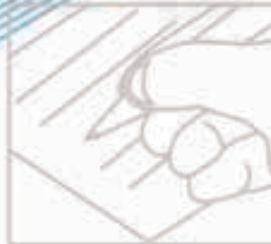


# POWERING Malaysian SMEs



# Powering Malaysian SMEs



## RATIONALE

The cover design encapsulates CGC's role in powering Malaysian SMEs in the various sectors. From manufacturing and services to agriculture and commercial amongst others, we have helped in the development of SMEs in the country. To date, we have been instrumental in the establishment of more than 420,000 SMEs. As the catalyst for growth, CGC continues to support SMEs through various initiatives such as in business financing, credit information and credit rating services. Also by introducing innovative products and services as well as providing cost effective delivery channels, CGC aims to champion the growth of the SME sector for now, and the future.

## RASIONAL

Reka bentuk muka depan buku ini mempamerkan peranan CGC dalam menerajui pembangunan PKS Malaysia di dalam pelbagai sektor. CGC telah membantu dalam pembangunan PKS di sektor pembuatan, perkhidmatan, pertanian dan komersial. Setakat ini, CGC telah memainkan peranan penting di dalam penubuhan lebih daripada 420,000 PKS di negara ini. Sebagai pemangkin bagi pertumbuhan, CGC akan terus menyokong PKS melalui pelbagai inisiatif seperti pembiayaan perniagaan, maklumat kredit kewangan dan penarafan kredit. Juga dengan memperkenalkan produk-produk dan perkhidmatan-perkhidmatan inovatif serta menyediakan akses kepada pembiayaan yang kos efektif, CGC berminat untuk memperjuangkan pertumbuhan sektor PKS untuk sekarang, dan masa depan.



# Corporate Vision

## Visi Korporat

To be an effective financial institution dedicated to promoting the growth and development of competitive and dynamic small and medium enterprises.

*Untuk menjadi sebuah institusi kewangan yang berdedikasi dalam mempromosikan pertumbuhan dan pembangunan perusahaan kecil dan sederhana yang berdaya saing dan dinamik.*

# Corporate Mission

## Misi Korporat

To enhance the viability of small and medium enterprises through the provision of products and services at competitive terms and with the highest degree of professionalism, efficiency and effectiveness.

*Membantu perusahaan kecil dan sederhana dengan menyediakan produk dan perkhidmatan yang kompetitif dengan tahap profesionalisme, kecekapan dan keberkesanan yang tinggi.*

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Credit Guarantee Corporation Malaysia Berhad (CGC), known as the 'credit firm for the small man' in its early years, was established in 1972 with the sole objective of assisting small and medium-size enterprises (SMEs) with potentially viable businesses but lacked collaterals and track record to obtain financing from the financial institutions. CGC has been bridging the gap between the financial institutions and the SMEs by providing guarantee on the financing facilities applied for by the SMEs and in the process helping them to secure the much-needed financing to grow and expand their business.

CGC has evolved with the times to stay relevant. It has transformed itself from a traditional guarantee provider into a financially sustainable institution, providing a wide range of products and services for greater SME outreach. It has forged strategic alliances with leading financial institutions to offer financing on a Portfolio Guarantee (PG) basis. Through the innovative Portfolio Guarantee, CGC is now able to expedite

processing and approvals, enabling the SMEs to have relatively quicker access to the funds needed for their businesses. CGC has also ventured into Wholesale Guarantee to offer financing for unsecured businesses, a first in the country.

In recent years, CGC has been facilitating SMEs to improve on their credibility and bankability in collaboration with its subsidiary, the Credit Bureau Malaysia (CBM). The Bureau, the premier provider of trustworthy and reliable credit information in Malaysia, assists SMEs with weak credibility to obtain financing by improving on their credit records, thus obtaining financing on their own merit.

Today, its core focus is not only to assist the potentially viable SMEs with access to financing but also to empower and make their businesses stronger. This is reflected in its new tagline 'Powering Malaysian SMEs', a step forward in creating greater impact and living up to its objectives in helping SMEs excel in business by exploring new frontiers.

## ABOUT US MENGENAI KAMI

Credit Guarantee Corporation Malaysia Berhad (CGC), yang dikenali sebagai 'firma kredit untuk peniaga kecil' pada tahun-tahun awalnya, telah ditubuhkan pada tahun 1972 dengan matlamat tunggal untuk membantu perusahaan kecil dan sederhana (PKS) dengan perniagaan yang berdaya maju tetapi tidak mempunyai cagaran dan rekod prestasi untuk mendapatkan pembiayaan daripada institusi kewangan. CGC merapatkan jurang di antara institusi kewangan dan PKS dengan menyediakan perlindungan jaminan pada kemudahan pembiayaan yang dipohon oleh PKS dan dalam proses itu, membantu mereka untuk mendapatkan pembiayaan yang amat diperlukan bagi memajukan perniagaan mereka.

CGC telah berubah seiring dengan masa untuk terus kekal relevan. Ia telah menjalani perubahan daripada pemberi jaminan tradisional kepada sebuah institusi kewangan yang mampan, menyediakan pelbagai produk dan perkhidmatan untuk meluaskan jangkauan PKS. Ia telah menjalin pakatan strategik dengan institusi kewangan terkemuka yang menawarkan pembiayaan secara jaminan portfolio (PG). Melalui PG yang inovatif, CGC kini mampu mempercepatkan pemprosesan dan kelulusan lalu membolehkan PKS mendapatkan

akses yang pantas untuk dana yang diperlukan bagi perniagaan mereka. CGC juga telah menceburi dalam Jaminan Borong bagi menawarkan pembiayaan untuk perniagaan tidak bercagar, suatu usaha yang pertama di negara ini.

Beberapa tahun kebelakangan ini, CGC telah berusaha untuk memudahkan PKS memperbaiki kredibiliti dan 'bankability' mereka dengan kerjasama anak syarikatnya, Credit Bureau Malaysia (CBM). Biro tersebut, yang merupakan pembekal utama maklumat kredit yang boleh dipercayai di Malaysia, membantu PKS yang lemah kredibiliti untuk mendapatkan pembiayaan dengan memperbaiki rekod kredit mereka, sekali gus mendapatkan pembiayaan dengan merit mereka sendiri.

Kini, fokus utama CGC bukan sahaja untuk membantu PKS yang berdaya maju untuk mendapatkan akses kepada pembiayaan tetapi juga untuk membantu dan mengukuhkan perniagaan mereka. Ianya dapat dilihat melalui slogan barunya 'Powering Malaysian SMEs', satu langkah ke hadapan dalam mewujudkan impak yang lebih besar dan mengukuhkan niat murninya dalam membantu PKS berjaya dalam perniagaan mereka.



# CORPORATE INFORMATION

## MAKLUMAT KORPORAT

### BOARD OF DIRECTORS LEMBAGA PENGARAH

#### Dato' Agil Natt

Chairman/Pengerusi

#### Datuk Wan Azhar Wan Ahmad

President/Chief Executive Officer/  
Presiden/Ketua Pegawai Eksekutif

#### Encik Md. Yusof Hussin

#### Dato' Mohd Hanif Sher Mohamed

#### Datuk P. Kasi

#### Datuk Zaiton Mohd Hassan

#### Datuk David Chua Kok Tee

#### Encik Jeffrey Chew Sun Teong

#### Dato' Syed Moheeb Syed Kamarulzaman

#### Datuk Mohd Nasir Ahmad

#### Encik Mohamed Rashdi Mohamed Ghazalli

#### BOARD GOVERNANCE AND AUDIT COMMITTEE JAWATANKUASA TADBIR URUS DAN AUDIT

Datuk Zaiton Mohd Hassan

Chairman/Pengerusi

Dato' Mohd Hanif Sher Mohamed

Datuk P. Kasi

Datuk David Chua Kok Tee

Dato' Syed Moheeb Syed Kamarulzaman

Datuk Mohd Nasir Ahmad

Encik Mohamed Rashdi Mohamed Ghazalli

#### REGISTERED OFFICE

#### PEJABAT BERDAFTAR

Level 14, Bangunan CGC

Kelana Business Centre

No.97, Jalan SS7/2

47301 Petaling Jaya

Selangor Darul Ehsan

#### BUSINESS AND CORRESPONDENCE ADDRESS ALAMAT PERNIAGAAN DAN SURAT MENYURAT

Level 8, Bangunan CGC

Kelana Business Centre

No.97, Jalan SS7/2

47301 Petaling Jaya

Selangor Darul Ehsan

#### COMPANY SECRETARY

#### SETIAUSAHA SYARIKAT

Cik Rohaya Yaziz

#### AUDITOR JURUAUDIT

PricewaterhouseCoopers

(AF : 1146)

Chartered Accountants/

Akauntan Bertauliah

#### FUNCTIONAL AND PRESENTATION

#### CURRENCY

#### MATAWANG FUNGSI DAN

#### PENYATAAN

Ringgit Malaysia (RM)

# NOTICE OF ANNUAL GENERAL MEETING

## NOTIS MESYUARAT AGUNG TAHUNAN

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# 006

**NOTICE IS HEREBY GIVEN** that the **41st Annual General Meeting** of the **Credit Guarantee Corporation Malaysia Berhad** will be held at **Level 6, Bangunan CGC, Kelana Business Centre, 97, Jalan SS 7/2, 47301 Petaling Jaya, Selangor Darul Ehsan** on **Wednesday, 25<sup>th</sup> June 2014** at **12.00 noon** for the following purposes:

### AGENDA

1. To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2013 together with the Directors' and Auditors' Reports thereon.

**(Resolution 1)**

2. To re-elect Datuk Wan Azhar bin Wan Ahmad who retires by rotation in accordance with Article 76A and 76B of the Corporation's Articles of Association.

**(Resolution 2)**

3. To accept the retirement of the following Directors who retire by rotation in accordance with Article 76A, 76B and 76D of the Corporation's Articles of Association, and are not seeking for re-election:

- a. Dato' Mohd Hanif bin Sher Mohamed;
- b. Encik Md. Yusof bin Hussin; and
- c. Datuk Kasi A/L K.L. Palaniappan.

**(Resolution 3)**

4. To re-elect the following Directors who retire in accordance with Article 77 of the Corporation's Articles of Association:

- a. Dato' Md Agil Bin Mohd Natt;
- b. Dato' Syed Moheeb Bin Syed Kamarulzaman;
- c. Datuk Mohd Nasir Bin Ahmad; and
- d. Encik Mohamed Rashdi Bin Mohamed Ghazalli.

**(Resolution 4)**

5. To approve the payment of RM321,333.33 as Directors' fees for the financial year ended 31 December 2013, to be divided amongst the Directors in such manner as the Directors may determine.

**(Resolution 5)**

6. To approve Directors' remuneration to be divided amongst the Directors in such manner as the Directors may determine:

- a. Payment of Directors' fees amounting to RM120,000.00 per annum for the Non-Executive Chairman and RM36,000.00 per annum for each Non-Executive Director's with effect from 1 January 2014.

**(Resolution 6)**

7. To re-appoint Messrs PricewaterhouseCoopers as Auditors and to authorise the Directors to fix their remuneration.

**(Resolution 7)**

8. To transact any other ordinary business of which due notice shall have been given.

By Order of The Board

### ROHAYA YAZIZ

Company Secretary  
Selangor Darul Ehsan  
Dated: 3rd June 2014

### Note:

- 1 A member entitled to attend and vote is entitled to appoint a proxy or attorney to attend and vote in its/his/her stead; a proxy or an attorney need not be a member of the Company.
- 2 The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorized in writing or if the appointer is a Corporation under the hand of an officer or attorney of the Corporation.
- 3 The instrument appointing a proxy and the power of the attorney or other authority, if any, under which it is signed, or a notarial certified copy of that power of authority shall be deposited at the Registered Office of the Company – Level 14, Bangunan CGC, Kelana Business Centre, 97, Jalan SS7/2, 47301 Petaling Jaya, Selangor Darul Ehsan not less than 48 hours before the time for holding the meeting or any adjournment thereof.



**ADALAH DIMAKLUMKAN** bahawa **Mesyuarat Agung Tahunan** yang ke **Empat Puluh Satu (ke-41) Credit Guarantee Corporation Malaysia Berhad** akan diadakan di **Aras 6, Bangunan CGC, Kelana Business Centre, 97, Jalan SS 7/2, 47301 Petaling Jaya, Selangor Darul Ehsan** pada hari Rabu, **25 haribulan Jun 2014 jam 12.00 tengahari** untuk tujuan-tujuan berikut:

**AGENDA**

1. Menerima dan meluluskan Penyata Akaun Syarikat yang telah diaudit bagi tahun berakhir 31 Disember 2013 berserta dengan Laporan Pengarah dan Laporan Juruaudit.  
**(Resolusi 1)**
2. Melantik semula Datuk Wan Azhar bin Wan Ahmad yang akan bersara mengikut giliran menurut Artikel 76A dan 76B Tataurusan Pertubuhan Syarikat.  
**(Resolusi 2)**
3. Menerima persaraan Pengarah-Pengarah berikut yang akan bersara mengikut giliran menurut Artikel 76A, 76B dan Artikel 76D Tataurusan Pertubuhan Syarikat tetapi tidak menawarkan diri untuk perlantikkan semula:
  - a. Dato' Mohd Hanif Bin Sher Mohamed;
  - b. Encik Md. Yusof Bin Hussin; dan
  - c. Datuk Kasi A/L K.L. Palaniappan.**(Resolusi 3)**
4. Melantik semula Pengarah-Pengarah berikut yang akan bersara menurut Artikel 77 Tataurusan Pertubuhan Syarikat:
  - a. Dato' Md Agil Bin Mohd Natt;
  - b. Dato' Syed Moheeb Bin Syed Kamarulzaman;
  - c. Datuk Mohd Nasir Bin Ahmad; dan
  - d. Encik Mohamed Rashdi Bin Mohamed Ghazalli.**(Resolusi 4)**
5. Meluluskan pembayaran yuran Pengarah-Pengarah sebanyak RM321,333.33 bagi tahun kewangan berakhir 31 Disember 2013 dan dibahagikan sebagaimana dipersetujui oleh Pengarah-Pengarah.  
**(Resolusi 5)**
6. Meluluskan yuran Pengarah-pengarah untuk dibahagikan sebagaimana dipersetujui oleh Pengarah-Pengarah:
  - a. Pembayaran yuran Pengarah-Pengarah sebanyak RM120,000.00 setahun bagi Pengerusi Bukan Eksekutif dan RM36,000.00 setahun bagi setiap Pengarah Bukan Eksekutif berkuatkuasa mulai 1 Januari 2014.  
**(Resolusi 6)**
7. Melantik semula Tetuan PricewaterhouseCoopers sebagai Juruaudit Syarikat dan memberi kuasa kepada Lembaga Pengarah untuk menetapkan bayaran Juruaudit.  
**(Resolusi 7)**
8. Menjalankan sebarang urusan biasa lain yang mana notis mencukupi mengenainya telah diberikan.  
  
Dengan Perintah Lembaga Pengarah

**ROHAYA YAZIZ**

Setiausaha Syarikat  
Selangor Darul Ehsan  
Tarikh: 3hb Jun 2014

**Nota:**

- 1 Ahli yang berhak menghadiri dan mengundi dalam mesyuarat adalah berhak untuk melantik proksi atau wakil untuk menghadiri dan mengundi bagi pihaknya; proksi atau wakil tidak semestinya ahli syarikat.
- 2 Instrumen perlantikan proksi hendaklah secara bertulis disempurnakan oleh pelantik atau wakil yang dilantik secara bertulis atau sekiranya pelantik adalah sebuah perbadanan, sama ada disempurnakan oleh pegawai atau wakil dari perbadanan.
- 3 Instrumen perlantikan proksi dan wakil kuasa atau pihak lain, jika ada, yang telah ditandatangani, atau salinan notari yang telah disahkan bagi kuasa tersebut mesti diserahkan ke Alamat Berdaftar Syarikat – Tingkat 14, Bangunan CGC, Kelana Business Centre, 97, Jalan SS7/2, 47301 Petaling Jaya, Selangor Darul Ehsan, tidak lewat dari 48 jam sebelum waktu yang ditetapkan bagi mengadakan mesyuarat tersebut atau sebarang penundaannya.



## **Facilitating SME Development**

We will continue to facilitate SME development in the country through innovative financing options and cost-effective delivery channels.

## ***Memudahkan Pembangunan PKS***

*Kami akan terus membantu dalam pembangunan PKS di negara ini melalui pilihan pembiayaan yang inovatif dan saluran penyampaian yang kos efektif.*



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# BOARD OF DIRECTORS

## LEMBAGA PENGARAH

Seating from left/Duduk dari kiri

**DATUK ZAITON MOHD HASSAN**

**DATUK WAN AZHAR WAN AHMAD**  
President/Chief Executive Officer/  
Presiden/Ketua Pegawai Eksekutif

**DATO' AGIL NATT**  
Chairman/Pengerusi

**ENCIK MD. YUSOF HUSSIN**



Standing from left/Berdiri dari kiri

**DATUK P. KASI**

**ENCIK MOHAMED RASHDI MOHAMED GHAZALI**

**ENCIK JEFFREY CHEW SUN TEONG**

**DATO' MOHD HANIF SHER MOHAMED**

**DATUK DAVID CHUA KOK TEE**

**DATO' HJ. SYED MOHEEB SYED KAMARULZAMAN**

**DATUK MOHD NASIR AHMAD**

**CIK ROHAYA YAZIZ**

*Company Secretary/Setiausaha Syarikat*

# BOARD OF DIRECTORS' PROFILE

## PROFIL LEMBAGA PENGARAH

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**DATO' AGIL NATT**  
Chairman/Pengerusi

Dato' Agil Natt was appointed as the Chairman of CGC on 18 June 2013.

He has vast experience in the area of corporate and investment banking as well as corporate and Islamic financing. He started his corporate career at Bumiputera Merchant Bankers Berhad as its Corporate Finance Manager in 1977. He went on to hold several senior positions at Malayan Banking Berhad, namely the post of Senior General Manager, Corporate Banking (1995 – October 2000) and Executive Director/Deputy President (September 2004 – June 2006). He was also the Managing Director/CEO of Maybank Investment Bank Berhad (formerly known as Aseambankers Malaysia Berhad) from November 2000 – August 2004.

Dato' Agil Natt was also the President and Chief Executive Officer of the International Centre for Education in Islamic Finance (INCEIF), the Global University of Islamic Finance from July 2006 until July 2011. His non-banking experience includes Regional Chief Representative for Kleinwort Benson Ltd. and Senior General Manager of Island & Peninsular Berhad.

Dato' Agil Natt currently sits on the Board of Manulife Insurance Berhad and Manulife Asset Management Services Berhad as its Independent Non-Executive Chairman and Independent Non-Executive Director respectively. He is also the Independent Non-Executive Director at EXIM Bank and Cagamas Berhad. He is also the Non-Executive Director at Sogo (KL) Department Store Sdn Bhd and a Member of Board of Trustees of Yayasan Tun Abdul Razak.

He holds a Bachelor of Science in Economics (Hons) from Brunel University and Master of Science in Finance from Cass Business School, London. He had also attended the Advance Management Programme (AMP 163) at Harvard Business School.

Dato' Agil Natt telah dilantik sebagai Pengerusi CGC pada 18 Jun 2013.

Beliau mempunyai pengalaman yang luas dalam bidang perbankan korporat dan pelaburan serta pembiayaan korporat dan pembiayaan Islam. Beliau memulakan kerjaya korporatnya di Bumiputera Merchant Bankers Berhad sebagai Pengurus Kewangan Korporat pada tahun 1977. Beliau juga memegang beberapa jawatan kanan di Malayan Banking Berhad, termasuk jawatan Pengurus Besar Kanan, Perbankan Korporat (1995 – Oktober 2000) dan Pengarah Eksekutif/Timbangan Presiden (September 2004 – Jun 2006). Selain itu, beliau juga merupakan Pengarah Urusan/Ketua Pegawai Eksekutif Maybank Investment Bank Berhad (dahulunya dikenali sebagai Aseambankers Malaysia Berhad) dari November 2000 – Ogos 2004.

Dato' Agil Natt juga adalah bekas Presiden dan Ketua Pegawai Eksekutif Pusat Antarabangsa bagi Pendidikan dalam Kewangan Islam (INCEIF) untuk Universiti Global Kewangan Islam dari Julai 2006 hingga Julai 2011. Beliau juga turut berpengalaman dalam industri lain selain dari industri perbankan, antaranya sebagai Ketua Perwakilan Serantau Kleinwort Benson Ltd. dan Pengurus Besar Kanan, Island & Peninsular Berhad.

Dato' Agil Natt kini menganggotai Lembaga Manulife Insurance Berhad dan juga bertindak sebagai Pengerusi Bebas Bukan Eksekutif dan Pengarah Bebas Bukan Eksekutif Manulife Asset Management Services Berhad. Beliau juga merupakan Pengarah Bebas Bukan Eksekutif di EXIM Bank dan Cagamas Berhad. Selain itu, beliau adalah Pengarah Bukan Eksekutif di Sogo (KL) Department Store Sdn Bhd dan Ahli Lembaga Pemegang Amanah Yayasan Tun Abdul Razak.

Beliau memperoleh Ijazah Sarjana Muda Sains Ekonomi (Kepujian) dari Brunel University dan Sarjana Sains Kewangan dari Cass Business School, London. Beliau juga telah menghadiri Program Pengurusan Lanjutan (AMP 163) di Harvard Business School.



**DATUK WAN AZHAR WAN AHMAD**  
President/Chief Executive Officer/  
Presiden/Ketua Pegawai Eksekutif

Datuk Wan Azhar has helmed CGC for the last 17 years. He was appointed as a Manager in CGC by Bank Negara Malaysia in 1993. In 1995, he was promoted to an Assistant General Manager, Chief Executive Officer in 1997 and later appointed to the Board of Directors as Managing Director in 2000. One of the highlights of his career is the transformation of CGC from a traditional credit guarantee provider into a market-driven and financially sustainable SME-support institution.

Currently, Datuk Wan Azhar is the Chairman of the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP). He is also the Board Member and Chairman of the Credit Bureau Malaysia, a Member of the Central Bank's Small Debt Resolution Committee (SDRC), a Board Member of UK-based Aureos CGC Advisers, and a Council Member for the Association of Development Finance Institutions of Malaysia (ADFIM).

He graduated from the National University of San Diego with a Master in Business Administration (International Business) and obtained his Bachelor in Business Administration (Finance) from the University of Pacific, Stockton.

