan	Almaty	Almaty Representative Office	13 Al-Farabi Avenue, 5th floor, Premises 3, Pavilion 2V, Almaty 050059, Republic of Kazakhsta	7-727-311-1055 n
Netherlands	Amsterdam	MUFG Bank (Europe) N.V.	World Trade Center, Tower D - 5th floor, Strawinskylaan 565, 1077 XX Amsterdam, The Netherlands (mailing address: P.O. Box 75682, 1070 AR Amsterdam, The Netherlands)	31-20-5737737
Poland	Warszawa	Bank of Tokyo-Mitsubishi UFJ (Polska), Spolka Akcyjna	19th floor, Warsaw Financial Center, Emillii Plater 53, Warsaw, Republic of Poland (mailing address: ul, Emil Palter 53, 00-113 Warszawa, Republic of Poland)	48-22-520-5233 lii

Country	City	Office/Affiliates	Address	Tel. No.
EUROPE, THE	MIDDLE EAST & AF	RICA		(As of May 2, 2016)
Europe				
Portugal	Lisbon	Lisbon Office	Avenida Engenheiro Duarte Pacheco, Amoreiras, Torre1, Poso4, Sala10, 1070-101, Lisboa, Portugal	351-21-351-4550
Russia	Moscow	AO Bank of Tokyo-Mitsubishi UFJ (Eurasia)	Building 2, Romanov per. 4, Moscow 125009, Russian Federation	7-495-225-8999
	Saint Petersburg	AO Bank of Tokyo-Mitsubishi UFJ (Eurasia), Saint-Peterburg Sub-Branch	Premises 3-H, 10, A, Nevsky Prospect, Saint-Petersburg, 191186, Russian Federation	7-812-495-4143 7-812-495-4144
	Vladivostok	AO Bank of Tokyo-Mitsubishi UFJ (Eurasia), Vladivostok Sub-Branch	17 Okeanskiy Prospect, "Fresh Plaza", Vladivostok, 690091, Russian Federation	7-423-201-1995
Spain	Madrid	Madrid Branch	Jose Ortega y Gasset 29, 28006 Madrid, Spain	34-91-432-8500
	Barcelona	Barcelona Sub-Branch	Paseo de Gracia, 56, 6-C, 08007 Barcelona, Spain	34-93-494-7450
Switzerland	Geneve	Mitsubishi UFJ Wealth Management Bank (Switzerland), Ltd.	67, Rue du Rhone, 1207 Geneve, Switzerland	41-22-718-6600
U. K.	London	London Branch	Ropemaker Place, 25 Ropemaker Street, London EC2Y 9AN, U.K. (mailing address : P.O. Box 280, London EC2M 7DX, U.K.)	44-20-7577-1000
	Birmingham	Birmingham Sub-Branch	3rd Floor, Bank House, 8 Cherry Street, Birmingham B2 5AL, U.K.	44-121-633-7953
The Middle Ea	st & Africa			
Bahrain	Manama	Bahrain Branch	Level 12 of the West Tower, Financial Centre, Bahrain Financial Harbour, P.O. Box 5850, Manama, Kingdom of Bahrain	973-1710-3300
Egypt	Cairo	Cairo Representative Office	10th Floor, Nile City Towers, South Tower, Cornish El-Nil, Cairo, Egypt	20-2-2461-9690 20-2-2461-9691
Iran	Tehran	Tehran Representative Office	2nd Floor, No. 48 Parvin Alley, Vali Asr Ave., Tehran, Islamic Republic of Iran	98-21-2621-8044
Qatar	Doha	Doha Office	Suite A3, Mezzanine Floor, Tornado Tower West Bay, P.O. Box 23153, Doha, State of Qatar	974-4433-5000
South Africa	Johannesburg	Johannesburg Representative Office	15th Floor, The Forum Building, 2 Maude Street, Sandown, Sandton, Johannesburg 2196, Republic of South Africa (mailing address: P.O.Box 78519, Sandton, Johannesburg 2146, Republic of South Africa)	27-11-884-4721

Country	City	Office/Affiliates	Address	Tel. No.
EUROPE, TH	(As of May 2, 2016)			
The Middle I	East & Africa			
Turkey	Istanbul	Bank of Tokyo-Mitsubishi UFJ (Turkey), Anonim Sirketi	Fatih Sultan Mehmet Mahallesi Poligon Caddesi Buyaka 2 Sitesi No:8B Kat 20-21, 34771, Tepeustu/Umraniye Istanbul, Turkey	90-216-600-3000
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