Datuk Wan Azhar telah menerajui CGC sejak 17 tahun yang lalu. Beliau dilantik sebagai Pengurus di CGC oleh Bank Negara Malaysia pada tahun 1993. Pada tahun 1995, beliau telah dinaikkan pangkat kepada Penolong Pengurus Besar, Ketua Pegawai Eksekutif tahun 1997 dan dilantik ke Lembaga Pengarah sebagai Pengarah Urusan pada tahun 2000. Salah satu kemuncak kerjayanya adalah transformasi CGC daripada pembekal jaminan kredit tradisional kepada sebuah institusi sokongan SME yang didorong oleh pasaran dan kewangan yang mampan.

Pada masa ini, Datuk Wan Azhar adalah Pengerusi Persatuan Institusi Pembiayaan Pembangunan di Asia dan Pasifik (ADFIAP). Beliau juga adalah Ahli Lembaga Pengarah dan Pengerusi Credit Bureau Malaysia, Ahli Jawatankuasa Penyelesaian Pinjaman Kecil Bank Negara Malaysia, Ahli Lembaga Aureos CGC Advisers yang berpangkalan di UK, dan Ahli Majlis Persatuan Institusi Kewangan Pembangunan Malaysia (ADFIM).

Beliau berkelulusan Sarjana Pentadbiran Perniagaan (Perniagaan Antarabangsa) dari National University of San Diego dan Ijazah Sarjana Muda dalam bidang Pentadbiran Perniagaan (Kewangan) dari University of Pacific, Stockton.



Encik Md. Yusof was appointed as a Board Member on 29 September 2005.

He had served as Non-Executive Chairman of TPPT Sdn Bhd and Chairman of the Investment Panel of Mayban Unit Trust. He has been an Independent and Non-Executive Director of Lafarge Malayan Cement Berhad since 23 March 2009, an Independent Non- Executive Director of Glenealy Plantations Malaya Bhd since 3 January 2001, a Director of TH Plantations Berhad since 1 June 2005 and currently serves as the Director of Iskandar Investment Berhad.

Encik Md. Yusof is a former director from Malayan Banking Berhad, an Independent Non-Executive Director and Chairman of the Audit and Remuneration Committees of AIC Corporation Berhad, a listed company involved in manufacturing automotive parts, semiconductor, plastics, precision metal, as well as information technology sector.

He has a Bachelor in Economics from University of Tasmania. He is also a Certified Public Accountant with the Malaysian Institute of Certified Public Accountants.

Encik Md. Yusof telah dilantik sebagai Ahli Lembaga Pengarah pada 29 September 2005.

Beliau pernah berkhidmat sebagai Pengerusi Bukan Eksekutif TPPT Sdn Bhd dan Pengerusi Panel Pelaburan di Mayban Unit Trust. Beliau merupakan bekas Pengarah Bebas dan Bukan Eksekutif Lafarge Malayan Cement Berhad sejak 23 Mac 2009, Pengarah Bebas Bukan Eksekutif Glenealy Plantations Malaya Bhd sejak 3 Januari 2001, Pengarah TH Plantations Berhad sejak 1 Jun 2005 dan kini berkhidmat sebagai Pengarah Iskandar Investment Berhad.

Encik Md. Yusof juga merupakan bekas pengarah Malayan Banking Berhad, Pengarah Bebas Bukan Eksekutif dan Pengerusi Jawatankuasa Audit dan Imbuan AIC Corporation Berhad, sebuah syarikat yang terlibat dalam pembuatan bahagian automotif, semikonduktor, plastik, logam jitu, serta sektor teknologi maklumat.

Beliau mempunyai Ijazah Sarjana Muda Ekonomi dari Universiti Tasmania. Beliau juga merupakan seorang Akauntan Awam Bertauliah dengan Institut Akauntan Awam Bertauliah Malaysia.



**ENCIK MD. YUSOF HUSSIN**  
Non-Executive Director/  
Pengarah Bukan Eksekutif



**DATUK ZAITON MOHD HASSAN**  
Non-Executive Director/  
Pengarah Bukan Eksekutif

Datuk Zaiton Mohd Hassan was appointed as a Board Member on 29 September 2005.

She is currently the Managing Director of Capital Intelligence Advisors Sdn Bhd, an Investment Adviser licensed by the Securities Commission since 2004.

Datuk Zaiton was responsible for the setting up of the Malaysian Rating Corporation Bhd (MARC) in 1996 and was its President/Executive Director until September 2004. She has extensive banking experience with local financial institutions prior to joining MARC. She served 12 years in various senior positions at Maybank including head of Treasury, Branch Operations, International Banking and Strategic Planner for Maybank Group. Prior to that, she was with Price Waterhouse and Bank Pembangunan (M) Berhad.

Currently, she is on the Board of public-listed Sime Darby Berhad and BIMB Holdings Berhad, as well as Bank Islam, MIDF, FIDE Forum, Rothschild Malaysia Sdn Bhd and Credit Bureau Malaysia Sdn Bhd.

Datuk Zaiton qualified as a Fellow of the Chartered Association of Certified Accountants, UK (FCCA) and is also a member of the Malaysian Institute of Certified Public Accountants (MICPA).

Datuk Zaiton Mohd Hassan telah dilantik sebagai Ahli Lembaga Pengarah pada 29 September 2005.

Beliau adalah Pengarah Urusan Capital Intelligence Advisors Sdn Bhd, iaitu penasihat pelaburan yang dilesenkan oleh Suruhanjaya Sekuriti sejak tahun 2004.

Datuk Zaiton bertanggungjawab untuk menubuhkan Malaysian Rating Corporation Bhd (MARC) pada tahun 1996 dan merupakan Presiden/Pengarah Eksekutif sehingga September 2004. Beliau juga mempunyai pengalaman yang luas dalam sektor perbankan sebelum menyertai MARC. Beliau pernah berkhidmat selama 12 tahun di Maybank dan telah memegang pelbagai jawatan kanan termasuk ketua Perbendaharaan, Operasi Cawangan, Perbankan Antarabangsa dan Perancang Strategik untuk Kumpulan Maybank. Sebelum itu, beliau telah berkhidmat dengan Price Waterhouse dan Bank Pembangunan (M) Berhad.

Beliau kini merupakan Ahli Lembaga Sime Darby Berhad dan BIMB Holdings Berhad, Bank Islam, MIDF, FIDE Forum, Rothschild Malaysia Sdn Bhd dan Credit Bureau Malaysia Sdn Bhd.

Datuk Zaiton mempunyai kelayakan sebagai seorang Fellow di Chartered Association of Certified Accountants, UK (FCCA) dan juga merupakan ahli Institut Akauntan Awam Bertauliah Malaysia (MICPA).

Datuk P. Kasi was appointed as a Board Member on 29 September 2005.

Currently, he is the Chairman of the Board Risk Management Committee of CGC. He also sits on the Board of the Credit Bureau Malaysia Sdn Bhd (CBM) and is the Chairman of the Board Business Development Committee of CBM.

He is the co-founder and a Director of MK Land Holdings Berhad. He is also a Senior Director on the board of Setia Haruman Sdn Bhd, the master developer for the 7,000 acre IT City of Cyberjaya in Malaysia.

Datuk P. Kasi has a Bachelor in Architecture and is a registered architect with Lembaga Arkitek Malaysia, and a Fellow of the Pertubuhan Arkitek Malaysia. He is a corporate member of the Royal Institute of British Architects, the Association of Building Engineers, England as well as an Associate of the Royal Australian Institute of Architects. He is also a Past President of the Pertubuhan Arkitek Malaysia (PAM), Past Chairman of the Balai Ikhtisas Malaysia (Malaysian Professional Centre), Past Chairman of the Architects Regional Council of Asia (ARCASIA) and Past Chairman of the Building Industry Presidents Council (BIPC).

The American Institute of Architects (AIA) honoured him with the Presidential Medal in 2001 and also with a Honorary Membership. In 2006, he was conferred the Honorary Fellowship of the United Architects of the Philippines (UAP). Datuk P. Kasi was among the top nominees for the Ernst & Young Entrepreneur Award in 2002 and 2005 in the Master Entrepreneur Category. He has also been conferred several other entrepreneurial awards.

Datuk P. Kasi telah dilantik sebagai Ahli Lembaga Pengarah pada 29 September 2005

Kini, beliau adalah Pengerusi Jawatankuasa Pengurusan Risiko Lembaga Pengarah. Beliau juga adalah ahli Lembaga Pengarah Credit Bureau Malaysia Sdn Bhd (CBM) dan merupakan Pengerusi Jawatankuasa Lembaga Pembangunan Perniagaan CBM.

Selain daripada menjadi pengasas bersama dan Pengarah MK Land Holdings Berhad, beliau juga merupakan Pengarah Kanan Lembaga Setia Haruman Sdn Bhd, pemaju utama bagi Bandar IT Cyberjaya di Malaysia seluas 7,000 ekar.

Datuk P. Kasi memperolehi Ijazah Sarjana Muda dalam bidang Seni Bina dan adalah seorang arkitek berdaftar dengan Lembaga Arkitek Malaysia, dan merupakan seorang Felo di Pertubuhan Arkitek Malaysia. Beliau adalah ahli korporat Royal Institute of British Architects, Association of Building Engineers, England serta merupakan seorang Ahli di Royal Australian Institute of Architects. Beliau juga merupakan bekas Presiden Pertubuhan Arkitek Malaysia (PAM), Bekas Pengerusi Balai Ikhtisas Malaysia (Pusat Profesional Malaysia), Bekas Pengerusi Majlis Serantau Lembaga Arkitek Asia (ARCASIA) dan Bekas Pengerusi Majlis Presiden Industri Bangunan (BIPC).

American Institute of Architects (AIA) telah menganugerahkan beliau dengan Pingat Presiden pada tahun 2001 dan gelaran Ahli Kehormat. Pada tahun 2006, beliau telah dianugerahkan Honorary Fellowship oleh United Architects of the Philippines (UAP). Datuk P. Kasi adalah antara calon-calon utama bagi Anugerah Usahawan Ernst & Young pada tahun 2002 dan 2005 dalam kategori Usahawan Master. Beliau juga telah dianugerahkan beberapa anugerah keusahawanan lain.



**DATUK P. KASI**  
Non-Executive Director/  
Pengarah Bukan Eksekutif

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**DATO MOHD HANIF SHER MOHAMED**  
Non-Executive Director/  
*Pengarah Bukan Eksekutif*

Dato' Mohd Hanif was appointed as a Board Member on 29 September 2005.

He was the former Chief Executive Officer of Credit Corporation (Malaysia) Berhad with over 30 years experience in corporate and consumer banking including strategic planning, risk management, rehabilitation and restructuring of debts.

Dato' Mohd Hanif is also a director in a number of Public and Private Limited companies involved in investment holdings, property development, education and automotive industry.

Dato' Mohd Hanif telah dilantik sebagai Ahli Lembaga Pengarah pada 29 September 2005.

Beliau adalah bekas Ketua Pegawai Eksekutif Credit Corporation (Malaysia) Berhad. Beliau mempunyai lebih daripada 30 tahun pengalaman dalam perbankan korporat dan pengguna termasuk perancangan strategik, pengurusan risiko, pemulihan dan penyusunan semula hutang.

Dato' Mohd Hanif juga merupakan pengarah di beberapa syarikat awam dan sendirian berhad yang terlibat dalam pegangan pelaburan, pembangunan hartanah, pendidikan dan industri automotif.

Datuk David Chua was appointed as a Board Member on 15 February 2013.

Currently, he is the Managing Director of DC & A Group of companies. He has been involved in housing and property development and has wide experience in the commercial and industrial sectors.

Datuk David Chua also serves as a Member of Board of Directors of Universiti Malaya, Chairman of UM Holdings Sdn Bhd, the commercial and investment wing wholly-owned by Universiti Malaya.

He holds several prominent positions which are Government-appointed, namely Council Member for Excellence Award of Industries, Ministry of International Trade and Industry (MITI), Panel Member of Economic Advisers to Institute Integrity of Malaysia (IIM), Member of the Small Debt Restructuring Committee (SDRC) of Bank Negara Malaysia and Member of Consultation and Prevention Panel of the Malaysian Anti-Corruption Commission (MACC).

He is also an Executive Advisor of Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM), Director of Malaysia-China Business Council (MCBC) and a member of the Board of Directors of Credit Bureau Malaysia Sdn Bhd.

Among the key positions held by Datuk David Chua in the past include Member of Advisory Board of Dewan Bandaraya Kuala Lumpur, Member of National Economic Consultative Council (MAPEN I in 1990) and reappointed by the government to MAPEN II in 1999 and served as Deputy Chairman.

Datuk David Chua telah dilantik sebagai Ahli Lembaga Pengarah pada 15 Februari 2013.

Beliau merupakan Pengarah Urusan kumpulan syarikat DC&A. Beliau pernah melibatkan diri dalam pembangunan perumahan dan hartanah serta mempunyai pengalaman yang luas dalam sektor komersial dan perindustrian.

Kini, Datuk David Chua juga berkhidmat sebagai Ahli Lembaga Pengarah Universiti Malaya dan Pengerusi UM Holdings Sdn Bhd yang merupakan sayap komersial dan pelaburan yang dimiliki sepenuhnya oleh Universiti Malaya.

Beliau juga memegang beberapa jawatan penting yang dilantik oleh Kerajaan iaitu Ahli Majlis Anugerah Kecemerlangan Industri, Kementerian Perdagangan Antarabangsa dan Industri (MITI), Ahli Panel Penasihat Ekonomi kepada Institut Integriti Malaysia (IIM), Ahli Jawatankuasa Penyusunan Semula Hutang Kecil (SRDC) Bank Negara Malaysia dan Ahli Panel Perundingan dan Pencegahan di Suruhanjaya Pencegahan Rasuah Malaysia (SPRM).

Beliau juga merupakan Penasihat Eksekutif Gabungan Dewan Perniagaan Cina dan Industri Malaysia (ACCCIM), Pengarah Majlis Perniagaan Malaysia-China (MCBC) dan Ahli Lembaga Pengarah Credit Bureau Malaysia Sdn Bhd.

Antara jawatan penting yang pernah dipegang oleh Datuk David Chua termasuk Ahli Lembaga Penasihat Dewan Bandaraya Kuala Lumpur, Ahli Majlis Perundingan Ekonomi Negara (MAPEN I 1990) dan dilantik semula oleh kerajaan untuk MAPEN II pada tahun 1999 serta berkhidmat sebagai Timbalan Pengerusi.



**DATUK DAVID CHUA KOK TEE**  
Non-Executive Director/  
Pengarah Bukan Eksekutif

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**MR. JEFFREY CHEW SUN TEONG**  
Non-Executive Director/  
Pengarah Bukan Eksekutif

Mr. Jeffrey Chew was appointed as a Board Member on 15 February 2013.

He is currently the Director and Chief Executive Officer of OCBC Bank (Malaysia) Berhad, overseeing the OCBC Group's Malaysian business.

He joined OCBC as Senior Vice President and Head of Enterprise Banking in 2003 and was subsequently promoted to Executive Vice President and Head of Business Banking in 2004. In 2008, he was promoted to Chief Executive Officer and later was appointed to the Board of Directors.

Jeffrey Chew started his career as a Senior Tax Executive at Price Waterhouse in 1987 and was involved in the area of corporate audit and taxation for four years. He subsequently joined Citibank in Malaysia where he held various roles over 12 years, including customer relationship management, risk management, international offshore banking and product management. His last position prior to joining OCBC was General Manager of Commercial/SME banking business and Director of Citicorp Capital Sdn Bhd.

Presently, Jeffrey Chew is also a director of OCBC Al-Amin Bank Berhad, E2 Power Sdn Bhd and Credit Bureau Malaysia Sdn Bhd. He is currently the Chairman of Pac Lease Sdn Bhd and a Council Member of The Association of Banks in Malaysia and Institut Bank-Bank Malaysia.

He is a fellow member of the Chartered Association of Certified Accountants, United Kingdom.

Encik Jeffrey Chew telah dilantik sebagai Ahli Lembaga Pengarah pada 15 Februari 2013.

Beliau kini adalah Pengarah dan Ketua Pegawai Eksekutif OCBC Bank (Malaysia) Berhad, yang memantau perniagaan Kumpulan OCBC Malaysia.

Beliau menyertai OCBC sebagai Naib Presiden Kanan dan Ketua Perbankan Perusahaan pada tahun 2003 dan kemudiannya dinaikkan pangkat kepada Naib Presiden Eksekutif dan Ketua Perbankan Perniagaan pada tahun 2004. Pada tahun 2008, beliau telah dinaikkan pangkat lagi kepada Ketua Pegawai Eksekutif dan kemudiannya telah dilantik ke Lembaga Pengarah.

Jeffrey Chew memulakan kerjaya sebagai Eksekutif Kanan Cukai di Price Waterhouse pada tahun 1987 dan terlibat dalam bidang audit dan cukai korporat selama empat tahun. Beliau kemudiannya menyertai Citibank di Malaysia di mana beliau memegang pelbagai peranan selama lebih 12 tahun, termasuk pengurusan perhubungan pelanggan, pengurusan risiko, perbankan luar pesisir antarabangsa dan pengurusan produk. Jawatan terakhir beliau sebelum menyertai OCBC ialah Pengurus Besar perniagaan perbankan komersial/PKS dan Pengarah Citicorp Capital Sdn Bhd.

Pada masa ini, Jeffrey Chew juga adalah pengarah OCBC Al-Amin Bank Berhad, E2 Power Sdn Bhd dan Credit Bureau Malaysia Sdn Bhd. Beliau juga merupakan Pengerusi Pac Lease Sdn Bhd dan ahli majlis Persatuan Bank-Bank di Malaysia dan Institut Bank-Bank Malaysia.

Beliau ialah seorang felo di Chartered Association of Certified Accountants, United Kingdom.

Dato' Hj. Syed Moheeb was appointed as a Board Member on 15 January 2014.

He is a chartered insurance practitioner, an Associate of the Malaysian Insurance Institute as well as a Practising Member of the Association of Chartered Islamic Finance Professionals (ACIFP). His career in the conventional insurance, reinsurance and takaful industry spans over 38 years where he helmed several local and multi-national direct insurance and reinsurance companies.

Currently, Dato' Hj. Syed Moheeb is a Board Member of the Asian Institute of Finance (AIF), the umbrella body of Malaysia's finance industry's training institute, and the Malaysian Insurance Institute (MII). He also sits on MII's Executive Committee.

He is a member of the Professional Development Panel (PDP) of the International Centre of Education in Islamic Finance (INCEIF), a global university for Islamic Finance, as well as the Academic Quality Assurance Committee (AQAC) of INCEIF and Accreditation Committee of AIF.

Dato' Hj. Syed Moheeb telah dilantik sebagai Ahli Lembaga Pengarah pada 15 Januari 2014.

Beliau adalah pengamal insurans bertauliah, Ahli Bersekutu bagi Institut Insurans Malaysia di samping sebagai Ahli Pengamal Persatuan Profesional Kewangan Islam Bertauliah (ACIFP). Kerjaya beliau dalam insurans konvensional, insurans semula dan takaful telah menjangkau 38 tahun di mana beliau telah memegang tampuk kepimpinan beberapa syarikat insurans tempatan dan multinasional.

Pada masa ini, Dato' Hj. Syed Moheeb adalah Ahli Lembaga Pengarah Institut Pembiayaan Asia (AIF), badan induk institut latihan industri pembiayaan Malaysia, dan Institut Insurans Malaysia (MII). Beliau juga adalah ahli Jawatankuasa Eksekutif MII.

Beliau adalah ahli Panel Pembangunan Profesional (PDP) di Pusat Antarabangsa Pendidikan Kewangan Islam (INCEIF), sebuah universiti global bagi pembiayaan Islam, dan juga Jawatankuasa Akademik Jaminan Kualiti (AQAC) INCEIF dan Jawatankuasa Akreditasi AIF.



**DATO' HJ. SYED MOHEEB**  
**SYED KAMARUZAMAN**  
Non-Executive Director/  
Pengarah Bukan Eksekutif

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**EN. MOHAMED RASHDI  
MOHAMED GHAZALLI**  
Non-Executive Director/  
Pengarah Bukan Eksekutif

En. Mohamed Rashdi Mohamed Ghazalli was appointed as a Board Member on 3 March 2014.

En. Mohamed Rashdi currently serves as an independent director of Malaysia Venture Capital (Mavcap) Berhad as well as Barclays Capital Management Malaysia Sdn Bhd, a subsidiary of Barclays Plc. He was also appointed to SapuraKencana Board in 2011 and is currently a member of the Company's Audit Committee, the Remuneration Committee and Chairman of the Risk Committee.

He has served with Telecoms Australia in Melbourne as well as with Coopers & Lybrand in London, United Kingdom. He was a Partner of PwC Consulting (East Asia) as well as IBM Consulting and was also IT & Consulting Advisor with PricewaterhouseCoopers Malaysia focusing on capacity building, business development and quality assurance. He was also a board member of Mimos Berhad from 2006 to 2013 where he chaired the Tender Committee as well as Mimos' subsidiary involved in technology licensing and commercialisation.

As a management and technology consultant, En. Mohamed Rashdi has personally led assignments in strategy and economics, business process improvement, information systems and technology planning and large scale project management. He has provided consultancy expertise across a number of industries such as government, telecommunications, energy, transport and utilities as well as some advisory services in the manufacturing and financial services sectors.

En. Mohamed Rashdi graduated in 1979 with a B.Sc (Hons) in Computation from the University of Manchester Institute of Science and Technology.

En. Mohamed Rashdi Mohamed Ghazalli telah dilantik sebagai Ahli Lembaga Pengarah pada 3 Mac 2014.

En. Mohamed Rashdi kini berkhidmat sebagai pengarah bebas Malaysia Venture Capital (MAVCAP) Berhad serta Barclays Capital Management Malaysia Sdn Bhd, anak syarikat Barclays Plc. Beliau juga telah dilantik sebagai Ahli Lembaga Pengarah SapuraKencana pada tahun 2011 dan kini merupakan ahli Jawatankuasa Audit Syarikat, Jawatankuasa Ganjaran dan Pengerusi Jawatankuasa Risiko.

Beliau telah berkhidmat dengan Telecoms Australia di Melbourne dan juga dengan Coopers & Lybrand di London, United Kingdom. Beliau merupakan Rakan Kongsy PwC Consulting (Asia Timur) serta IBM Consulting dan juga adalah penasihat IT dan perunding di PricewaterhouseCoopers Malaysia dengan memberi tumpuan kepada pembangunan kapasiti, pembangunan perniagaan dan jaminan kualiti. Beliau juga merupakan ahli lembaga Mimos Berhad daripada 2006 hingga 2013 di mana beliau mempengerusikan Jawatankuasa Tender serta anak syarikat Mimos yang terlibat dalam pelesenan teknologi dan pengkomersilan.

Sebagai perunding pengurusan dan teknologi, En. Mohamed Rashdi telah mengetuai tugas dalam strategi dan ekonomi, peningkatan proses perniagaan, sistem maklumat dan perancangan teknologi, dan pengurusan projek berskala besar. Beliau telah memberikan khidmat perundingan kepada beberapa industri seperti kerajaan, telekomunikasi, tenaga, pengangkutan dan kemudahan awam serta beberapa khidmat nasihat dalam sektor pembuatan dan perkhidmatan kewangan.

En. Mohamed Rashdi mempunyai B.Sc (Kepujian) dalam bidang Computation dari University of Manchester Institute of Science and Technology pada tahun 1979.



Datuk Mohd Nasir Ahmad was appointed as a Board Member on 3 March 2014.

He has vast experience in the area of finance and accountancy. His career in finance and accountancy spans over 35 years, having started his career in Tenaga Nasional Berhad (TNB) before joining Malaysia Transformer Manufacturing Sdn Bhd as a Financial Controller. He was subsequently appointed as Chief Executive in 1994. He also helmed several Government-Linked-Companies (GLC) such as Perbadanan Usahawan Nasional Berhad (PUNB) and Syarikat Permodalan Kebangsaan Berhad as Chief Executive Officer until his retirement on 1 June 2011.

Currently, Datuk Mohd Nasir serves as an Independent Non-Executive Director of Bina Darulaman Berhad, Small Medium Enterprise Development Bank Malaysia Berhad (SME Bank), MIMOS Berhad, Sumatec Resources Berhad and Prokhas Sdn Bhd. He is also the Chairman of UKM Holdings Sdn Bhd and sits on the Board of Universiti Kebangsaan Malaysia (UKM), the Energy Commission, Small Debt Resolution Committee of Bank Negara Malaysia and the Board of Trustee of Yayasan Canselor UNITEN.

He is a fellow of the Association of Chartered Certified Accountants (ACCA) United Kingdom and a Chartered Accountant with the Malaysia Institute of Accountants (MIA). He was also elected as a member of the ACCA (UK) Council.

Datuk Mohd Nasir Ahmad telah dilantik sebagai Ahli Lembaga Pengarah pada 3 Mac 2014.

Beliau mempunyai pengalaman yang luas dalam bidang pembiayaan dan perakaunan. Kerjaya beliau dalam pembiayaan dan perakaunan menjangkau 35 tahun setelah memulakan kerjayanya di Tenaga Nasional Berhad (TNB) sebelum menyertai Malaysia Transformer Manufacturing Sdn Bhd sebagai Pengawal Kewangan dan kemudian dilantik menjadi Ketua Eksekutif pada tahun 1994. Beliau juga memegang tampuk kepimpinan beberapa Syarikat Berkaitan Kerajaan (GLC) seperti Perbadanan Usahawan Nasional Berhad (PUNB) dan Syarikat Permodalan Kebangsaan Berhad sebagai Ketua Pegawai Eksekutif sehingga beliau bersara pada 1 Jun 2011.

Pada masa ini, Datuk Mohd Nasir berkhidmat sebagai Pengarah Bebas Bukan Eksekutif Bina Darulaman Berhad, Bank Perusahaan Kecil dan Sederhana (SME Bank), MIMOS Berhad, Sumatec Resources Berhad dan Prokhas Sdn Bhd. Beliau juga merupakan Pengerusi UKM Holdings Sdn Bhd dan menganggotai Lembaga Pengarah Universiti Kebangsaan Malaysia (UKM), Suruhanjaya Tenaga, Jawatankuasa Kecil Penyelesaian Hutang Kecil Bank Negara Malaysia dan Lembaga Pemegang Amanah Yayasan Canselor UNITEN.

Beliau adalah Ahli Persatuan Akauntan Bertauliah (ACCA) United Kingdom dan beliau juga merupakan Akauntan Bertauliah dengan Institut Akauntan Malaysia (MIA). Beliau juga telah dipilih sebagai ahli Majlis ACCA (UK).



**DATUK MOHD NASIR AHMAD**  
Non-Executive Director/  
Pengarah Bukan Eksekutif

# MANAGEMENT TEAM

## AHLI PENGURUSAN



Standing from left/**Berdiri dari kiri**

**Raja Taufik Azad Ahmad Suhaimi**  
Senior Vice President, Product and  
Bumiputera Development/**Naib Presiden**  
**Kanan, Produk dan Pembangunan Bumiputera**

**Mr. Perbagaran A/L Kuppusamy**  
Chief Risk Officer/**Ketua Pegawai Risiko**

**Cik Gayah Hj Mohd Nordin**  
Financial Controller/**Pengawal Kewangan**

**Encik Abdul Talib Dewa**  
Senior Vice President, Asset Management/  
**Naib Presiden Kanan, Pengurusan Harta**

**Puan Nazleena Nordin**  
Executive Vice President, Corporate  
Support/**Naib Presiden Eksekutif,**  
**Sokongan Korporat**

**Mr. Phua Chuan Ann**  
Executive Vice President, Credit/  
**Naib Presiden Eksekutif, Kredit**

Seated/**Duduk**

**Datuk Wan Azhar Wan Ahmad**  
President/Chief Executive Officer/  
**Presiden/Ketua Pegawai Eksekutif**

**Madam Kristine Ng Wei Miem**  
Executive Vice President, Business  
Development/**Naib Presiden Eksekutif,**  
**Pembangunan Perniagaan**

**Cik Rohaya Yaziz**  
Company Secretary/**Setiausaha Syarikat**

**Cik Noraishah Jamaludin**  
Chief Internal Auditor/**Ketua Audit Dalam**

**Encik Mohd Sukeri Ismail**  
Senior Vice President, Credit/  
**Naib Presiden Kanan, Kredit**



# MANAGEMENT TEAM PROFILE

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**PUAN NAZLEENA NORDIN**

Executive Vice President, Corporate Support/  
Naib Presiden Eksekutif, Sokongan Korporat

Nazleena Nordin is the Executive Vice President, Corporate Support, overseeing the management and overall performance of asset management and corporate support.

In 2002, she joined CGC as the Assistant General Manager, Organisations and Methods. In 2007, she was assigned as the Assistant General Manager of Corporate Planning and subsequently, was promoted to General Manager of Corporate Services in 2011.

Prior to CGC, she was a Systems Engineer at a multinational technology and consulting corporation, supporting the finance industry from 1988 to 1994. She was also a Senior Manager at one of Malaysia's largest financial services group from 1994 to 2001.

She is a Chemical Engineer by profession, with a Bachelor of Engineering (Chemical) degree from the University of Adelaide, South Australia, and had worked with an Australian petroleum company soon after.

Nazleena Nordin adalah Naib Presiden Eksekutif, Sokongan Korporat yang mengawasi pengurusan dan prestasi keseluruhan pengurusan harta dan sokongan korporat.

Pada tahun 2002, beliau menyertai CGC sebagai Penolong Pengurus Besar, Organisasi dan Kaedah. Pada tahun 2007, beliau telah ditugaskan sebagai Penolong Pengurus Besar Perancangan Korporat dan kemudiannya, telah dinaikkan pangkat kepada Pengurus Besar Perkhidmatan Korporat pada tahun 2011.

Sebelum menyertai CGC, beliau adalah seorang Jurutera Sistem di sebuah syarikat teknologi dan perundingan multinasional, yang menyokong industri kewangan dari tahun 1988 sehingga 1994. Beliau juga bekas Pengurus Kanan di sebuah syarikat kumpulan perkhidmatan kewangan terbesar di Malaysia dari tahun 1994 hingga 2001.

Beliau adalah seorang Jurutera Kimia secara profesyen, setelah memperolehi Ijazah Sarjana Muda Kejuruteraan (Kimia) dari University of Adelaide, Australia Selatan. Beliau memulakan kerjaya sebagai Jurutera Kimia di sebuah syarikat petroleum Australia seurus kemudian.



**MR. PHUA CHUAN ANN**  
Executive Vice President, Credit/  
Naib Presiden Eksekutif, Kredit

Phua Chuan Ann is the Executive Vice President, Credit, overseeing credit business operation which includes Credit Evaluation, Direct Lending/Securitisation and Loan Administration.

He joined CGC in April 2010 as an Assistant General Manager of Asset Management, managing rehabilitation and collection. In November 2011, he was promoted to General Manager of Credit.

He has 25 years of banking experience in the field of credit, audit, collections, trade finance, operations and branch management. He has worked with various local and foreign financial institutions.

He graduated with a Bachelor of Arts (Hons) in Economics from University Malaya in 1985. He obtained his Masters in Business Administration in affiliation with Oklahoma City University in 1988. He is a Certified Credit Professional and member of Institut Bank-Bank Malaysia.

Phua Chuan Ann adalah Naib Presiden Eksekutif, Kredit yang menyelia operasi perniagaan kredit termasuk Penilaian Kredit, Pinjaman Terus/Pensekuritian dan Pentadbiran Pinjaman.

Beliau menyertai CGC pada bulan April 2010 sebagai Penolong Pengurus Besar Pengurusan Harta, menguruskan pemulihan dan koleksi. Pada November 2011, beliau telah dinaikkan pangkat kepada Pengurus Besar Bahagian Kredit.

Beliau mempunyai 25 tahun pengalaman perbankan dalam bidang kredit, audit, koleksi, pembiayaan perdagangan, operasi dan pengurusan cawangan. Beliau pernah bekerja dengan beberapa institusi perbankan tempatan dan luar negara.

Beliau memperolehi Ijazah Sarjana Muda Sastera (Kepujian) Ekonomi dari Universiti Malaya pada tahun 1985. Beliau memperolehi Ijazah Sarjana Pentadbiran Perniagaan dengan kerjasama Oklahoma City University pada tahun 1988. Beliau merupakan seorang kredit profesional bertauliah dan ahli Institut Bank-Bank Malaysia.

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#### MADAM KRISTINE NG WEI MIEM

Executive Vice President,  
Business Development/  
Naib Presiden Eksekutif,  
Pembangunan Perniagaan

Kristine Ng is the Executive Vice President, Business Development, overseeing the overall supervision of development and implementation of business and marketing strategies. She also leads the development of the client management model.

She joined CGC in July 2010 as an Assistant General Manager, Business Development and in January 2014, she was promoted to her current position as Executive Vice President, Business Development.

She has over 17 years of experience in strategic sales and marketing in national and regional banking institutions. Her experience entails key roles in the areas of marketing, covering product management and channel development at major national corporations which are market leaders in their respective industries.

Prior to joining CGC, Kristine held the post of Vice President, Cards Marketing Acquisition at one of the largest global bank.

She earned her Bachelor of Arts (Hons) degree from University Kebangsaan Malaysia and was a recipient of the University Book Prize in 1994 – 1995.

Kristine Ng adalah Naib Presiden Eksekutif, Pembangunan Perniagaan yang menyelia pembangunan dan pelaksanaan perniagaan dan strategi pemasaran. Beliau juga menerajui pembangunan model pengurusan pelanggan CGC.

Beliau telah dilantik sebagai Penolong Pengurus Besar, Pembangunan Perniagaan CGC pada Julai 2010. Pada bulan Januari 2014, beliau telah dinaikkan pangkat kepada Naib Presiden Eksekutif, Pembangunan Perniagaan.

Beliau mempunyai lebih daripada 17 tahun pengalaman dalam penjualan dan pemasaran strategik bagi institusi perbankan negara dan serantau. Pengalaman luas beliau meliputi peranan utama dalam aspek pemasaran yang terdiri daripada pengurusan produk dan pembangunan saluran di syarikat-syarikat utama nasional yang merapatkan peneraju dalam industri masing-masing.

Sebelum menyertai CGC, Kristine memegang jawatan Naib Presiden, Pemasaran Perolehan Kad di salah sebuah bank global terbesar di negara ini.

Beliau memperoleh Ijazah Sarjana Muda Sastera (Kepujian) dari Universiti Kebangsaan Malaysia dan merupakan penerima Anugerah Buku Universiti tahun 1994 – 1995.



**CIK GAYAH HJ MOHD NORDIN**  
Financial Controller/  
Pengawal Kewangan

Gayah Hj Mohd Nordin is the Financial Controller responsible for financial functions and governance aspects.

In March 1994, she joined CGC as a Finance Manager. In 2000, she was appointed as the Company Secretary and subsequently, promoted to Senior Manager and Assistant General Manager of Corporate Services in 2002 and 2011, respectively.

Prior to joining CGC, she was a Senior Auditor at an accountancy consultancy in London from February 1988 to February 1993. She had also worked in the Corporate Advisory Department of a merchant bank from May 1993 to February 1994.

She is a Chartered Accountant by profession, having qualified as Chartered Accountant under the ACCA.

Gayah Hj Mohd Nordin adalah Pengawal Kewangan yang mengawasi fungsi dan aspek tadbir urus kewangan CGC.

Pada Mac 1994, beliau menyertai CGC sebagai Pengawal Kewangan. Pada tahun 2000, beliau telah dilantik sebagai Setiausaha Syarikat dan kemudiannya, dinaikkan pangkat ke Pengurus Kanan dan Penolong Pengurus Besar Perkhidmatan Korporat masing-masing pada tahun 2002 dan 2011.

Sebelum menyertai CGC, beliau adalah seorang Juruaudit Kanan di syarikat perundingan perakaunan di London dari Februari 1988 hingga Februari 1993. Beliau juga pernah bertugas di bank perdagangan dari bulan Mei 1993 hingga Februari 1994.

Beliau merupakan seorang Akauntan Bertauliah, setelah ditauliahkan sebagai Akauntan Bertauliah di bawah ACCA.

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**ENCIK MOHD SUKERI ISMAIL**  
Senior Vice President, Credit/  
Naib Presiden Kanan, Kredit

Mohd Sukeri Ismail is the Senior Vice President, Credit with a focus on Credit Evaluation, Direct Lending/Securitisation and Loan Administration Departments.

He has been with CGC for the last 17 years. He was attached to a financial institution for six years prior to joining CGC in 1996.

He holds a Bachelor of Science in Business Administration majoring in Finance from Creighton University, United States and a qualification on Associate of General Studies from Indiana University.

Mohd Sukeri Ismail adalah Naib Presiden Kanan, Kredit yang menyelia operasi perniagaan kredit dalam Penilaian Kredit, Pinjaman Terus/Pensekuritian dan Jabatan Pentadbiran Pinjaman.

Beliau telah berkhidmat dengan CGC sejak 17 tahun yang lepas. Sebelum menyertai CGC pada tahun 1996, beliau telah bekerja di sebuah institusi kewangan selama enam tahun.

Beliau memegang Ijazah Sarjana Muda Sains dalam Pentadbiran Perniagaan dalam bidang Kewangan dari Universiti Creighton, Amerika Syarikat dan mempunyai kelayakan dalam Pengajian Am Bersekutu dari Indiana University.



**MR. PERBAGARAN A/L KUPPUSAMY**  
Chief Risk Officer/  
Ketua Pegawai Risiko



Perbagaran is the Chief Risk Officer ensuring risks relating to credit, market, operational, asset liability and liquidity of CGC are identified, assessed, managed, monitored and reported to the senior management and the Board.

He joined CGC in August 2005 as the Head of Internal Audit. In March 2008, he was promoted to Senior Manager of Asset Management, in charge of Loan Monitoring and Rehabilitation, Claims and Subrogation and Recovery. In January 2012, he was promoted to Assistant General Manager.

He holds a Bachelor in Accounting from University Utara Malaysia. He is a Chartered Accountant (Malaysia), a Certified Internal Auditor (CIA) as well as an Associate Member of the Institute of Internal Auditors Malaysia and Malaysian Institute of Accountants. He also holds an Advance Credit Enhancer (ACE) qualification.

Perbagaran adalah Ketua Pegawai Risiko bertanggungjawab bagi memastikan risiko berkaitan dengan kredit, pasaran, operasi, aset liabiliti dan kecairan Perbadanan dikenal pasti, dinilai, diurus, dipantau dan dilaporkan kepada pengurusan kanan dan Lembaga Pengarah.

Beliau menyertai CGC pada bulan Ogos 2005 sebagai Ketua Audit Dalaman. Pada bulan Mac 2008, beliau telah dinaikkan pangkat kepada Pengurus Kanan Pengurusan Harta untuk mengawasi Pemantauan Pinjaman dan Pemulihan, Tuntutan dan Subrogasi dan Pemulihan. Pada Januari 2012 beliau telah dinaikkan pangkat kepada Penolong Pengurus Besar.

Beliau memegang Ijazah Sarjana Muda Perakaunan dari Universiti Utara Malaysia. Beliau adalah seorang Akauntan Bertauliah (Malaysia), seorang Juruaudit Dalaman Bertauliah (CIA) dan juga ahli bersekutu Institut Juruaudit Dalaman Malaysia dan Institut Akauntan Malaysia. Beliau juga memiliki kelayakan Advance Credit Enhancer (ACE).

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#### **ENCIK ABDUL TALIB DEWA**

Senior Vice President, Asset Management/  
Naib Presiden Kanan, Pengurusan Harta

Abdul Talib Dewa is the Senior Vice President, Asset Management for management and performance of asset management to be in line with the Management's expectations. He also formulates strategies to improve productivity and asset quality of CGC.

He joined CGC as the Assistant General Manager, Credit in February 2010. He was assigned as Assistant General Manager of Asset Management in February 2012.

He has 22 years of banking experience in the field of credit management, commercial and corporate banking. He has worked in various local banking institutions.

He earned his Bachelor of Economics degree from University Utara Malaysia (UUM) in 1988.

Abdul Talib Dewa adalah Naib Presiden Kanan, Pengurusan Harta yang mengawasi pengurusan dan prestasi pengurusan harta selaras dengan jangkaan pihak Pengurusan. Beliau juga bertanggungjawab dalam merangka strategi untuk meningkatkan produktiviti dan kualiti aset CGC.

Beliau menyertai CGC sebagai Penolong Pengurus Besar, Kredit pada Februari 2010. Pada bulan Februari 2012, beliau telah ditugaskan sebagai Penolong Pengurus Besar Pengurusan Harta.

Beliau mempunyai 22 tahun dalam bidang perbankan dalam bidang pengurusan kredit, komersil dan perbankan korporat. Beliau telah bekerja dalam pelbagai institusi perbankan tempatan.

Beliau memperoleh Ijazah Sarjana Muda Ekonomi dari Universiti Utara Malaysia (UUM) pada tahun 1988.

**RAJA TAUFIK AZAD BIN AHMAD SUHAIMI**  
Senior Vice President, Product And  
Bumiputera Development/  
Naib Presiden Kanan, Produk Dan  
Pembangunan Bumiputera



Raja Taufik Azad is the Senior Vice President, Product and Bumiputera Development.

His responsibilities include increasing Bumiputera loan growth and identifying business opportunities in developing new products as well as reviewing the performance of existing products.

He joined CGC in November 2013 as Assistant General Manager, Product and Bumiputera Development. Prior to joining CGC, he was involved in investment promotion efforts for various industry sectors and regional areas representing Federal and State level investment promotional agencies.

He holds a BSc in Economics from Purdue University, U.S.A.

Raja Taufik Azad adalah Naib Presiden Kanan, Produk dan Pembangunan Bumiputera.

Tanggungjawab beliau termasuk meningkatkan pertumbuhan pinjaman Bumiputera dan mengenal pasti peluang-peluang perniagaan dalam membangunkan produk baru serta mengkaji semula prestasi produk yang sedia ada.

Beliau menyertai CGC pada November 2013 sebagai Penolong Pengurus Besar, Produk dan Pembangunan Bumiputera. Sebelum menyertai CGC, beliau terlibat dalam promosi pelaburan untuk pelbagai sektor industri dan kawasan wilayah yang mewakili agensi promosi Persekutuan dan pelaburan peringkat negeri.

Beliau memegang Ijazah Sarjana Muda Ekonomi dari Purdue University, Amerika Syarikat.

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**CIK NORAISHAH JAMALUDIN**  
Chief Internal Auditor/  
Ketua Audit Dalam

Noraishah Jamaludin is the Chief Internal Auditor and her primary role is to assist the Board, Board Governance and Audit Committee and Management in the effective discharge of their responsibilities in establishing cost effective controls, assessing risks, recommending measures to mitigate those risks and assuring proper governance process.

She joined CGC in December 2006 as the Assistant Manager of Internal Audit. In August 2013, she was promoted to Chief Internal Auditor. Cik Noraishah has several years of experience working with financial institutions in the field of audit, credit, collections, operations and branch management.

She holds a Bachelor of Economics (Accounting) from The Flinders University of South Australia. She holds an Advance Credit Enhancer (ACE) qualification and she is also an Associate Member of the Institute of Internal Auditors Malaysia.

Noraishah Jamaludin adalah Ketua Audit Dalam dan peranan utama beliau adalah untuk membantu Lembaga Pengarah, Tadbir Urus Lembaga Pengarah dan Jawatankuasa Audit dan Pengurusan dalam melaksanakan tanggungjawab mereka bagi mewujudkan kawalan kos yang berkesan, menilai risiko, menyarankan langkah untuk mengurangkan risiko dan memastikan proses tadbir urus yang dilakukan dengan tepat.

Beliau menyertai CGC pada Disember 2006 sebagai Penolong Pengurus Audit Dalam. Pada bulan Ogos 2013, beliau telah dinaikkan pangkat kepada Ketua Juruaudit Dalam. Cik Noraishah mempunyai beberapa tahun pengalaman bekerja dengan institusi kewangan dalam bidang audit, kredit, koleksi, operasi dan pengurusan cawangan.

Beliau memegang Ijazah Sarjana Muda Ekonomi (Perakaunan) dari The Flinders University of South Australia. Beliau memegang kelayakan Advance Kredit Enhancer (ACE) dan merupakan Ahli Bersekutu Institut Juruaudit Dalam Malaysia.

**CIK ROHAYA YAZIZ**  
Company Secretary/  
Setiausaha Syarikat



Rohaya Yaziz is the Company Secretary overseeing corporate secretarial and corporate governance functions.

She joined CGC as Head of Legal in February 2012 and was appointed as the Company Secretary in December 2013.

She holds a LLB (Hons) degree from Universiti Teknologi MARA. She was admitted as an Advocate and Solicitor of High Court of Malaya on 4th October 2002.

She was in legal practice for six years specialising in both litigation and conveyancing before joining corporate legal with private and public companies. Her last position prior to joining CGC was as Senior Legal Manager of Manulife Berhad rendering legal advisory services to its group of companies.

She has experience in property development, oil and gas, banking, finance, insurance and capital market industries.

Rohaya Yaziz adalah Setiausaha Syarikat yang bertanggungjawab dalam tadbir urus dan kesetiausahaan korporat.

Beliau menyertai CGC sebagai Ketua Perundangan pada bulan Februari 2012 dan seterusnya dilantik sebagai Setiausaha Syarikat pada Disember 2013.

Beliau memegang ijazah LLB (Kepujian) dari Universiti Teknologi MARA. Beliau telah diterima masuk sebagai Peguambela dan Peguamcara Mahkamah Tinggi Malaya pada 4 Oktober 2002.

Beliau terlibat dalam bidang guaman selama enam tahun dengan pengkhususan dalam bidang litigasi dan urusan pindah hak milik tanah sebelum menceburi bidang perundangan korporat dengan syarikat-syarikat awam dan swasta. Jawatan terakhir beliau sebelum menyertai CGC adalah sebagai Pengurus Kanan Undang-Undang yang bertanggungjawab memberikan khidmat nasihat guaman kepada kumpulan syarikat Manulife Berhad.

Beliau juga mempunyai pengalaman dalam industri pembangunan hartanah, minyak dan gas, perbankan, kewangan, insuran dan pasaran modal.

# STATEMENT ON CORPORATE GOVERNANCE

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## INTRODUCTION

The Board Members of Credit Guarantee Corporation Malaysia Berhad (CGC) is committed in achieving the highest standards of business integrity, ethics and professionalism across the Corporation's activities.

The Board strives to adopt the full compliance of the Companies Act 1965 and the corporate governance principles under the Malaysian Code on Corporate Governance 2012 in order to ensure that the business and affairs of the Corporation are conducted and managed towards enhancing business prosperity and corporate accountability with the ultimate objective of realising long-term shareholder value, whilst taking into account the interests of other stakeholders is enhanced and safeguarded at all times with the highest degree of accountability and transparency.

## BOARD COMPOSITION

In 2013, there were changes to the Board's composition. Dato' Agil Natt was appointed as the Board's Chairman on 18 June 2013 after the resignation of Dato' Sri Abdul Hamidy Abdul Hafiz on 1 June 2013. Dato' Sri Abdul Hamidy had served the Board since November 2011. Dato' Agil Natt brings with him vast experience in the area of corporate and investment banking as well as corporate and Islamic financing. He holds a Bachelor of Science in Economics (Hons) from Brunel University and Master of Science in Finance from Cass Business School, London. He had also attended the Advance Management Programme (AMP 163) at Harvard Business School.

To further strengthen the Board's portfolio diversification, Dato' Hj. Syed Moheeb bin Syed Kamarulzaman was appointed as Non-Executive Director on 15th January 2014. Datuk Mohd Nasir Ahmad and Encik Mohamed Rashdi bin Mohamed Ghazalli was then appointed as Non-Executive Directors on 3 March 2014.

Dato' Hj. Syed Moheeb is a chartered insurance practitioner, an Associate of the Malaysian Insurance Institute as well as a Practising Member of the Association of Chartered Islamic Finance Professionals (ACIFP). His career in the conventional insurance, reinsurance and takaful industry spans 37 years where he has helmed several local and multi-national direct

insurance and reinsurance companies. A familiar face in the lecture circuit, Dato' Hj. Syed Moheeb has spoken in many insurance and takaful forums in Europe, Middle East, North Africa and Asia.

Datuk Mohd Nasir is a chartered accountant, a fellow of the Association of Chartered Certified Accountants (ACCA) United Kingdom and a Chartered Accountant with the Malaysia Institute of Accountants (MIA). He was also elected as a member of the ACCA UK Council. His career in the finance and accountancy industries span 35 years where he has helmed several Government-Linked-Companies (GLC) such as Perbadanan Usahawan Nasional Berhad (PUNB) and Permodalan Kebangsaan Berhad.

En. Mohamed Rashdi Mohamed Ghazalli is well known as a prominent figure in the area of economics and investment. He serves as an independent director of Malaysia Venture Capital (Mavcap) Berhad as well as Barclays Capital Management Malaysia Sdn Bhd. With his broad experience in the field of strategy and economics, IT and large scale project management, he held several key positions in Telecoms Australia in Melbourne, Coopers & Lybrand in London, PWC Consulting (East Asia), IBM Consulting and PricewaterhouseCoopers Malaysia.

## BOARD AND MANAGEMENT COMMITTEES

### a) Attendance of Directors at Main Board

For the financial year ended 31 December 2013, a total of seven (7) Board meetings were held and the directors' attendance record is as follows:

| No. | Director  | Number of Times | %   |
|-----|---|-----------------|-----|
| 1   | Dato' Sri Abdul Hamidy Abdul Hafiz<br><i>(resigned as Chairman on 1/6/2013)</i> | 3/3             | 100 |
| 2   | Dato' Agil Natt<br><i>(appointed on 18/6/2013 as Chairman)</i>                  | 4/4             | 100 |
| 3   | Dato' Mohd Hanif Sher Mohamed   | 6/7             | 86  |
| 4   | Encik Md. Yusof Hussin  | 6/7             | 86  |
| 5   | Datuk Zaiton Mohd Hassan  | 6/7             | 86  |
| 6   | Datuk Wan Azhar Wan Ahmad   | 7/7             | 100 |
| 7   | Datuk P. Kasi   | 7/7             | 100 |
| 8   | Datuk David Chua Kok Tee<br><i>(appointed on 15/2/2013)</i>                     | 6/6             | 100 |
| 9   | Encik Jeffrey Chew Sun Teong<br><i>(appointed on 15/2/2013)</i>                 | 4/6             | 67  |

### b) Attendance of Directors and Management at Board Committees

#### 1.0 Board Governance and Audit Committee

The primary function of the Board Governance and Audit Committee is to oversee that the Corporation's financial reporting and disclosure is conducted in a transparent manner and audit processes are in line with the recommended best practices in standard auditing practices, legal and regulatory requirements as well as corporate governance standards. The Committee also advises and makes recommendations for improvement to the Board on matters pertaining to accounting, financial reporting practices and internal controls of the Corporation. This is to ensure that the Corporation maintains a sound internal control environment through the adoption of a comprehensive audit reporting system.

#### Duties and Responsibilities

The Committee assists the Board in its oversight role with respect to the following:

- i. The quality and integrity of financial information;
- ii. The effectiveness of the Corporation's internal control and compliance practices;
- iii. The external auditor's performance, qualifications and independence;
- iv. The performance of the Corporation's internal audit function; and
- v. The Corporation's compliance with legal and regulatory requirements.

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## Attendance For The Year 2013

During the 1st quarter of 2013, the Audit Committee comprises of (2) members with Encik Md. Yusof Hussin being the Chairman before the Corporation made changes to the Board of Directors with Datuk Zaiton Mohd Hassan being elected for the Chairman position together with the election of (3) new directors for throughout the remaining of 2013. The Audit Committee also being renamed as Board of Governance and Audit Committee. During the year under review, a total of six (6) Board Governance and Audit Committee meetings were held with committee members' attendance as follows:

| No. | Director                            | Number of Times | %   |
|-----|-------------------------------------|-----------------|-----|
| 1   | Datuk Zaiton Mohd Hassan (Chairman) | 6/6             | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed       | 3/3             | 100 |
| 3   | Datuk P. Kasi                       | 3/3             | 100 |
| 4   | Datuk David Chua Kok Tee            | 3/3             | 100 |
| 5   | Encik Md. Yusof Hussin              | 3/3             | 100 |

## 2.0 Board Investment Committee

The Board Investment Committee determines the strategic direction of the Corporation's investments by reviewing the asset allocation and investment portfolio annually or sooner, if need be, and this is achieved by considering current and future macroeconomic events and the risk-return appetite of the Corporation.

## Duties and Responsibilities

The main duties and responsibilities of the Board Investment Committee are as follows:

- i. To review performance of investment portfolio;
- ii. To review limits/targets, tenure and term structure as well as market concentration limits for each asset class;
- iii. To ensure that regular and adequate reporting and internal control systems are in place; and
- iv. To deliberate on investment recommendations made by the Management.

## Attendance For The Year 2013

The Board Investment Committee comprises of four (4) members. During the year under review, a total of four (4) Investment Committee meetings were held with committee members' attendance as follows:

| No. | Director                          | Number of Times | %   |
|-----|-----------------------------------|-----------------|-----|
| 1   | Encik Md. Yusof Hussin (Chairman) | 4/4             | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed     | 4/4             | 100 |
| 3   | Datuk Wan Azhar Wan Ahmad         | 4/4             | 100 |
| 4   | Mr. Jeffrey Chew Sun Teong        | 3/4             | 75  |



### 3.0 Board Risk Management Committee

The Board Risk Management Committee assists the Board in providing a focused forum to deliberate and decide on issues pertaining to risk management. The Committee plays the role of an advisor who assists the Board in identifying, assessing, managing and controlling risks in areas of credit, market, liquidity, operational, legal and any other risks of the Corporation, to ensure that an effective management process is in place. Meeting on a regular basis, the Committee constantly reviews and assesses the Corporation's existing risk management framework and makes recommendations to the Board so as to ensure that the Corporation adopts a holistic approach when dealing with risk management issues.

#### Duties and Responsibilities

The following are the duties and responsibilities of the Board Risk Management Committee:

- i. To provide direction on the overall risk management strategy of the Corporation;
- ii. To review policies and procedures for effective identification, measurement, monitoring and control of the Corporation's risk exposures;
- iii. To review the Management's compliance with established policies and procedures in relation to risk management;
- iv. To review credit authorisation limits for certain employees of the Corporation in accordance with policies and procedures approved by the Board;
- v. To review the Management's assessment of compliance with applicable laws and regulations; and
- vi. To examine any other matters related to risk management referred to it by the Board.

### Attendance For The Year 2013

The Board Risk Management Committee comprises of six (6) members in first quarter of 2013 before the Corporation revised the committee to four (4) members by excluding Dato' Mohd Hanif Sher Mohamed and Datuk Zaiton Mohd Hassan for the rest of 2013. During the year under review, a total of six (6) Board Risk Management Committee meetings were held with committee members' attendance as follows:

| No. | Director  | Number of Times | %   |
|-----|---|-----------------|-----|
| 1   | Datuk P. Kasi<br><i>(appointed as Chairman on 29/3/2013)</i>                | 4/4             | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed<br><i>(resigned as Chairman on 29/3/2013)</i> | 2/2             | 100 |
| 3   | Encik Md. Yusof Hussin<br><i>(appointed on 29/3/2013)</i>                   | 4/4             | 100 |
| 4   | Datuk David Chua Kok Tee<br><i>(appointed on 29/3/2013)</i>                 | 3/4             | 75  |
| 5   | Encik Jeffrey Chew Sun Teong<br><i>(appointed on 29/3/2013)</i>             | 4/4             | 100 |
| 6   | Datuk Zaiton Mohd Hassan<br><i>(resigned on 29/3/2013)</i>                  | 2/2             | 100 |

## 4.0 Board Bumiputera Development Committee

The Board Bumiputera Development Committee provides strategic guidance and direction with regard to the development of viable Bumiputera entrepreneurs under the Corporation's various programmes. The Committee also oversees matters related to the management and operations of special fund allocated for the benefit of Bumiputera entrepreneurs and the overall development program for Bumiputera entrepreneurs.

### Duties and Responsibilities

The following are the duties and responsibilities of the Board Bumiputera Development Committee:

- i. To ensure that Bumiputera entrepreneurs are provided the necessary access to financing at reasonable cost;
- ii. To ensure that the special funds is well-managed and channeled to eligible Bumiputera entrepreneurs;
- iii. To ensure appropriate policies and procedures are established for the management and operation of the special funds;
- iv. To review and recommend to the Board or appropriate authorities on policies and procedures with regard to development of Bumiputera entrepreneurs;
- v. To oversee programmes for the development of Bumiputera entrepreneurs and provide advisory services; and
- vi. To deliberate and recommend on any other matters related to Bumiputera entrepreneurs referred to it by the main Board.

## Attendance For The Year 2013

The Board Bumiputera Development Committee comprises of five (5) members. During the year under review, a total of four (4) Bumiputera Development Committee meetings were supposed to held last year but there was a request to reduce the frequency of the meeting from quarterly to bi-annually. The proposal was not agreed by Bank Negara Malaysia (BNM). As such there is one meeting short, and the meeting was resumed quarterly with committee members' attendance as follows:

| No. | Director                                 | Number of Times | %   |
|-----|--|-----------------|-----|
| 1   | Dato' Mohd Hanif Sher Mohamed (Chairman) | 3/3             | 100 |
| 2   | Encik Md. Yusof Hussin                   | 3/3             | 100 |
| 3   | Datuk Zaiton Mohd Hassan                 | 3/3             | 100 |
| 4   | Datuk Wan Azhar Wan Ahmad                | 3/3             | 100 |
| 5   | Datuk David Chua Kok Tee                 | 1/3             | 33  |

## 5.0 Board Nomination & Remuneration Committee

The Board Remuneration Committee was renamed as Board Nomination & Remuneration Committee effective January 2012. In line with this change, its role was also expanded accordingly to include nomination as one of its key duties.

The objectives of the Board Nomination & Remuneration Committee are to assist the Board on the followings:

- i. The appointment and remuneration of Directors and Chief Executive Officer and/or Executive Director (if any) as well as the assessment of effectiveness of individual Directors, Board, Board Oversight Committees and the assessment on the performance of Chief Executive Officers and/or Executive Directors (if any) and Senior Management Officers;
- ii. The Corporation's key policies, strategies and practices on human resources, Management succession plans, performance and reward system, business conduct and ethical behaviour of the employees.

#### **Duties and Responsibilities**

- i. The BNRC is empowered by the Board to review, decide and/or approve on the following matters:
  - a) Minimum requirements, required mix of skills, experience, qualification and other core competencies, terms and conditions of the employment contracts for the Senior Management Officers;  
"Senior Management Officers" shall refer to the Executive Vice President and Senior Vice President but shall not include Chief Executive Officer and/or Executive Director (if any).
  - b) Appointment, termination and renewal of the contract of employment and the performance evaluation of Senior Management Officers;
  - c) The succession planning for Senior Management Officers;

- d) Implementation and review on the Directors Training Program in order for the Directors to keep abreast with the latest developments in the industry; and
  - e) Engagement of consultant/advisor to provide professional service and information in the furtherance of BNRC duties at the Corporation's expense, so as to ensure the BNRC Members are able to make informed decisions and recommendation to the Board.
- ii. The BNRC is responsible to review/assess and recommend the following matters to the Board:
    - a) Overall composition of the Board, in terms of the appropriate size skills and the balance between Chief Executive Officer and/or Executive Director (if any), Non-Executive Directors and Independent Directors;
    - b) Minimum requirements for the Board, the required mix of skills, experience, qualification and other core competencies required of a Director;
    - c) Minimum requirements for the Chief Executive Officer and/or Executive Director (if any), the required mix of skills, experience, qualification and other core competencies required of a Chief Executive Officer and/or Executive Director (if any);
    - d) Nominees for Directorship, Board Oversight Committees Membership, Chief Executive Officer and/or Executive Director (if any) and the Company Secretary (where applicable the assessments for reappointment);

# STATEMENT ON CORPORATE GOVERNANCE

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- e) Framework of remuneration for Directors and Chief Executive Officer and/or Executive Director (if any) for the Board's approval whereby the framework will cover all aspects of remuneration including director's fees, salaries, allowances, bonuses and benefits-in-kind;
- f) Mechanism for 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 Oversight Committees and the performance of the Chief Executive Officer and/or Executive Director (if any) whereby the annual assessment will be conducted based on objective performance criteria which is approved by the Board;
- g) Removal of Director or Chief Executive Officer and/or Executive Director (if any) from the Board or Management if the Director or Chief Executive Officer and/or Executive Director (if any) is ineffective, errant and negligent in discharging his/her responsibilities; and
- h) Corporation's key human resource policies, strategies, performance and reward system to foster ethical employee business conduct and behaviour, employee commitment to the operations of the Corporation and a high degree of employee satisfaction.

## Attendance For The Year 2013

The Board Nomination & Remuneration Committee comprises of six (6) members. During the year under review, a total of five (5) Board Nomination & Remuneration Committee meetings were held with Committee Members' attendance as follows:

| No. | Director   | Number of Times | %   |
|-----|--|-----------------|-----|
| 1   | Dato' Sri Abdul Hamidy Abdul Hafiz<br><i>(resigned as Chairman on 1/6/2013)</i>                    | 2/2             | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed<br><i>(resigned during Board 282nd on 11th July 2013)</i>            | 4/4             | 100 |
| 3   | Dato' Agil Natt<br><i>(appointed during Board 282nd on 11th July 2013 as Chairman)</i>             | 1/1             | 100 |
| 4   | Datuk P. Kasi<br><i>(appointed during Board 280th on 29th March 2013 as member)</i>                | 2/3             | 67  |
| 5   | Datuk Zaiton Mohd Hassan<br><i>(appointed during Board 280th on 29th March 2013 as member)</i>     | 3/3             | 100 |
| 6   | Encik Jeffrey Chew Sun Teong<br><i>(appointed during Board 280th on 29th March 2013 as member)</i> | 2/3             | 67  |

## c) Management Committees

The main role of the Management Committees is to be the primary source of direction and decision-making for the operating departments of the Corporation. They build the framework which all departments work in to ensure proper management of issues faced by the Corporation and that all appropriate decisions are made to mitigate them. There were a total of 12 Management Committees in the year under review. They are as listed below:

1. Management Committee
2. Business Development Committee
3. Administrative and Operational Committee
4. Management Loan Committee
5. Management Claims Committee
6. Information Technology Committee
7. Information Technology Steering Committee
8. Operational Risk Management Committee
9. Audit Compliance Committee
10. Credit Risk Management Committee
11. Special Asset Management Committee
12. Business Continuity Plan Committee

## SHAREHOLDERS

The Board and Management team recognize the importance of maintaining transparency, consistency and accountability to its shareholders and adhering to the corporate governance framework in order to ensure continued success of the Corporation. In this regard, the Corporation is committed to ensure timely dissemination of key information to shareholders.

At each Annual General Meeting, the Board takes pleasure in presenting the progress and performance of the Corporation's business. The Board values dialogue with shareholders and appreciates the keen interest of shareholders in the Corporation's performance. Shareholders are encouraged to participate in

the Q&A sessions on the proposed resolutions or about the Corporation's operations in general. The Board of Directors as well as the External Auditors of the Corporation are also present to respond on the shareholders' inquiries raised during the meeting.

The publication of the Annual Report and the Corporation's website [www.cgc.com.my](http://www.cgc.com.my) represent the other channels of communication made available to shareholders to ensure they have convenient and easy access to vital information on the Corporation's financial performance and major initiatives for the year.

## BOARD'S RESPONSIBILITY ON INTERNAL AUDIT

Internal audit is an essential aspect of corporate governance which enables the effective operation of the Corporation. Through this process, the Corporation may obtain reasonable assurance that its operations are conducted as planned. Therefore, the Board is committed to conduct regular and constant review of the Corporations' audit system in efforts to ensure the effectiveness and efficiency of its operations. The Board is tasked to provide constructive feedback to ensure the adequacy of the internal control system, compliance to established policies and processes, as well as the transparency of the decision-making process, all of which have important bearing on the Corporation's business performance and integrity as an organisation.

## INTERNAL AUDIT

The internal audit process is a necessary process undertaken by the Corporation to obtain independent and objective assurance that effective risk and control elements of the overall corporate governance framework are in place. The task of conducting an internal audit lies on the Internal Audit Department who conducts an audit on the operations of the various departments in order to review the adequacy and effectiveness of their internal control systems, quality of operating performance compared with established standards and the information system, whether it is functioning as intended and from the analysis, provide their recommendations accordingly.

## MESSAGE FROM THE CHAIRMAN

Dear Shareholders,

On behalf of the Board of Directors, it gives me great pleasure to present the Annual Report of Credit Guarantee Corporation Malaysia Berhad (CGC) for the financial year ended 31 December 2013. This is my first message as the Chairman and I would like to thank the Board of Directors and Bank Negara Malaysia for giving me the opportunity to steer the Corporation to greater heights.

► **Dato' Agil Natt**  
Chairman



It is heartening to note that the Corporation's efforts in enhancing the viable and underserved small and medium enterprises' (SMEs) access to financing through innovative products and services has had a significant impact on its SME outreach. The amount of loan guaranteed in 2013 increased by 45% (RM1.5 billion) compared to the corresponding year of RM1.1 billion. Since its inception in 1972, the Corporation has guaranteed 422,585 SME loans valued at RM52.9 billion.

The Corporation has also performed remarkably well in terms of its financial performance. It had recorded total operating income of RM281.7 million with a net profit of RM121.1 million. I am particularly pleased to highlight here that the Corporation had posted four consecutive years of profitable growth beginning with the year 2010.

With strong financial performance and prudent management in recent years, the Corporation was able to further strengthen and maintain a healthy financial position in performing its mandate. This was evident in its ability to repay RM700 million loan provided by Bank Negara Malaysia as per the stipulated timeline in November 2013, a move that would strike a chord with the Government's call for Government-linked Companies (GLCs) and agencies to be financially self-sustainable. To date, the Corporation has repaid RM2.2 billion of Bank Negara Malaysia's loans, a reflection of its financial strength. Repayments of these loans will not affect the Corporation's ability to continue providing credit guarantees to the SMEs at reasonable cost with its healthy capital base.

### WIDER FINANCIAL INCLUSION

According to Bank Negara Malaysia's Annual Report 2013, SME financing remained robust with approvals and disbursements posting double-digit growth with large proportion of the loans channeled to the wholesale and retail trade as well as manufacturing sectors. Financing to SMEs increased to 42.1% of total business financing as at end 2013. It is hardly surprising to note that Malaysia has been ranked at pole position in terms of access to credit for five (5) consecutive years (2009-2013) by World Bank's 'Doing Business Report 2013'.

To further enhance access to financing for viable SMEs whilst widening its SME outreach, the Corporation focused on delivering innovative products to meet the SMEs as well as its banking partners immediate and long term expectations. In pursuit of these goals, the Corporation had forged strategic partnership with two (2) financial institutions (FI) including an Islamic FI during the year to offer financing on a portfolio guarantee (PG) basis. In fact, the signing of the PG agreement with an Islamic FI was a major breakthrough for the Corporation. It was the first Islamic Portfolio Guarantee Scheme in the country, an effort to expand Islamic business financing in line with the Government's plans to position Malaysia as an International Islamic financial hub.

Under the award winning Portfolio Guarantee scheme, SMEs are able to secure financing including the Shariah-compliant financing facility faster as approval of guarantees and disbursement of loans are facilitated through a set of pre-determined eligibility criteria and simplified application procedures and documentation. With an extensive network of branches nationwide, both these institutions provided the Corporation with greater access to new market segments especially the smaller businesses. We believe other financial institutions will find these feature attractive and encourage them to participate in the Portfolio Guarantee scheme.

The Corporation had also stepped up its efforts to further facilitate Bumiputera SMEs' access to financing, a move that is in line with the national Bumiputera development agenda. In this direction, the Corporation had launched a new guarantee scheme designed for the Bumiputera SMEs, offering customised financing facility with higher guarantee coverage and at competitive fees.

The Corporation also reaffirmed its commitment to ensure the successful implementation of the Green Technology Financing Scheme (GTFS). As one of two (2) implementation agencies mandated to manage RM3.5 billion of GTFS funds established by the Government in 2010, it has approved a total of 122 applications worth RM1.5 billion. More efforts will be made to create increased awareness of the scheme and also disbursement as it still has a fund balance of RM2.0 billion as at June 2014.

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To commemorate its 40th Anniversary and also to manage perception of its key stakeholders namely the Government, shareholders, trade and business chambers and the SMEs, the Corporation undertook the publication of a book entitled 'Catalysing SME Growth.' The book documented its 40-year journey, a compelling story of the first fully dedicated SME-support institution that had shaped the SME sector landscape of Malaysia to a significant extent. As a developmental financial institution initiated by Bank Negara Malaysia in 1972, the Corporation was inspired by similar bodies that were set up by the World Bank and central banks around the world which had been successful in helping to improve the accessibility to financing by businesses.

### FUTURE DIRECTION

The year 2014 and beyond looks promising for the SMEs as they are expected to play a pivotal role in spurring greater economic growth and in transitioning Malaysia into a high income nation by 2020. The substantial allocation of RM3.4 billion in the 2014 National Budget for SME development and increased number of financial institutions getting into the SME market segment providing higher unsecured lending speaks volumes of the SMEs' critical role in the economy and the potential in SME financing respectively.

Considering the increasing focus on the SMEs as the engine of economic growth, the Corporation will continue to strive to deliver the best to the SMEs and the participating financial institutions going forward. In line with this, several key initiatives have been outlined for implementation in 2014. To assist SMEs who are highly sensitive to the escalating cost of doing business, the Corporation had introduced the rebate mechanism early this year. The rebate in the form of a discount in guarantee fees are being offered to eligible customers who have maintained good credit track record. The ultimate objective of the rebate mechanism is to promote a sound credit culture amongst the SMEs in the country. The Corporation is also in continuous discussion with participating institutions to lower the cost of borrowing. In addition to that, the Corporation is considering lowering the guarantee fees on selected guarantee schemes to help ease the cost of borrowing for the SMEs.

To reaffirm its commitment to enhance financing for all levels of SMEs in the country, the Corporation will continue to explore opportunities to foster strategic partnerships with more financial institutions to offer the highly successful Portfolio Guarantee scheme as well as the wholesale guarantee for unsecured business financing. The wholesale guarantee concept mooted by the Corporation provided a new edge for the banking industry by reducing risk on books of the financing institution and freeing up capital to allow increased capacity for more SME financing. The wholesale guarantee augured well for the development of the unsecured business financing in Malaysia.

The Corporation has also resolved to provide a higher level of access to financing for the marginal but potentially viable Bumiputera SMEs. In this connection, we are in negotiation with several participating banks to provide higher level of financing to Bumiputera SMEs in consideration of the Corporation's higher guarantee coverage. To this effect, it has entered into a Portfolio Guarantee agreement with a leading bank to ensure the Bumiputera SMEs not only enjoy wider financing options but also have quicker access to the much needed funds. In anticipation of increasing demand for Shariah-compliant financing schemes, the Corporation is also stepping up its efforts to establish strategic partnerships with more Islamic financial institutions.

In line with its new brand positioning 'Powering Malaysian SMEs', the Corporation is gearing itself to champion the underserved SME segment especially the Start Ups. Special products and advisory services are being designed to cater to this market segment. To create greater awareness and ensure the Corporation is 'top-of-mind' brand name amongst the SMEs for access to financing, it has embarked on a year-long media advertising campaign. It is expected to improve on the Corporation's brand awareness and understanding of its role as the leading facilitator of SME financing in the country.



The Corporation will also continue with its efforts to create greater awareness of the importance of maintaining good credit track record and a sound credit culture amongst the SMEs. Through its subsidiary, Credit Bureau Malaysia, the Corporation had been actively assisting SMEs, in particular its borrowers, to build a credit history and track record to further enhance their credibility and bankability to enable them to negotiate with credit grantors on their own merit and secure the required financing and at reasonable cost. The Bureau operates as a central databank of credit information on SMEs and generates independent credit ratings, business and credit reports from the available data. SMEs can also benefit from using the Bureau's report as a self-evaluation tool of their current credit standing.

As part of its Corporate Social Responsibility initiative, the Corporation will be exploring potential collaboration with entrepreneurship development centres at institutions of higher learning to nurture students into enterprising individuals. This strategic collaboration will pave the way for the young students to develop their skills in entrepreneurship through the establishment of Entrepreneur Development Centers and Universities' modules.

### ACKNOWLEDGEMENT

I would like to express my sincere appreciation to the Board of Directors for their invaluable insights and support in helping us chart the future for the Corporation. Undeniably, it is with their continued support that the Corporation is able to achieve its desired goals.

I would like to welcome our new Board Members, Dato' Syed Moheeb Syed Kamarulzaman, Datuk Mohd Nasir bin Ahmad, and Encik Mohamed Rashdi Mohamed Ghazalli, who joined the Board in January and March 2014 respectively. We are confident that with their stellar credentials and vast experience in varied fields, they will bring with them a wealth of knowledge and expertise that would benefit the Corporation immensely. We look forward to their contributions for many years to come.

I would also like to take this opportunity to record our sincere appreciation to my predecessor, Dato' Sri Abdul Hamidy Abdul Hafiz for providing guidance and advice to the Board from November 2011 till 1st June 2013. Our appreciation also goes to three (3) Board members, Dato' Mohd Hanif Sher Mohamed, Encik Md. Yusof Hussin and Datuk P. Kasi who have completed their terms of service and will be retiring after having served the Corporation since 2005. During their tenure, they were actively involved in the Board meetings, the various Board Oversight Committees as well as subsidiary and associate companies of the Corporation, offering expert advice, experience and leadership to help shape the Corporation to be what it is today. We are appreciative of their visionary contributions and dedication to move the Corporation forward and wish them all the best in their future endeavours.

I would also like to extend my sincere gratitude to Bank Negara Malaysia, Ministry of Finance, our partners in the banking industry, business and trade chambers as well as other stakeholders for their continued support and trust in the Corporation's ability to be the catalyst of SME growth in the country.

Last but not least, I wish to thank the management team and staff for their efforts, commitment and dedication to the Corporation.

**Dato' Agil Natt**

# MESSAGE FROM THE PRESIDENT/CHIEF EXECUTIVE OFFICER

The continued growth of all economic sectors driven mainly by domestic demand especially in the services sector that expanded by 5.9% and improving external conditions in the second half of the year with the economy expanding by 4.7%, had a positive effect on the Corporation's overall performance.

In the year 2013, the Corporation maintained its growth momentum on two of its main priorities i.e. expanding SME outreach and achieving financial sustainability. Its SME outreach improved by 45% with a total of 2,368 SMEs benefitting from RM1.5 billion of loans approved. Financing was availed to the SMEs largely through its main schemes such as the Enhancer and Direct Access Financing Scheme (DAGS), Portfolio Guarantee (PG) and the Bumiputera Entrepreneur Project Fund (TPUB-i).

On the financial sustainability agenda, it had again posted healthy profit, a development that augurs well for the Corporation's continued SME outreach agenda in particular its developmental role serving the underserved SME segment.

As the leading guarantee provider in the country, we constantly charter new ways to serve the SME sector better, strengthen our financial position and build foundations for future growth. Our initiatives to expand outreach via strategic alliances with leading local and foreign banks on the Portfolio Guarantee scheme defines the Corporation's ability to be an innovative partner in SME financing. With a turnaround time of three (3) days under the PG, the Corporation had enabled viable SMEs to gain quicker access to their much needed financing.

## FINANCING THE SMEs

In 2013, the SMEs continued to enjoy access to financing to expand and grow their business with the support of both the Government and the banking institutions. As at end-2013, for example, the existing special funds under Bank Negara Malaysia continued to ensure that availability of financing to SMEs in selected sectors such as food, manufacturing and services with a total of RM24.3 billion had been approved to more than 58,000 SMEs. Total financing outstanding to SMEs also stood at RM212.9 billion as at end-2013 with development financial institutions (DFIs) accounting for RM13.3 billion.

As for the Corporation, the year 2013 witnessed slower loan growth for the first four (4) months of the year as a result of slow business activity pre-13th general elections. Post elections, the demand for loans picked up momentum as the SMEs are known to be quick at adapting to the changing economic environment.

The SMEs continued to benefit from the guarantee schemes offered by CGC. The SMEs that had benefitted the most from the RM1.5 billion of financing were from the general businesses, manufacturing and agricultural sectors, representing 64.9% (1,537) of the 2,368 SME loans guaranteed. The improvement on SME outreach was achieved largely through its strategic partnerships with participating financial institutions in particular on portfolio guarantee. In collaboration with a participating Islamic financial institution, CGC had launched its first Islamic Portfolio Guarantee Scheme (Islamic PG), to enable SMEs to gain quicker access to a Shariah-compliant financing facility

## MESSAGE FROM THE PRESIDENT/ CHIEF EXECUTIVE OFFICER

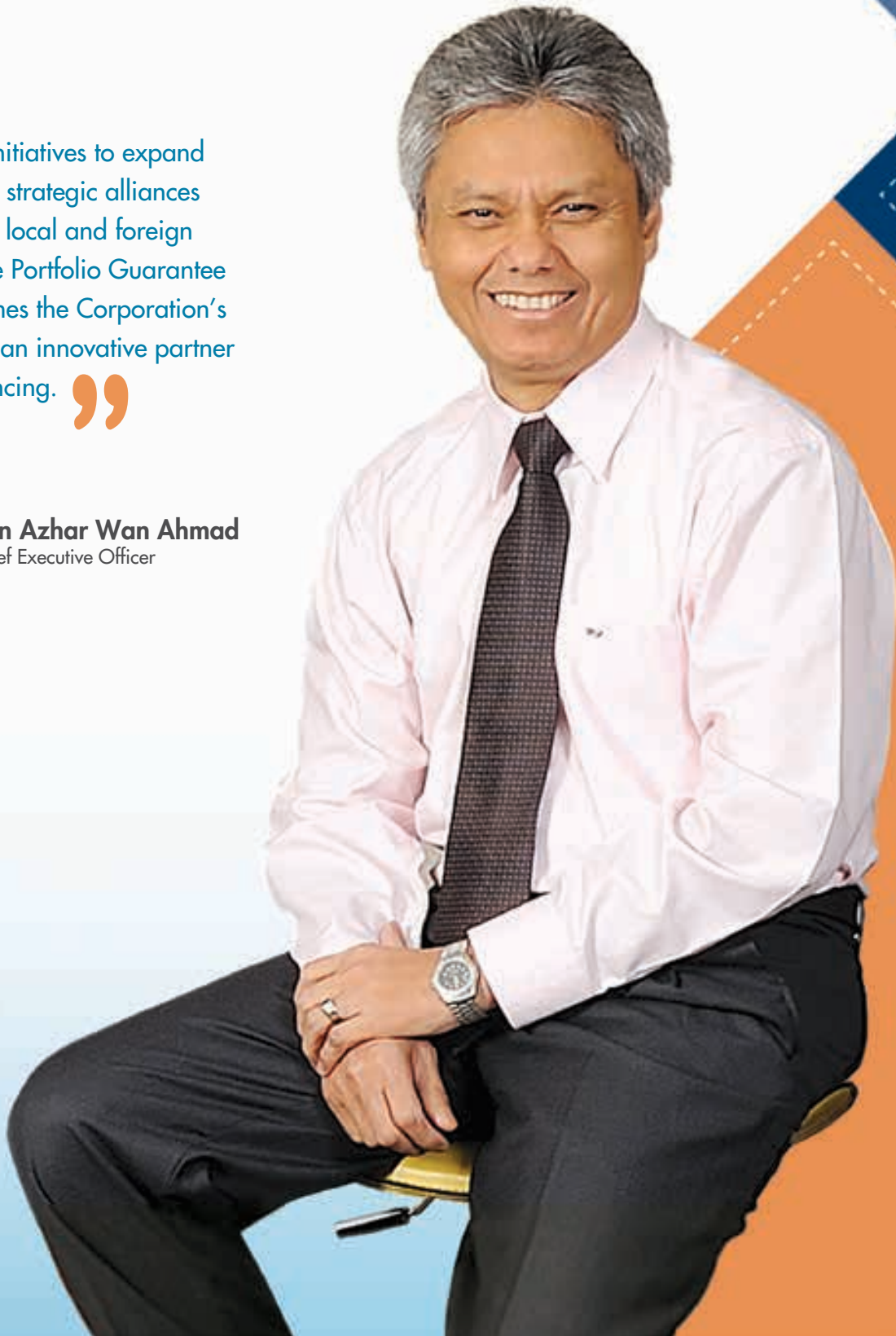
Powering Malaysian SMEs

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“ Our initiatives to expand outreach via strategic alliances with leading local and foreign banks on the Portfolio Guarantee scheme defines the Corporation’s ability to be an innovative partner in SME financing. ”

► **Datuk Wan Azhar Wan Ahmad**  
President/Chief Executive Officer



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that offers financing ranging from RM100,000 to RM800,000 with a tenure of between 36 to 84 months. It also forged PG partnership with a commercial bank to assist small businesses with loans ranging from a minimum of RM100,000 to a maximum of RM300,000 per SME customer for working capital as well as asset acquisition. Under the PG, faster turnaround time for approval of guarantees and disbursement of loans are facilitated through a set of pre-determined eligibility criteria and simplified application procedures and documentation. In 2013, the Corporation had approved a total of RM500 million via PG benefitting 679 SMEs.

In line with the national Bumiputera development agenda, CGC had undertaken the initiative to offer greater financing solutions for the Bumiputera SMEs including the Syariah-compliant schemes. It had introduced special schemes such as the Enhancer Bumi and Enhancer Bumi-i that offers higher guarantee cover of up to 90% of financing and at competitive guarantee fees. In addition to that, CGC had also forged strategic alliance with a leading local bank on Portfolio Guarantee scheme for Bumiputera SMEs to offer not only wider financial access and options but also higher amount of financing by providing higher guarantee cover and lower cost of borrowing. Under its Bumiputera Entrepreneur Project Fund (Tabung Project Usahawan Bumiputera-TPUB-i), CGC had provided RM123.8 million of financing to 161 Bumiputera SMEs in 2013. Cumulatively, CGC has guaranteed a total RM418 million worth of financing under TPUB-i benefitting more than 700 Bumiputera entrepreneurs since 2009.

As mandated, CGC also actively manages and implements Government-funded schemes that are targeted at specific sectors such as the Green Technology Financing Scheme (GTFS) and Intellectual Property Financing Scheme (IPFS) introduced in 2010 and 2013 respectively. CGC has reaffirmed its commitment to ensure the successful implementation of these schemes in particular the Green Technology Financing Scheme (GTFS). It had approved a total of 122 applications worth RM1.5 billion.

More efforts will be made to create increased awareness of the scheme and also the disbursement of funds as it still has a fund balance of RM2.0 billion as at June 2014. According to a Bank Negara survey conducted in January 2013, 36 banks or 58% of all banking institutions, including DFIs, participated in green technology financing, with an additional 10 banks indicating interest to support green technology financing under their business plans over the next three years.

### GUARANTEE SCHEMES

In 2013, the Corporation managed a total of 13 guarantee schemes, eight (8) of which fall under the Main Schemes category and five (5) under the Programmed Lending Schemes category.

The Corporation's schemes are listed as follows:

#### Main Schemes

1. Credit Enhancer Scheme (ENHANCER)
2. Credit Enhancer-i Scheme (ENHANCER-i)
3. SmallBiz Express Scheme (SBE)
4. Enhancer Excel Scheme\* (ENHANCER EXCEL)
5. Direct Access Guarantee Scheme Start-Up (DAGS Start-Up)
6. Enhancer Bumi (ENHANCER BUMI)
7. Enhancer Bumi-i (ENHANCER BUMI-i)
8. Enhancer Express Scheme (ENHANCER EXPRESS)

\* Replaced the Enhancer Direct Scheme (ENHANCER DIRECT) in 2013, which superseded the Direct Access Guarantee Scheme (DAGS) since October 2011.

#### Programmed Lending Schemes

1. Flexi Guarantee Scheme (FGS)
2. Franchise Financing Scheme (FFS)
3. Green Technology Financing Scheme (GTFS)
4. Green Technology Financing Scheme Islamic (GTFS-i)
5. Bumiputera Entrepreneur Project Fund (TPUB-i)

## Loans Guaranteed (By Schemes)

In 2013, the top two (2) guarantee schemes that made the most contribution to the overall loans growth were the GTFS and ENHANCER. Both these schemes collectively accounted for 44.9% (860 accounts valued at RM694.1 million) of the loans guaranteed.

The GTFS contributed 35 accounts valued at RM460.9 million, whereas the ENHANCER contributed 825 accounts valued at RM233.2 million.

## Loans Guaranteed (by Schemes)

| SCHEMES                           | 2013               |                | 2012               |                |
|-----------------------------------|--------------------|----------------|--------------------|----------------|
|                                   | Number of Accounts | Value (RM mil) | Number of Accounts | Value (RM mil) |
| <b>MAIN SCHEMES</b>               | <b>1,378</b>       | <b>405.8</b>   | <b>1,379</b>       | <b>347.2</b>   |
| ENHANCER                          | 786                | 222.9          | 814                | 246.9          |
| ENHANCER-i                        | 39                 | 10.3           | 106                | 39.2           |
| SBE                               | 51                 | 1.0            | 273                | 9.7            |
| DAGS                              | 277                | 94.5           | 113                | 39.7           |
| Others*                           | 225                | 77.1           | 73                 | 11.8           |
| <b>PROGRAMMED LENDING SCHEMES</b> | <b>49</b>          | <b>474.4</b>   | <b>99</b>          | <b>372.5</b>   |
| FGS                               | 6                  | 3.1            | 53                 | 11.9           |
| FFS                               | 8                  | 10.4           | 9                  | 6.9            |
| GTFS                              | 19                 | 242.9          | 18                 | 88.9           |
| GTFS-i                            | 16                 | 218.0          | 19                 | 264.8          |
| <b>FINANCING SCHEMES</b>          | <b>262</b>         | <b>165.6</b>   | <b>323</b>         | <b>161.4</b>   |
| TPUB-i                            | 161                | 123.8          | 157                | 94.3           |
| Direct Lending                    | 101                | 41.8           | 166                | 67.1           |
| <b>PORTFOLIO GUARANTEE</b>        | <b>679</b>         | <b>500.0</b>   | <b>351</b>         | <b>185.0</b>   |
| <b>TOTAL</b>                      | <b>2,368</b>       | <b>1,545.8</b> | <b>2,152</b>       | <b>1,066.0</b> |

\* Other DAGS schemes, Enhancer Excel, Enhancer Direct, Enhancer Express, Enhancer Bumi and Enhancer Bumi-i.

# MESSAGE FROM THE PRESIDENT/ CHIEF EXECUTIVE OFFICER

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### OPERATIONAL REVIEW

The operational review illustrates the number of loans and value guaranteed as categorised under all schemes.

#### 1. Direction of Lending by Sectors

The Corporation broadly categorises its portfolio into three (3) main sectors, namely general business, manufacturing and agriculture. The number of loans and value guaranteed under these sectors are as follows:

| Sector           | Number of Accounts | Amount (RM mil) |
|------------------|--------------------|-----------------|
| General Business | 2,050              | 1,200.3         |
| Manufacturing    | 288                | 275.0           |
| Agriculture      | 30                 | 70.5            |
| Total            | 2,368              | 1,545.8         |

#### 2. Distribution by State

The top three (3) states according to number of accounts and value guaranteed are as stated below:

| State                             | Number of Accounts | Amount (RM mil) |
|-----------------------------------|--------------------|-----------------|
| Selangor                          | 263                | 414.6           |
| Federal Territory of Kuala Lumpur | 227                | 112.7           |
| Johor                             | 157                | 123.1           |

#### 3. Range of Loan Size

The range of loan size and value approved under the two (2) main commercial schemes are as shown below:

| Range                     | DAGS |                | ENHANCER |                |
|---------------------------|------|----------------|----------|----------------|
|                           | No.  | Value (RM mil) | No.      | Value (RM mil) |
| RM100,000 and below       | 67   | 4.2            | 255      | 16.8           |
| RM100,001 – RM500,000     | 158  | 42.7           | 508      | 120.5          |
| RM500,001 – RM1,000,000   | 36   | 25.8           | 76       | 55.0           |
| RM1,000,001 – RM2,000,000 | 16   | 21.8           | 23       | 31.3           |
| RM2,000,001 and above     | –    | –              | 11       | 30.7           |
| Total                     | 277  | 94.5           | 873      | 254.3          |

## 4. Breakdown of Loan Composition by Group

The number of accounts and value guaranteed are as illustrated below:

| Sector     | Number of Accounts | Amount (RM mil) |
|------------|--------------------|-----------------|
| Bumiputera | 906                | 725.1           |
| Chinese    | 1,342              | 784.8           |
| Indian     | 68                 | 23.0            |
| Others     | 52                 | 12.9            |
| Total      | 2,368              | 1,545.8         |

## FINANCIAL HIGHLIGHTS

The Corporation's operating cost in 2013 has declined to RM160.7 million from RM228.4 million in 2012 mainly due to lower provision for claims and lower allowance for impairment attributed to rigorous credit monitoring activities.

There were a reduction in both guarantee fee and investment income to RM63.1 million and RM105.6 million respectively, resulting in the Corporation posting a net profit of RM121.1 million.

Provision for claims on loans guaranteed by the Corporation reduced to RM61.8 million compared with RM81.3 million in 2012 primarily due to improvement in credit and risk awareness culture that places greater emphasis on maintaining good asset quality. Preemptive measures and proactive management were also enhanced to address potentially delinquent loans in addition to the assistance on loan restructuring and rescheduling of repayments extended to distress borrowers.

In terms of recovery, the Corporation succeeded to recover RM53.5 million, a slight decrease of 9% compared with RM59 million in 2012.

For the year 2013, the Corporation appropriated RM37.6 million to reserves and as at 31 December 2013, the reserves of the Corporation improved further and stood at RM1.1 billion compared with RM960.5 million in 2012.

## OUTLOOK, STRATEGIES AND DIRECTION

### External Environment

The Malaysian economy is expected to remain on a steady growth momentum in 2014, expanding by 4.5% – 5.5%, supported by better performance in the external sector amid some moderation in domestic demand. Notwithstanding the moderation in domestic demand, the underlying fundamentals of the Malaysian economy remain strong. Growth will be driven by the private sector across a diversified range of economic activities with SME sector playing a vital role.

Amongst the significant developments expected to impact the SME sector during the year include the implementation of the new SME definitions in January 2014 that was aimed at facilitating the nation's transition to high income economy. The revision was timely as it reflects the changes in the economic structure, business trends and inflation-adjusted indicators which enable more SMEs to be eligible for SME-support programmes and financing. It augurs well for the development of this dynamic sector of the economy.

In the meantime, the SME Masterplan 2012-2020 will continue to serve as a 'game changer' for the SME sector in its target to increase the SMEs' Gross Domestic Product (GDP) contribution from 33 per cent currently to 41 per cent in 2020. The four objectives of the masterplan i.e. to drive business growth, increase the number of high-growth and innovative companies, increase productivity as well as to formalise the business, are aimed at producing SMEs that can effectively compete on the global stage.

With the steady economic growth and encouraging development in the SME sector, the Corporation will seize these opportunities to further expand its SME outreach agenda. It will continue to provide innovative and alternative financing solutions to improve SMEs' access to financing while maintaining its agenda of financial sustainability.

### STRATEGIES AND DIRECTION

For the year 2014, the Corporation's business plan has been formulated to achieve the following strategic objectives:

#### i) **Perform Developmental Role in a Financially Sustainable Manner**

The Corporation's mandate is to perform a developmental role in a financially sustainable manner. Therefore, the strategic direction for 2014 is to continue enhancing SME outreach via the introduction of innovative financing options and alternate channels to enable viable SMEs in all segments gain access to financing from the financial institutions (FIs). Efforts will also be intensified to assist SMEs to improve on their credibility and bankability via the Credit Bureau Malaysia not only for better access to financing but also to put them in a better position to negotiate for favourable terms of financing. Ultimately, the Corporation aims to advocate the importance of a sound credit culture amongst the SMEs in the country.

#### ii) **Enhance Access to Financing for Start-Ups**

The Start-up businesses are the under-served segment amongst all SMEs in terms of financing and advisory support. Most of these start-up businesses are categorised under micro enterprises which comprise 75 per cent of the SMEs. However, their growth potential is hampered by their limited access to financing from the financial institutions. The lack of confidence stemming from insufficient track records related to the business itself as well as the difficulties in ascertaining the viability of a new business, especially those in new or non-conventional areas, to name a few, are cited as some of the reasons for the FIs reluctance to finance the start-up businesses.

To address their concerns, the Corporation had introduced a Syariah-compliant direct financing scheme, the 'BizMula-i' which was rolled out on 5 May 2014. The Corporation plans to disburse a total of RM30 million worth of financing to start-ups which will be availed through the Corporation's network of 16 branches nationwide. The Corporation's aim is to encourage the FIs to serve this underserved segment eventually.

#### iii) **Managing Government-funded Schemes**

As mandated, the Corporation will continue to assist in managing and implementing Government-funded schemes that are targeted at specific sectors and introduced for a specific purpose in support of the SMEs. Currently, the Corporation manages the Green Technology Financing Scheme and Intellectual Property Financing Scheme that were introduced in 2010 and 2013 respectively. The Corporation will assist to improve on the acceptance level of the financial institutions in the financing of new growth sectors via the guarantee mechanism.

#### iv) **Support National Bumiputera Development Agenda**

In line with the national Bumiputera development agenda, the Corporation will further increase its attention on Bumiputera SMEs, providing them with wider financing options including the Syariah-compliant schemes. More initiatives and schemes will be introduced to enhance their access to financing and other support services. In recent years, the Corporation has introduced special schemes such as the Enhancer Bumi and Enhancer Bumi-i and had forged strategic alliance with a leading local bank on Portfolio Guarantee scheme not only to offer wider financing access and options but also higher amount of financing by offering higher guarantee cover and lower cost of borrowing for Bumiputera SMEs in all sectors. It also manages the Bumiputera Entrepreneur Project Fund (BEPF) through which it has provided RM123.8 million of financing benefitting 161 number of Bumiputera SMEs. In 2014, the Corporation is confident of achieving more than the targeted 30% Bumiputera composition in loan approvals.



## v) Offering Financing at Reasonable Cost

As cost of doing business is of major concern amongst the SMEs recently, the Corporation has resolved to review the existing pricing with a view of 'lowering' the guarantee fees. This initiative has been made an integral part of its 2014 business agenda. In January 2014, the Corporation had introduced the rebate mechanism on its guarantee fees to ease the cost of borrowing for SMEs with good payment track record. To fulfill this purpose, the Corporation has allocated RM1.7 million that is expected to benefit about 1,800 valued customers. The Corporation will also continue to price all its products based on Risk-Adjusted-Pricing which enables low risk borrowers to enjoy lower guarantee fees and vice versa.

## vi) Enhancing Operational Efficiency

Operational efficiency is an area that the Corporation would like to further enhance to improve its services to the SMEs. The Corporation is fully aware that to provide excellent service or output in terms of credit evaluation, risk management assessment as well as loan monitoring would provide the edge to be in the forefront of SME financing. In this regard, efforts are being taken to enhance key areas of operations especially risk management and credit evaluation capabilities. Apart from inculcating a 'risk management culture', technology initiatives had also been planned beginning with the Integrated Risk Management System (IRRM) developed in 2013 as a strategy to improve risk management. The current Risk Management initiative which is in progress include the Credit Intelligence System.

## vii) Enhancing Relationship with Financial Institutions

Efforts are also stepped-up to further enhance the Corporation's relationship with the financial institutions with a view of strengthening its position as their strategic partner in SME financing. In recent years, it had successfully forged strategic partnerships with a number of banks on the Portfolio Guarantee (PG) and Wholesale Guarantee (WG) schemes. More of such partnerships will

be explored with other participating financial institutions going forward. In total, the Corporation targets RM1.1 billion of loan approval under the PG and WG in 2014.

To date, 15 Islamic banks, 17 commercial banks and seven (7) development financial institutions (DFIs) are participating in CGC's guarantee schemes, providing customers with a wide network of more than 2000 branches nationwide to avail financing. The SMEs are the ultimate beneficiaries enjoying greater financing options and quicker access to the required funds.

In pursuing these priorities, the Corporation will also continue to establish successful collaborations with domestic authorities and government agencies to further facilitate its outreach agenda.

Having outlined the strategic objectives above, some of which have already been implemented and others are ongoing, I would like to share our targets for 2014:

|                    | KPIs                                       | Targets        |
|--------------------|--|----------------|
| SME Outreach       | 1. Total number of Loans Guaranteed        | 5,600          |
|                    | 2. Value of Loans Guaranteed               | RM2.7 billion  |
|                    | 3. Number of Bumiputera Loans Guaranteed   | 1,960          |
|                    | <b>Shared-Risk Main Scheme</b>             | <b>Charter</b> |
| Efficiency Charter | i) Loan Processing for Portfolio Guarantee | 3 days         |
|                    | ii) Claim Payment                          | 10 days        |

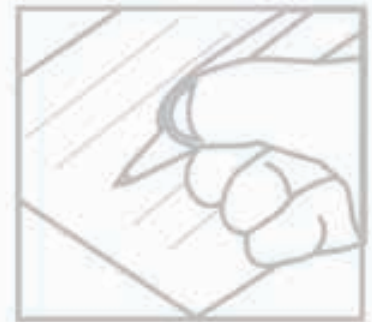
Our optimistic outlook for the Corporation and confidence in setting the 2014 targets stems from the continuous trust, guidance and support of the Board of Directors and Bank Negara Malaysia. We are looking forward to another successful year of Powering Malaysian SMEs.

**Datuk Wan Azhar Wan Ahmad**



## **Providing A Financial Lifeline**

We are continuing with our developmental role in ensuring potentially viable SMEs have access to financing.



## ***Menyediakan Bantuan Kewangan***

*Kami akan meneruskan peranan pembangunan kami dalam memastikan PKS yang berdaya maju mempunyai akses kepada pembiayaan.*

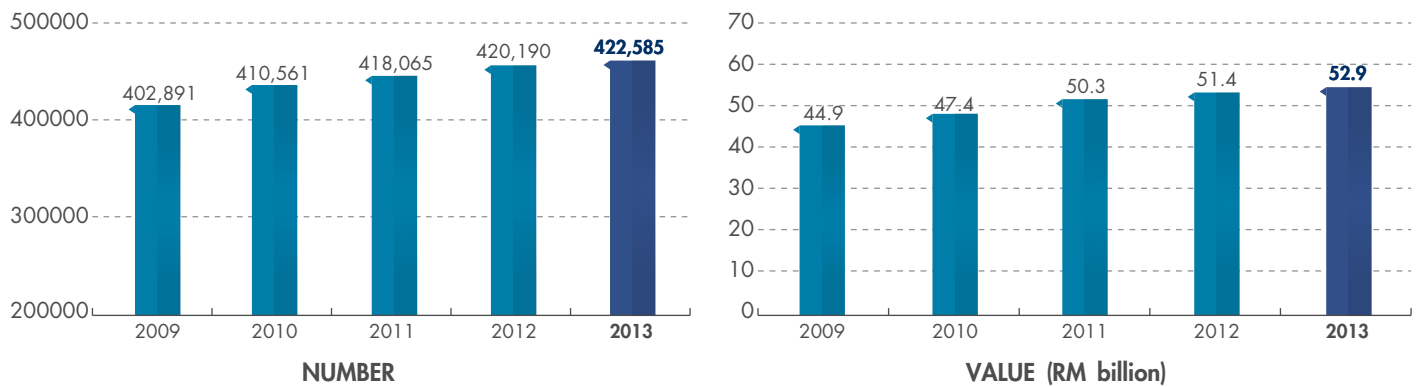
# OPERATIONAL HIGHLIGHTS

Annual Report  
2013

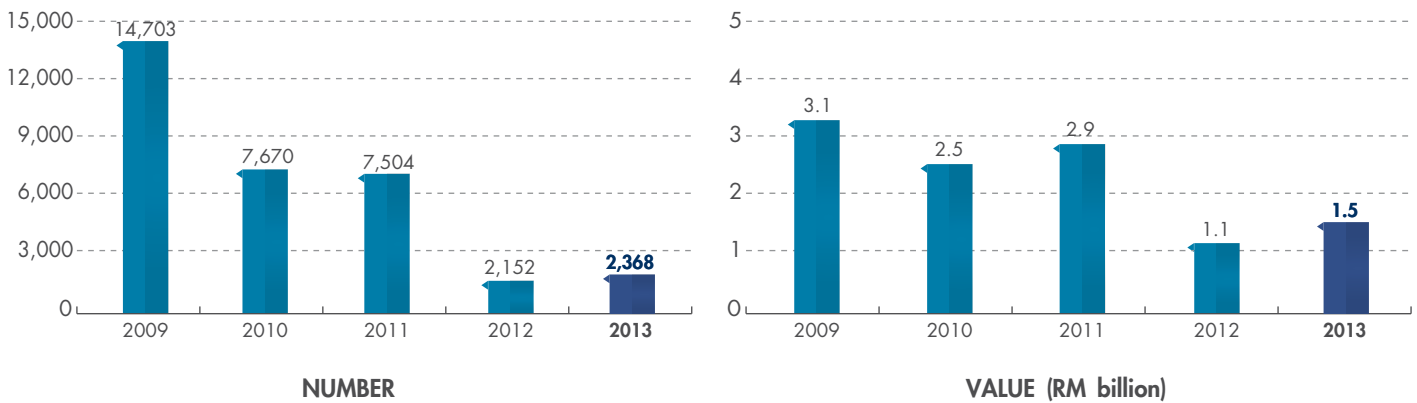
Credit Guarantee Corporation Malaysia Berhad

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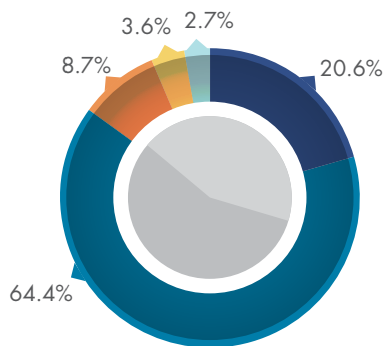
## CUMULATIVE NUMBER AND VALUE OF LOANS GUARANTEED UNDER ALL SCHEMES



## LOANS GUARANTEED (BY NUMBER AND VALUE) UNDER ALL SCHEMES

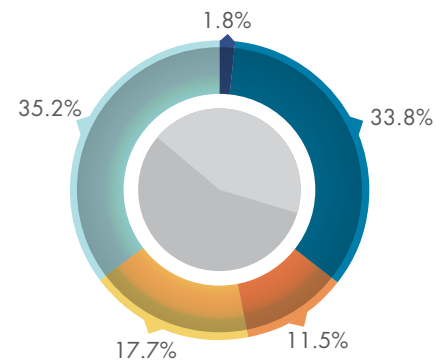


## RANGE OF LOAN SIZE (ALL SCHEMES)



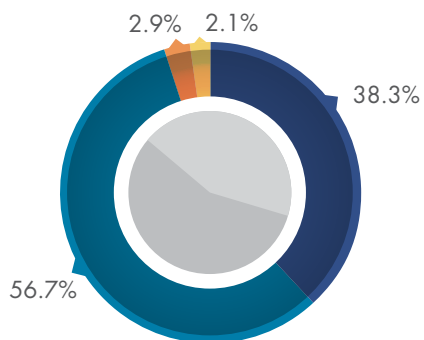
NUMBER

- RM100,000 & below
- RM100,001 – RM500,000
- RM500,001 – RM1,000,000
- RM1,000,001 – RM2,000,000
- RM2,000,001 & above

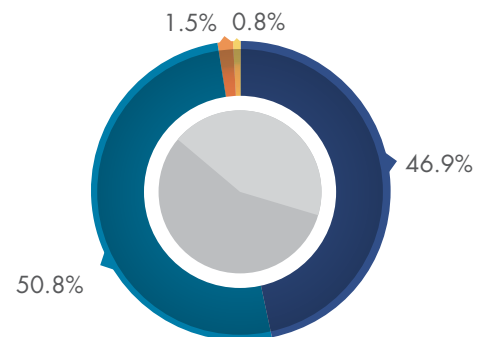


VALUE

## BREAKDOWN OF LOAN COMPOSITION BY GROUP FOR MAIN SCHEMES, FINANCING SCHEMES AND PORTFOLIO GUARANTEE (By Number)



## BREAKDOWN OF LOAN COMPOSITION BY GROUP FOR PROGRAMMED LENDING SCHEMES (By Number)



- Bumiputera
- Chinese
- Indian
- Others

# EVENT HIGHLIGHTS

Annual Report  
2013

Credit Guarantee Corporation Malaysia Berhad

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## CORPORATE EVENTS

### CGC SIGNS PORTFOLIO GUARANTEE AGREEMENT WITH ALLIANCE BANK

CGC and Alliance Bank Malaysia Berhad sealed an agreement to provide easier access to financing for small and medium enterprises (SMEs) on a portfolio guarantee basis. It was aimed at assisting businesses by providing loans for working capital as well as asset acquisition. Starting with an initial tranche size of RM50 million, CGC provided 70% guarantee cover of the approved total principal amount undertaken by SMEs with loans ranging from a minimum of RM100,000 and a maximum of RM300,000 per SME customer at a fixed loan tenor of five years. The signing ceremony was held at Bangunan CGC, Kelana Jaya on 13 March, 2013.



(Left to Right) Alliance Financial Group SME Group Business Banking Senior Vice President Lim Kee Yeong, Alliance Head of Business Banking Steve Miller, CGC's President & Chief Executive Officer Datuk Wan Azhar Wan Ahmad and CGC's Executive Vice President, Business Development, Madam Kristine Ng.

### 18<sup>TH</sup> TOP SME SUPPORTER AWARD

The financial institutions were recognised for their significant contributions towards SME financing through CGC's guarantee schemes. The winners of the Top SME Supporter Awards under the commercial bank category were Maybank, Public Bank and Standard Chartered Bank. The Top Bumiputera SME Supporter Award, which recognises financial institutions that had contributed the most financing to Bumiputera entrepreneurs, was won by Maybank. CGC had also bestowed the coveted Best Financial Partner Award to Maybank in recognition of the commendable efforts and contribution towards its asset quality.



(Left to Right) Maybank Group Head, Community Financial Services & Chief Executive Officer Maybank Singapore, Datuk Lim Hong Tat, CGC's President and Chief Executive Officer Datuk Wan Azhar Wan Ahmad, CGC's Chairman Dato' Sri Abdul Hamidy Abdul Hafiz, Chief Operations Officer of Public Bank, Encik Sulaiman Abd Manap and General Manager of SME Banking, Standard Chartered Bank, Mr Vishal Shah with their Top SME Supporter Awards (Commercial Bank Category).



Datuk Lim Hong Tat Group Head, Community Financial Services & Chief Executive Officer Maybank Singapore receiving the Best Financial Partner award from CGC's Chairman, Dato' Sri Abdul Hamidy Abdul Hafiz. Looking on is CGC's President & Chief Executive Officer, Datuk Wan Azhar Wan Ahmad (left).

### BOOK ON CGC – ‘CATALYSING SME GROWTH’ LAUNCHED

CGC launched its book entitled ‘Catalysing SME Growth’ to mark its 40th year of establishment in promoting the growth and development of SMEs in Malaysia. The book was officially launched by Dato’ Muhammad bin Ibrahim, the Deputy Governor of Bank Negara Malaysia, on 21 June 2013 at Sasana Kijang, Bank Negara Malaysia.

The book ‘Catalysing SME Growth’ was aimed at creating a better understanding of its role amongst its stakeholders especially the SMEs. It documented CGC’s role in promoting the growth and development of small and medium enterprises (SMEs) through its guarantee schemes over the last 40 years.



Deputy Governor of Bank Negara Malaysia Datuk Muhammad bin Ibrahim (centre) browsing through the pages of the book ‘Catalysing SME Growth’, looked on by CGC’s Chairman Dato’ Agil Natt (left), and Datuk Wan Azhar Wan Ahmad, CGC’s President & Chief Executive Officer (right).

### FIRST ISLAMIC PORTFOLIO GUARANTEE AGREEMENT BETWEEN CGC AND STANDARD CHARTERED SAADIQ BERHAD (SC SAADIQ)

CGC signed an agreement with SC Saadiq to provide financing to Small and Medium Enterprises (SMEs) through the launch of Malaysia’s first Islamic Portfolio Guarantee (PG) scheme. SC Saadiq, a wholly-owned Islamic banking subsidiary of Standard Chartered Bank Malaysia, was the first Islamic bank to enter into such agreement with CGC, as it aims to provide a comprehensive range of Syariah-compliant solutions and help businesses grow. The agreement signing ceremony was held on 21 November 2013 at Royale Chulan Hotel, Kuala Lumpur.



SC Saadiq’s Chief Executive Officer, Mr Wasim Saifi (left) exchanging the agreement with CGC’s Executive Vice President, Business Development, Madam Kristine Ng. Looking on is CGC’s President & Chief Executive Officer, Datuk Wan Azhar Wan Ahmad (centre).

### ASIAN CREDIT SUPPLEMENTATION INSTITUTION CONFEDERATION (ACSIC) CONFERENCE 2014

The ACSIC Conference is an annual event for all its members comprising 16 credit guarantee institutions from 11 countries, namely Korea, Japan, India, Indonesia, Nepal, The Philippines, Sri Lanka, Taiwan, Thailand, Papua New Guinea, and Malaysia. The conference was conducted to strengthen the relationship between member institutions and to exchange views and information for the betterment of Small and Medium Enterprises (SMEs) in all of its member countries. The Corporation will be hosting the 27th ACSIC Conference from 16 – 19 November 2014.

### PUBLIC AWARENESS INITIATIVES & CORPORATE SOCIAL RESPONSIBILITY

#### BRIEFING ON CASH BEFORE GUARANTEE COVER (CBGC)

Briefing was conducted to introduce the implementation of Cash Before Guarantee Cover (CGBC) policy which entails new policies and procedures relating to issuance of Letter of Guarantee, payment for anniversary fees and refund of guarantee fees for the SMEs. The briefing also acted as a platform for a dialogue session to enhance understanding of the new policy. The briefing was held at CGC's headquarters in Kelana Jaya and attended by 65 SMEs.

#### ENTREPRENEURS' CLINIC

The Bumiputera Development Department, a dedicated unit to support Bumiputera SMEs, organised a series of Entrepreneurs' Clinic to provide advisory services and information on the application procedures for the SMEs. It was also aimed at addressing the pressing issues of the SMEs and educate them on the requirements and preparation of documents for submission such as cash flows, profit analysis and the overall checklist.

In addition to that, the Entrepreneurs' Clinic was also conducted to promote CGC's schemes, among which are Enhancer Bumi and Bumiputera Entrepreneurs Project Fund (Tabung Projek Usahawan Bumiputera (TPUB-i). The Enhancer Bumi scheme offers higher guarantee cover and lower guarantee fees while TPUB-i is a contract financing scheme to cater to the Bumiputera SMEs that have been awarded contracts by Government-linked companies and agencies. Around 300 Bumiputera SMEs participated in the event.

#### BRIEFINGS & ROAD SHOWS

In order to encourage more Bumiputera participation in CGC's schemes, briefings and road shows were held throughout the year in collaboration with other development financial institutions, agencies and construction industry players such as Dewan Perniagaan Melayu Malaysia (DPMM), SME Corp, Tekun Nasional Berhad (TEKUN), Perbadanan Usahawan Nasional Berhad (PUNB), New Entrepreneurs Foundation (NEF), Perusahaan Otomobil Nasional Berhad (PROTON), Construction Industry Development Board (CIDB), Boustead Heavy Industries Corporation Berhad and Jabatan Kerja Raya (JKR). The briefings were also conducted to disseminate information on CGC's schemes and advisory services for Bumiputera entrepreneurs. More than 100 SMEs attended the briefings.

#### POCKET TALK

Pocket Talk was organised in collaboration with SME Corp and TERAJU. Pocket Talk, a monthly briefing session, provided an avenue for CGC to create better awareness of its products and services to the SMEs. It is one of the initiatives by CGC to increase awareness and access to financing especially those with less than three (3) years in operations due to insufficient collaterals and track records. The briefing was attended by more than 60 entrepreneurs monthly.

#### VISITATIONS

Regular visitation was conducted in order to bridge and strengthen relationship between CGC and other financial institutions to assist SMEs especially those with insufficient collaterals and without any track record, to gain easier access to financing. Promotional visits were organised to SME Bank, Bank Rakyat, Bank Muamalat, Felda Global Ventures (FGV), Gagasan Badan Ekonomi Melayu (GABEM), Tekun Nasional Berhad (TEKUN), Amanah Ikhtiar Malaysia, New Entrepreneurs Foundation (NEF), Dewan Perniagaan Melayu Malaysia (DPMM), HeiTech Padu Berhad, Bahagian Pembangunan Usahawan Negeri Melaka, MRT Corp and Syarikat Perumahan Negara Berhad (SPNB).



### CORPORATE SOCIAL RESPONSIBILITY

#### STAFF WELFARE

In October 2013, CGC Sports Club launched a donation drive to assist one of its staff, Cik Wan Nur Zeehan Wan Ramli of Kota Bharu Branch whose house was razed by fire with estimated loss of RM25,000.00. The collection was handed over to Nur Zeehan Wan Ramli at Kota Bharu Branch.

#### APPRECIATION OF SERVICE AWARD

CGC organised the 'Appreciation of Service Award' to recognise the contributions of staff who have served a minimum of 10, 20 and 30 years and still remained committed. Among the 11 staff who received the award was CGC's President and CEO, Datuk Wan Azhar Wan Ahmad who had been with CGC for more than 20 years. The awards were presented by CGC's Chairman, Dato' Agil Natt on 18 December 2013.



#### MAJLIS BERBUKA PUASA

In conjunction with the holy month of Ramadan and in the spirit of caring and giving, CGC feted 54 children and guardians from Pertubuhan Kebajikan Anak Yatim/Miskin Klang (PEYAKIN), Batu Belah Klang at its breaking of fast ceremony. Held at its head office in Kelana Jaya, the break fast was also attended by about 200 CGC's staff and family members.

They joined CGC's President and CEO Datuk Wan Azhar Wan Ahmad and his staff in the tazkirah and Yasin Recital led by Ustaz Tuan Haji Ahmad Mustafa Mohd Sidin Al-Mukri the Chief Imam of Masjid Sultan Salahuddin Abdul Aziz Shah, Shah Alam. After the breaking of fast, they performed maghrib prayers and joined the host for a sumptuous dinner. The ceremony ended with Isyak and Tarawih prayers. CGC also contributed RM5,000 in cash to PEYAKIN.



#### MAJLIS JAMUAN AIDILFITRI

CGC organised Jamuan Hari Raya Aidilfitri to celebrate the end of Ramadan. The event, hosted by CGC's Chairman Dato' Agil Natt and President and CEO Datuk Wan Azhar Wan Ahmad, was held at CGC's headquarters. Around 600 invitees, which comprised of CGC's Board of Directors, financial institution partners, vendors, and CGC staff attended the event.



## Signing of Portfolio Guarantee (PG) with Alliance Bank

### CGC eyes RM2b guarantee cover

> Company confident of achieving target with five banks on board now

**BY E8 ANNA HEE**  
annahe@theedaily.com

**PETALING JAYA** - Credit Guarantee Corporation Malaysia Bhd (CGC) expects double the guarantee cover on new loans this year and will likely follow from about RM2 billion to one which have been approved over 1,000 customers, said its managing director Datuk Wan Arhar Wan Ahmad.

"We've established that we can double this figure with the participation of five banks now. We have three partners in the pipeline of negotiations down to the number five," he said.

"The current guarantee limit on the number of borrowers," he told a press conference after a portfolio guarantee agreement was signed yesterday with Alliance Bank.

Majority RM2b were working. CGC, which used to provide without any risk mitigation, especially those with weak credit, to provide credit facilities from financial institutions by providing guarantee cover on such facilities.

"It has traditionally guaranteed small businesses loans instead of RM2 billion loans to established banks. Five banks are now joined in programme now, enabling us to reach out to more SMEs. It already has agreements with Standard Chartered Bank, OCBC Bank, RHB Bank and Public Bank.

Starting with an initial number size of RM2b, the portfolio guarantee aims to build up to RM2 billion in all sectors by providing cover for working capital as well as



### CGC expects to guarantee RM2b in new loans

MORE PRODUCTS IN THE PIPELINE: Corporation expects figures to surpass last year's more than RM5 billion

**PETALING JAYA** - Credit Guarantee Corporation Malaysia Bhd (CGC) expects to guarantee RM2 billion in new loans this year, said its managing director Datuk Wan Arhar Wan Ahmad today.

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## Top SME Supporter Awards

### CGC expects growth to pick up after slow start

KUALA LUMPUR: Credit Guarantee Corp Malaysia Bhd (CGC) will pick up the momentum in financing small and medium enterprises (SMEs) in the second phase after distractions in the first phase (January to April 2013) due to the 13th general election (GE).

Managing director Datuk Wan Arhar Wan Ahmad said although growth in the first phase was quite slow, good growth was expected by year-end.

"Every year, we expect positive growth. However, we assume this year to be an exceptional year because a GE only happens every five years," he told a media briefing.

Wan Arhar said that as at April 2013, CGC had approved 71 applications worth nearly RM900mil under the Green Technology Financing Scheme.

In 2012, there was a significant increase in the quality of loans based on its provision for claims on loans guaranteed in 2012, he said.

"This is primarily due to improved management of our loan quality, which included several proactive and preemptive measures to address potentially delinquent loans."

Five banks - Standard Chartered Bank (M) Bhd, Public Bank Bhd, OCBC Bank (M) Bhd, RHB Bank Bhd and Alliance Bank (M) Bhd - are active participants in CGC's portfolio guarantee scheme.

Wan Arhar said CGC had forged new alliances with banking partners to offer innovative financing options and delivery channels to enhance SMEs' access to financing, and had been instrumental in the establishment of more than 420,000 SMEs, guaranteeing close to RM51.4bil. - Bernama

## CGC Repays BNM Loan

### CGC repays RM700m loan to Bank Negara Malaysia

KUALA LUMPUR

**CGC repays BNM loan**

**CGC repays RM700m loan to Bank Negara Malaysia**

**MANAGING DIRECTOR**  
Datuk Wan Arhar Wan Ahmad

**CHIEF FINANCIAL OFFICER**  
Datuk Hasmid Hamdy Abdul Halim

**CHIEF EXECUTIVE OFFICER**  
Datuk Wan Arhar Wan Ahmad

**CHIEF OPERATING OFFICER**  
Datuk Wan Arhar Wan Ahmad

**CHIEF COMPLIANCE OFFICER**  
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**CHIEF SOCIAL RESPONSIBILITY OFFICER**  
Datuk Wan Arhar Wan Ahmad

## CGC optimistic pertumbuhan fasa kedua

### CGC optimistic pertumbuhan fasa kedua

KUALA LUMPUR: Credit Guarantee Corporation Malaysia Bhd (CGC) optimis pertumbuhan fasa kedua...



**MANAGING DIRECTOR**  
Datuk Wan Arhar Wan Ahmad

**CHIEF FINANCIAL OFFICER**  
Datuk Hasmid Hamdy Abdul Halim

**CHIEF EXECUTIVE OFFICER**  
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Datuk Wan Arhar Wan Ahmad

Powering Malaysian SMEs

### Signing of Portfolio Guarantee (PG) with SC Saadiq

## CGC: RM1.4b in new financing within reach

► Credit Guarantee Corp still able to prepare lending for SMEs despite netwriting 2013 target

**KUALA LUMPUR, Credit Guarantee Corp Malaysia Bhd (CGC) is 90 per cent of its annual disbursement target of RM1.4 billion in new financing for small and medium enterprises (SMEs) this year, and its managing director Datuk Wan Ahmad Wan Ahmad says it is confident of achieving this target.**

**Wan Ahmad**, CEO of CGC, said that while the current netwriting target is RM1.4 billion, it is not a strict target. "We are confident we will be able to meet this target by the end of the year, but we are flexible in adjusting it based on market conditions," he said. He also said that CGC is still able to provide financing to SMEs, despite the current netwriting target. "We are confident we will be able to meet this target by the end of the year, but we are flexible in adjusting it based on market conditions," he said. He also said that CGC is still able to provide financing to SMEs, despite the current netwriting target.

CGC will continue to provide financing to SMEs, despite the current netwriting target. "We are confident we will be able to meet this target by the end of the year, but we are flexible in adjusting it based on market conditions," he said. He also said that CGC is still able to provide financing to SMEs, despite the current netwriting target.

### StanChart unit, CGC team up to provide financing to SMEs

**KUALA LUMPUR** - StanChart Financial and Credit Guarantee Corp Malaysia Bhd (CGC) have entered into a 10-year partnership to provide financing to SMEs. The agreement, signed in Kuala Lumpur today, involves a joint venture between the two companies to provide financing to SMEs. The joint venture is expected to provide financing to SMEs worth RM1 billion over the next 10 years.

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**Datuk Wan Ahmad** (left) signing the agreement with CGC partner Datuk Wan Ahmad (right) and CGC managing director Datuk Wan Ahmad (middle).

## CGC lancar skim jaminan pembiayaan untuk PKS

Credit Guarantee Corporation Malaysia Bhd (CGC) akan melancarkan skim jaminan pembiayaan untuk PKS pada suku pertama tahun 2013. Skim ini bertujuan untuk membantu PKS dalam memperoleh pinjaman bank. Skim ini akan membolehkan PKS untuk memperoleh pinjaman bank dengan kadar faedah yang rendah. Skim ini akan membolehkan PKS untuk memperoleh pinjaman bank dengan kadar faedah yang rendah.

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## CGC's Book Launch

### 40-year journey turned into book

Corporation's contribution to SME growth documented

**KUALA LUMPUR** - A book titled "Catalysing SME Growth" by Bank Negara Malaysia Deputy Governor Datuk Mohamad Budwan has been launched. The book documents the 40-year journey of CGC in providing financing to SMEs. The book is available for purchase from the CGC website.



**Datuk Mohamad Budwan** (left) launching the book 'Catalysing SME Growth' (middle) with CGC managing director Datuk Wan Ahmad (right).

## Interview

### Lower borrowing cost for SMEs

Implementation of Basel III ruling won't lead to expensive loans to the sector

**KUALA LUMPUR** - The implementation of the Basel III capital adequacy requirements will not lead to expensive loans for small and medium enterprises (SMEs), according to the managing director of Credit Guarantee Corp Malaysia Bhd (CGC), Datuk Wan Ahmad Wan Ahmad. He said that CGC will continue to provide financing to SMEs, despite the current netwriting target.

He said that CGC will continue to provide financing to SMEs, despite the current netwriting target. He said that CGC will continue to provide financing to SMEs, despite the current netwriting target.

### Buku untuk PKS sempena ulang tahun CGC

**KUALA LUMPUR** - Sebuah buku tentang 40 tahun perjalanan CGC dalam memberi pinjaman kepada PKS telah diterbitkan oleh Bank Negara Malaysia. Buku tersebut berjudul 'Catalysing SME Growth'.



**Datuk Wan Ahmad** (left) holding the book 'Catalysing SME Growth' (middle) with CGC managing director Datuk Wan Ahmad (right).

The book documents the 40-year journey of CGC in providing financing to SMEs. The book is available for purchase from the CGC website.

**KUALA LUMPUR, 16 Mei 2013** - Credit Guarantee Corp Malaysia Bhd (CGC) will help the Papua New Guinea and Mongolia governments set up credit guarantee institutions in their countries.

Managing Director and Chief Executive Officer Datuk Wan Ahmad Wan Ahmad said, "CGC was also looking to do the same in the Middle East and Africa given the interest shown in Malaysia's credit guarantee system."

"Next week, I'm going to Papua New Guinea to sign an agreement with its government to help the country set up a credit guarantee institution there," he said.

He was speaking to reporters after the launch of CGC's book titled "Catalysing SME Growth" by Bank Negara Malaysia Deputy Governor Datuk Mohamad Budwan here today.

Also present was CGC newly appointed chairman Tan Sri Md Agil Mohd Nuri. The book aims to create a better understanding of CGC and amongst its stakeholders particularly in small and medium enterprises (SMEs).

If documentary CGC sets in promoting the growth and development of SMEs through its guarantee schemes over the last 40 years.

The corporation has consistently been looking out for innovative ways to improve the SMEs outreach especially in the financing of smaller businesses.

To date, CGC had guaranteed a total of RM1.4 billion in loans benefiting more than 425,000 SMEs.

Wan Ahmad said CGC was on track to achieve RM1 billion loans guaranteed in 2013 against RM1.1 billion recorded last year.

For the first half of this year, we utilised over RM300 million (of loans guaranteed). After the decision, it has picked up.

"I estimate 3 to 4 loans guaranteed to benefit 6,000 to 7,000 new SMEs" said Wan Ahmad.

# CUSTOMER SUPPORT

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The Corporation's commitment to deliver customer service of the highest quality is in line with its mission i.e. 'to enhance the viability of small and medium enterprises through the provision of products and services at competitive terms and with the highest degree of professionalism, efficiency and effectiveness.'

In 2013, more than 9,000 queries from customers around the country were received and resolved within the client charter set, ensuring not only greater customer satisfaction but also being able to fulfill every customer's needs.

CGC's Client Service Centre (CSC) registered 97% rate of achievement in terms of First Call Resolution (FCR), reflecting an improvement in the process flow and customer service system. This enabled our customers to obtain information promptly and resolve any issues quickly and effectively.

With our more enhanced and comprehensive customer support system managed by our Customer Relationship Executives, we are able to answer all inquiries and help our customers to understand our products, services and processes better.

CSC's role has been expanded to support CGC's focus in propelling growth for wider outreach in 2014. The focus areas, amongst others, are as follows:

- Providing supporting functions with the objective to complete CGC's process flow as well as achieving the Turnaround Time (TAT).
- To keep track and monitor the leads received with the objective to assist the Corporation in terms of loan application submission.



Recognising our customers as an integral part of the larger SME sector and that their success is the Corporation's achievement, we continue to make our guarantee schemes more accessible to our customers through various financing programs and activities. In 2013, we embarked again on a nationwide roadshow to create increased awareness of our schemes and services.

Operating a nationwide branch network allows the Corporation to foster better rapport and understanding of the local SMEs. We are able to reach out to the local business community and provide the necessary advisory and financial support. Further to this initiative, the branch role has also been enhanced and expanded to provide greater support to the SMEs.

The Corporation has also taken initiative to assist the Bumiputera entrepreneurs through various advisory and training programs. We work closely with the business chambers and related agencies by conducting joint programmes aimed at enabling the enterprising Bumiputera community to secure the much-needed funding for their business.

We believe in listening and acting on what is important to the SMEs in order to make a difference to their business success. We remain optimistic that with all the efforts put in place, CGC's customer service will continue to be at the highest level of service standards always.



# FINANCIAL STATEMENTS

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The Directors have pleasure in submitting their report and the audited financial statements of the Group and the Corporation for the financial year ended 31 December 2013.

## PRINCIPAL ACTIVITIES

The Corporation is principally engaged in the provision of guarantees, loans and financing. The principal activity of the subsidiary is the provision of credit reference services, credit rating and such other services related to a credit bureau. There have been no significant changes in the nature of principal activities during the financial year.

The Corporation provides guarantees in respect of credit facilities extended by financial institutions to borrowers/customers under the following schemes:

- Credit Enhancer Scheme (Revised 4) – (ENHANCER (REVISED 4));
- Credit Enhancer Scheme – Islamic (Revised 4) – (ENHANCER-i (REVISED 4));
- Direct Access Guarantee Scheme Start Up – Revised 2 – (DAGS Start Up – REVISED 2);
- Enhancer Bumi Conventional;
- Enhancer Bumi Islamic – (Enhancer Bumi-i);
- Enhancer Excel;
- Enhancer Express – (ENHANCER Express);
- Franchise Financing Scheme (<1.0M) – (FFS <1.0M);
- Franchise Financing Scheme (>1.0M) – (FFS >1.0M);
- Flexi Guarantee Scheme – Fund for Small & Medium Industry2 (Revised 2) – (FGS – FSMI2 (REVISED 2));
- Flexi Guarantee Scheme – Fund for Small & Medium Industry2 Islamic (Revised 2) – (FGS – FSMI2 Islamic (REVISED 2));
- Flexi Guarantee Scheme – New Entrepreneur Fund2 (Revised 2) – (FGS – NEF2 (REVISED 2));
- Flexi Guarantee Scheme – New Entrepreneur Fund2 Islamic (Revised 2) – (FGS – NEF2 Islamic (REVISED 2));
- Green Technology Financing Scheme (Producer) (Revised) – (GTFS – Producer (REVISED));
- Green Technology Financing Scheme Islamic (Producer) (Revised) – (GTFS – i Producer (REVISED));
- Green Technology Financing Scheme (User) (Revised) – (GTFS User (REVISED));
- Green Technology Financing Scheme Islamic (User) (Revised) – (GTFS – i User (REVISED));
- Portfolio Guarantee with Alliance Bank – Tranche 1 – (PG ALBB – Tranche 1);
- Portfolio Guarantee with Maybank Retention of Existing FGS Borrowers Tranche 1 (PG MBBFGS – Tranche 1);
- Portfolio Guarantee with Maybank New & Existing Customer – Tranche 1 – (PG MBBNEW – Tranche 1);
- Portfolio Guarantee Extra-i with MIB – Tranche 1 – (PGX-i MIB – Tranche 1);
- Portfolio Guarantee Extra with MBB – Tranche 2 – (PGX MBB – Tranche 2);
- Portfolio Guarantee-i Maybank Islamic New & Existing Customer – Tranche 2 – (PG-i MIB Tranche 2);
- Portfolio Guarantee Maybank New & Existing Customer – Tranche 3 – (PG MBB – Tranche 3);

### PRINCIPAL ACTIVITIES (CONTINUED)

The Corporation provides guarantees in respect of credit facilities extended by financial institutions to borrowers/customers under the following schemes: (continued)

- Portfolio Guarantee Bumi-i Maybank Islamic – Tranche 3 – (PG Bumi-i Tranche 3);
- Portfolio Guarantee with OCBC – Tranche 1 – (PG OCBC – Tranche 1);
- Portfolio Guarantee with PBB – Tranche 1 – (PG PBB – Tranche 1);
- Portfolio Guarantee with RHB – Tranche 1 – (PG RHB – Tranche 1);
- Portfolio Guarantee Islamic with Standard Chartered Saadiq – Tranche 1 – (PG Islamic Saadiq – Tranche 1);
- SmallBiz Express – (Conventional – SBE);
- SmallBiz Express – (Islamic – SBE-i); and
- Tabung Projek Usahawan Bumiputera – Islamic (Revised) – (TPUB-i (REVISED)).

The following schemes have been discontinued, but have yet to be fully wound down:

- Direct Access Guarantee Scheme – DAGS;
- Direct Access Guarantee Scheme – SME Assistance Facility (Conventional) – (DAGS-SAF);
- Enhancer Direct;
- Loan Fund for HPT'90 – (LFHPT'90);
- Portfolio Guarantee with Standard Chartered Bank – Tranche 1 – (PG SCB – Tranche 1);
- Portfolio Guarantee with Standard Chartered Bank – Tranche 2 – (PG SCB – Tranche 2);
- Portfolio Guarantee with Standard Chartered Bank – Tranche 3 – (PG SCB – Tranche 3);
- Portfolio Guarantee with Standard Chartered Bank – Tranche 4 – (PG SCB – Tranche 4);
- Portfolio Guarantee with Standard Chartered Bank – Tranche 5 – (PG SCB – Tranche 5);
- Portfolio Guarantee with Standard Chartered Bank – Tranche 6 – (PG SCB – Tranche 6);
- Small Entrepreneurs Guarantee Scheme – (SEGS);
- Small Entrepreneurs Guarantee Scheme – BUMI – (SEGS – B);
- Small Entrepreneur Guarantee Scheme (Revised) – (SEGS – REVISED);
- Small Entrepreneur Guarantee Scheme – Bumi (Revised) – (SEGS-Bumi – REVISED);
- SME Assistance Facility (Conventional) – (SAF Conventional);
- SME Assistance Facility (Islamic) – (SAF Islamic);
- SME Assistance Guarantee Scheme (Conventional) – (SMEAGS Conventional);
- SME Assistance Guarantee Scheme (Islamic) – (SMEAGS Islamic);
- SME Modernisation Facility (Conventional) – (SMF Conventional); and
- SME Modernisation Facility (Islamic) – (SMF Islamic).



## FINANCIAL RESULTS

|                                   | Group<br>RM'000 | Corporation<br>RM'000 |
|-----------------------------------|-----------------|-----------------------|
| Net profit for the financial year | 173,147         | 121,063               |

## DIVIDENDS

No dividends have been paid or declared by the Corporation since the end of the previous financial year. The Directors do not recommend the payment of any dividends for the financial year ended 31 December 2013.

## RESERVES AND PROVISIONS

### (a) Reserves

The Directors approved the transfer of RM37,574,000 from the Group's and Corporation's retained earnings to the following reserves during the financial year:

|   | RM'000 |
|---|--------|
| Special Programme reserve (Note 18(a))            | 8,194  |
| Skim Perbankan Islam ("SPI") reserve (Note 18(b)) | (327)  |
| Special reserve (Note 18(c))                      | 29,707 |
|   | <hr/>  |
|   | 37,574 |

### (b) Provision for claims under Guarantee Schemes

During the financial year, a provision of RM61,776,000 representing possible claims against the Group and the Corporation was made by way of a charge against the statements of comprehensive income.

## BAD AND DOUBTFUL DEBTS AND FINANCING

Before the financial statements of the Group and the Corporation were made out, the Directors took reasonable steps to ascertain that proper action had been taken in relation to the writing off of bad debts and financing and the making of allowance for non-performing debts and financing, and satisfied themselves that all known bad debts and financing had been written off and adequate allowance had been made for doubtful debts and financing.

As at the date of this report, the Directors are not aware of any circumstances that would render the amounts written off as bad debts and financing or the amount of the allowance for non-performing debts and financing in the financial statements of the Group and the Corporation inadequate to any substantial extent.

# DIRECTORS' REPORT

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### CURRENT ASSETS

Before the financial statements of the Group and the Corporation were made out, the Directors took reasonable steps to ensure that any current assets, other than debts and financing, which were unlikely to realise, in the ordinary course of business, their values as shown in the accounting records of the Group and the Corporation, had 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 which would render the values attributed to the current assets in the financial statements of the Group and the Corporation misleading.

### VALUATION METHODS

At the date of this report, the Directors are not aware of any circumstances which have arisen that would render adherence to the existing methods of valuation of assets or liabilities of the Group and the Corporation misleading or inappropriate.

### CONTINGENT AND OTHER LIABILITIES

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

- (a) any charge on the assets of the Group and the Corporation which has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability in respect of the Group and the Corporation that has arisen since the end of the financial year other than in the ordinary course of business or activities of the Group.

No contingent liability or other liability of the Group and the Corporation 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 Group and the Corporation to meet their obligations as and when they fall due.

### CHANGE OF CIRCUMSTANCES

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

## ITEMS OF AN UNUSUAL NATURE

In the opinion of the Directors:

- (a) the results of the operations of the Group and the Corporation for the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.
- (b) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and the Corporation for the financial year in which this report is made.

## DIRECTORS

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

Dato' Agil Natt (Chairman) – Appointed on 18 June 2013

Datuk Wan Azhar Wan Ahmad – Executive Director

Encik Md. Yusof Hussin

Dato' Mohd Hanif Sher Mohamed

Datuk P. Kasi

Datuk Zaiton Mohd Hassan

Datuk David Chua Kok Tee

Encik Chew Sun Teong

Dato' Syed Moheeb Syed Kamarulzaman – Appointed on 15 January 2014

Datuk Mohd Nasir Ahmad – Appointed on 3 March 2014

Encik Mohamed Rashdi Mohamed Ghazalli – Appointed on 3 March 2014

Dato' Sri Abdul Hamidy Abdul Hafiz (Chairman) – Resigned on 1 June 2013

## DIRECTORS' INTERESTS

Accordingly to the register of Directors' shareholdings, none of the Directors in office at the end of the financial year held any interest in the shares in, or debentures of, the Corporation and its related corporations during the financial year.

# DIRECTORS' REPORT

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### DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Corporation has received or becomes entitled to receive any benefit (other than Directors' remuneration as disclosed in Note 41 to the financial statements) by reason of a contract made by the Corporation 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.

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

### AUDITORS

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

Signed on behalf of the Board of Directors in accordance with a resolution dated 28 May 2014.



**DATO' AGIL NATT**  
Chairman



**DATUK ZAITON MOHD HASSAN**  
Director

Kuala Lumpur  
28 May 2014

# STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2013

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|  | Note | Group                |                      |                      | Corporation          |                      |                      |
|--|------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|  |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 |
| <b>ASSETS</b>  |      |                      |                      |                      |                      |                      |                      |
| Property, plant and equipment                                    | 4    | 19,961               | 25,926               | 32,791               | 19,809               | 25,554               | 32,109               |
| Intangible assets  | 5    | 14,546               | 12,192               | 14,683               | 8,300                | 6,212                | 9,056                |
| Investment in a subsidiary                                       | 6    | –                    | –                    | –                    | 9,900                | 9,900                | 9,900                |
| Investments in associates  | 7    | 618,888              | 570,068              | 526,656              | 500,200              | 500,200              | 500,200              |
| Investment fund: Available-for-sale ("AFS")                      | 8    | 30,943               | 24,356               | 24,205               | 30,943               | 24,356               | 24,205               |
| Structured products: Fair value through profit or loss ("FVTPL") | 9    | 669,195              | 676,362              | 629,499              | 669,195              | 676,362              | 629,499              |
| Investment securities: AFS                                       | 10   | 400,652              | 446,869              | 556,014              | 400,652              | 446,869              | 556,014              |
| Investment securities: FVTPL                                     | 11   | 774,359              | 941,505              | 862,319              | 774,359              | 941,505              | 862,319              |
| Term deposits  | 12   | 1,582,169            | 2,016,385            | 1,850,677            | 1,582,169            | 2,016,385            | 1,850,677            |
| Loans, advances and financing                                    | 13   | 303,717              | 349,173              | 391,034              | 303,717              | 349,173              | 391,034              |
| Loan due from a subsidiary                                       | 14   | –                    | –                    | –                    | 1,243                | 1,265                | 896                  |
| Amount due from a subsidiary                                     | 14   | –                    | –                    | –                    | 950                  | 830                  | 2                    |
| Amount due from Bank Negara Malaysia ("BNM")                     | 15   | 6,624                | 6,123                | 19,933               | 6,624                | 6,123                | 19,933               |
| Trade and other receivables                                      | 16   | 8,500                | 4,454                | 34,071               | 5,866                | 2,952                | 33,189               |
| Deferred tax assets  | 37   | 1,043                | –                    | –                    | –                    | –                    | –                    |
| Cash and cash equivalents  |      | 65,916               | 37,899               | 23,281               | 65,545               | 37,303               | 22,953               |
| <b>TOTAL ASSETS</b>  |      | <b>4,496,513</b>     | <b>5,111,312</b>     | <b>4,965,163</b>     | <b>4,379,472</b>     | <b>5,044,989</b>     | <b>4,941,986</b>     |

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

# STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2013

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|   | Note | Group                |                      |                      | Corporation          |                      |                      |
|---|------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|   |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 |
| <b>EQUITY AND LIABILITIES</b>                                     |      |                      |                      |                      |                      |                      |                      |
| <b>Equity Attributable To The Shareholders Of The Corporation</b> |      |                      |                      |                      |                      |                      |                      |
| Share capital   | 17   | 1,585,600            | 1,585,600            | 1,585,600            | 1,585,600            | 1,585,600            | 1,585,600            |
| Reserves  | 18   | 1,195,496            | 1,022,349            | 801,988              | 1,081,593            | 960,530              | 783,800              |
| Available-for-sale reserve  | 19   | 5,188                | 5,367                | 4,971                | 7,500                | 5,013                | 4,232                |
|   |      | <b>2,786,284</b>     | 2,613,316            | 2,392,559            | <b>2,674,693</b>     | 2,551,143            | 2,373,632            |
| Non-controlling interest  |      | 2,296                | 2,010                | 1,944                | –                    | –                    | –                    |
| <b>TOTAL EQUITY</b>   |      | <b>2,788,580</b>     | 2,615,326            | 2,394,503            | <b>2,674,693</b>     | 2,551,143            | 2,373,632            |
| <b>LIABILITIES</b>  |      |                      |                      |                      |                      |                      |                      |
| Amount due to BNM   | 20   | 800,000              | 800,000              | 800,000              | 800,000              | 800,000              | 800,000              |
| Small Entrepreneurs Guarantee Scheme                              | 21   | 55,479               | 57,313               | 59,079               | 55,479               | 57,313               | 59,079               |
| Tabung Usahawan Kecil   | 22   | 32,609               | 31,319               | 30,079               | 32,609               | 31,319               | 30,079               |
| Government funds  | 23   | 152,842              | 151,842              | 151,842              | 152,842              | 151,842              | 151,842              |
| Preference shares   | 24   | 200,000              | 200,000              | 200,000              | 200,000              | 200,000              | 200,000              |
| SME Modernisation and Assistance Facilities                       | 25   | 150,000              | 850,000              | 850,000              | 150,000              | 850,000              | 850,000              |
| Small Entrepreneurs Financing Fund                                | 26   | 11,075               | 11,108               | 12,424               | 11,075               | 11,108               | 12,424               |
| Loan due to non-controlling interest                              | 28   | 564                  | 575                  | 407                  | –                    | –                    | –                    |
| Amount due to a subsidiary  | 14   | –                    | –                    | –                    | –                    | –                    | 740                  |
| Provision for claims under Guarantee Schemes                      | 27   | 47,239               | 68,159               | 187,834              | 47,239               | 68,159               | 187,834              |
| Claims payable  |      | 105,250              | 177,824              | 153,478              | 105,250              | 177,824              | 153,478              |
| Other payables  | 28   | 152,875              | 147,846              | 125,517              | 150,285              | 146,281              | 122,878              |
| <b>TOTAL LIABILITIES</b>  |      | <b>1,707,933</b>     | 2,495,986            | 2,570,660            | <b>1,704,779</b>     | 2,493,846            | 2,568,354            |
| <b>TOTAL EQUITY AND LIABILITIES</b>                               |      | <b>4,496,513</b>     | 5,111,312            | 4,965,163            | <b>4,379,472</b>     | 5,044,989            | 4,941,986            |

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

# STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

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|  | Note | Group          |                | Corporation    |                |
|--|------|----------------|----------------|----------------|----------------|
|  |      | 2013<br>RM'000 | 2012<br>RM'000 | 2013<br>RM'000 | 2012<br>RM'000 |
| Revenue  | 32   | 123,682        | 149,554        | 116,819        | 142,537        |
| Investment income  | 33   | 105,640        | 197,195        | 105,640        | 197,189        |
|  |      | <b>229,322</b> | 346,749        | <b>222,459</b> | 339,726        |
| Other operating income   | 34   | 58,912         | 65,150         | 59,275         | 65,435         |
| <b>Total income</b>  |      | <b>288,234</b> | 411,899        | <b>281,734</b> | 405,161        |
| Staff costs  | 35   | 39,987         | 40,485         | 38,268         | 38,765         |
| Depreciation on property, plant and equipment                        |      | 3,963          | 4,592          | 3,666          | 4,196          |
| Amortisation of intangible assets                                    |      | 5,402          | 6,375          | 3,458          | 4,318          |
| Provision for claims under Guarantee Schemes (net)                   |      | 61,776         | 81,269         | 61,776         | 81,269         |
| Allowance for impairment of loans, advances and financing (net)      |      | 25,207         | 71,320         | 25,207         | 71,320         |
| Interest expense on Government loans                                 |      | 4,500          | 4,500          | 4,500          | 4,500          |
| Other operating expenses   |      | 26,778         | 26,792         | 23,796         | 24,063         |
| <b>Total operating expenses</b>                                      |      | <b>167,613</b> | 235,333        | <b>160,671</b> | 228,431        |
| Share of profit after tax of associates                              |      | 51,486         | 43,797         | –              | –              |
| <b>Profit before taxation</b>  | 36   | <b>172,107</b> | 220,363        | <b>121,063</b> | 176,730        |
| Taxation   | 37   | 1,040          | (2)            | –              | –              |
| <b>Net profit for the financial year</b>                             |      | <b>173,147</b> | 220,361        | <b>121,063</b> | 176,730        |
| <b>Other comprehensive income:</b>                                   |      |                |                |                |                |
| <b>Items that may be subsequently reclassified to profit or loss</b> |      |                |                |                |                |
| Available-for-sale reserve   |      |                |                |                |                |
| – Net fair value gain on AFS investments                             |      | 2,487          | 781            | 2,487          | 781            |
| – Share of other comprehensive income of associates                  |      | (2,666)        | (385)          | –              | –              |
| <b>Other comprehensive income for the financial year</b>             |      | <b>(179)</b>   | 396            | <b>2,487</b>   | 781            |
| <b>Total comprehensive income for the financial year</b>             |      | <b>172,968</b> | 220,757        | <b>123,550</b> | 177,511        |
| Net profit for the financial year attributable to:                   |      |                |                |                |                |
| Shareholders of the Corporation                                      |      | 172,861        | 220,295        | 121,063        | 176,730        |
| Non-controlling interest   |      | 286            | 66             | –              | –              |
|  |      | <b>173,147</b> | 220,361        | <b>121,063</b> | 176,730        |
| Total comprehensive income for the financial year attributable to:   |      |                |                |                |                |
| Shareholders of the Corporation                                      |      | 172,682        | 220,691        | 123,550        | 177,511        |
| Non-controlling interest   |      | 286            | 66             | –              | –              |
|  |      | <b>172,968</b> | 220,757        | <b>123,550</b> | 177,511        |

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

# STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

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| Group  | Note | Attributable to Shareholders of the Corporation |                                     |  |                           |                       |                             |                                    | Total Equity<br>RM'000 |
|--|------|---|-------------------------------------|--|---------------------------|-----------------------|-----------------------------|------------------------------------|------------------------|
|  |      | Share Capital<br>RM'000                         | Special Programme Reserve<br>RM'000 | Skim Perbankan Islam ("SPI") Reserve<br>RM'000 | Special Reserve<br>RM'000 | AFS Reserve<br>RM'000 | Retained Earnings<br>RM'000 | Non-Controlling Interest<br>RM'000 |                        |
| Balance as at 1 January 2012                             |      |   |                                     |  |                           |                       |                             |                                    |                        |
| – as previously reported                                 |      | 1,585,600                                       | 206,839                             | 19,337   | 277,656                   | 8,604                 | 292,723                     | 2,201                              | 2,392,960              |
| Prior year adjustments                                   | 44   | –   | 6,708                               | 356  | 19,677                    | (3,633)               | (21,308)                    | (257)                              | 1,543                  |
| Balance as at 1 January 2012                             |      |   |                                     |  |                           |                       |                             |                                    |                        |
| – as restated  |      | 1,585,600                                       | 213,547                             | 19,693   | 297,333                   | 4,971                 | 271,415                     | 1,944                              | 2,394,503              |
| Total comprehensive income for the financial year        |      | –   | –                                   | –  | –                         | 396                   | 220,361                     | 66                                 | 220,823                |
| Transfer between reserves                                | 18   | –   | 12,208                              | (4,327)  | 44,579                    | –                     | (52,460)                    | –                                  | –                      |
| Balance as at 31 December 2012                           |      | 1,585,600                                       | 225,755                             | 15,366   | 341,912                   | 5,367                 | 439,316                     | 2,010                              | 2,615,326              |
| Balance as at 1 January 2013                             |      |   |                                     |  |                           |                       |                             |                                    |                        |
| – as previously reported                                 |      | 1,585,600                                       | 213,092                             | 14,584   | 300,261                   | (36)                  | 467,566                     | 2,354                              | 2,583,421              |
| Prior year adjustments                                   | 44   | –   | 12,663                              | 782  | 41,651                    | 5,403                 | (28,250)                    | (344)                              | 31,905                 |
| Balance as at 1 January 2013                             |      |   |                                     |  |                           |                       |                             |                                    |                        |
| – as restated  |      | 1,585,600                                       | 225,755                             | 15,366   | 341,912                   | 5,367                 | 439,316                     | 2,010                              | 2,615,326              |
| Total comprehensive income/(loss) for the financial year |      | –   | –                                   | –  | –                         | (179)                 | 173,147                     | 286                                | 173,254                |
| Transfer between reserves                                | 18   | –   | 8,194                               | (327)  | 29,707                    | –                     | (37,574)                    | –                                  | –                      |
| Balance as at 31 December 2013                           |      | 1,585,600                                       | 233,949                             | 15,039   | 371,619                   | 5,188                 | 574,889                     | 2,296                              | 2,788,580              |

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



# STATEMENT OF CHANGES IN EQUITY

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| Corporation                                       | Note | ← Non-distributable Skim → |                                     |   |                           | ← Distributable →     |                             | Total Equity<br>RM'000 |
|---|------|----------------------------|-------------------------------------|---|---------------------------|-----------------------|-----------------------------|------------------------|
|   |      | Share Capital<br>RM'000    | Special Programme Reserve<br>RM'000 | Perbankan Islam ("SPI") Reserve<br>RM'000 | Special Reserve<br>RM'000 | AFS Reserve<br>RM'000 | Retained Earnings<br>RM'000 |                        |
| Balance as at 1 January 2012                      |      |                            |                                     |   |                           |                       |                             |                        |
| – as previously reported                          |      | 1,585,600                  | 206,839                             | 19,337                                    | 277,656                   | 8,604                 | 273,898                     | 2,371,934              |
| Prior year adjustments                            | 44   | –                          | 6,708                               | 356                                       | 19,677                    | (4,372)               | (20,671)                    | 1,698                  |
| Balance at 1 January 2012                         |      |                            |                                     |   |                           |                       |                             |                        |
| – as restated                                     |      | 1,585,600                  | 213,547                             | 19,693                                    | 297,333                   | 4,232                 | 253,227                     | 2,373,632              |
| Total comprehensive income for the financial year |      | –                          | –                                   | –   | –                         | 781                   | 176,730                     | 177,511                |
| Transfer between reserves                         | 18   | –                          | 12,208                              | (4,327)                                   | 44,579                    | –                     | (52,460)                    | –                      |
| Balance as at 31 December 2012                    |      | 1,585,600                  | 225,755                             | 15,366                                    | 341,912                   | 5,013                 | 377,497                     | 2,551,143              |
| Balance at 1 January 2013                         |      |                            |                                     |   |                           |                       |                             |                        |
| – as previously reported                          |      | 1,585,600                  | 213,092                             | 14,584                                    | 300,261                   | (36)                  | 410,587                     | 2,524,088              |
| Prior year adjustments                            | 44   | –                          | 12,663                              | 782                                       | 41,651                    | 5,049                 | (33,090)                    | 27,055                 |
| Balance at 1 January 2013                         |      |                            |                                     |   |                           |                       |                             |                        |
| – as restated                                     |      | 1,585,600                  | 225,755                             | 15,366                                    | 341,912                   | 5,013                 | 377,497                     | 2,551,143              |
| Total comprehensive income for the financial year |      | –                          | –                                   | –   | –                         | 2,487                 | 121,063                     | 123,550                |
| Transfer between reserves                         | 18   | –                          | 8,194                               | (327)                                     | 29,707                    | –                     | (37,574)                    | –                      |
| Balance as at 31 December 2013                    |      | 1,585,600                  | 233,949                             | 15,039                                    | 371,619                   | 7,500                 | 460,986                     | 2,674,693              |

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

# STATEMENTS OF CASH FLOWS

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|   | Group          |                | Corporation    |                |
|---|----------------|----------------|----------------|----------------|
|   | 2013<br>RM'000 | 2012<br>RM'000 | 2013<br>RM'000 | 2012<br>RM'000 |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>               |                |                |                |                |
| <b>Net profit for the financial year</b>                  | <b>173,147</b> | 220,361        | <b>121,063</b> | 176,730        |
| Adjustments for:  |                |                |                |                |
| Depreciation on property, plant and equipment             | 3,963          | 4,592          | 3,666          | 4,196          |
| Amortisation of intangible assets                         | 5,402          | 6,375          | 3,458          | 4,318          |
| Gain on disposal of property, plant and equipment         | (98)           | (88)           | (98)           | (88)           |
| Write-offs of property, plant and equipment               | -              | 2,647          | -              | 2,647          |
| Fair value loss/(gain) on structured products             | 7,867          | (46,402)       | 7,867          | (46,402)       |
| Realised loss on AFS investments                          | 2,371          | 2,441          | 2,371          | 2,441          |
| Realised gain on FVTPL investments                        | (9,657)        | (32,322)       | (9,657)        | (32,322)       |
| Unrealised fair value loss/(gain) on FVTPL investments    | 12,987         | (8,200)        | 12,987         | (8,200)        |
| Accretion of discounts on AFS investments                 | (621)          | (887)          | (621)          | (887)          |
| Amortisation of premiums on FVTPL investments             | 6,348          | 5,768          | 6,348          | 5,768          |
| Provision for claims under Guarantee Schemes              | 61,776         | 81,269         | 61,776         | 81,269         |
| Allowance for impairment of loans, advances and financing | 25,207         | 71,320         | 25,207         | 71,320         |
| Amortisation of deferred income                           | (3,456)        | (3,474)        | (3,456)        | (3,474)        |
| Accretion of Government loans                             | 3,456          | 3,474          | 3,456          | 3,474          |
| Interest income from a subsidiary                         | -              | -              | (62)           | (48)           |
| Interest expense on Government loans                      | 4,500          | 4,500          | 4,500          | 4,500          |
| Share of profit of associates                             | (51,486)       | (43,797)       | -              | -              |
| Taxation  | (1,040)        | 2              | -              | -              |
| Share of profit to non-controlling interest               | 286            | 66             | -              | -              |
|   | <b>240,952</b> | 267,645        | <b>238,805</b> | 265,242        |
| Increase in interest receivable on structured products    | (701)          | (461)          | (701)          | (461)          |
| (Increase)/decrease in amount due from a subsidiary       | -              | -              | (120)          | (828)          |
| (Increase)/decrease in amount due from BNM                | (501)          | 13,810         | (501)          | 13,810         |
| Increase/(decrease) in trade and other receivables        | (4,045)        | 29,618         | (2,913)        | 30,237         |
| Decrease/(increase) in loans, advances and financing      | 20,249         | (29,459)       | 20,249         | (29,459)       |
| Decrease in claims payable                                | (155,271)      | (176,598)      | (155,271)      | (176,598)      |
| Increase in other payables                                | 8,486          | 25,803         | 7,461          | 26,876         |
| Decrease in amount due to a subsidiary                    | -              | -              | -              | (740)          |
| <b>Cash generated from operations</b>                     | <b>109,169</b> | 130,358        | <b>107,009</b> | 128,079        |
| Tax paid  | (2)            | (4)            | -              | -              |
| <b>Net cash inflows from operating activities</b>         | <b>109,167</b> | 130,354        | <b>107,009</b> | 128,079        |

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

# STATEMENTS OF CASH FLOWS

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|  | Group            |                  | Corporation      |                  |
|--|------------------|------------------|------------------|------------------|
|  | 2013<br>RM'000   | 2012<br>RM'000   | 2013<br>RM'000   | 2012<br>RM'000   |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                |                  |                  |                  |                  |
| Proceeds from disposal of property, plant and equipment                    | 203              | 180              | 203              | 180              |
| Purchase of property, plant and equipment                                  | (3,650)          | (1,939)          | (3,572)          | (1,853)          |
| Purchase of intangible assets  | (2,210)          | (2,410)          | -                | -                |
| Repayment of loan due from subsidiary                                      | -                | 168              | 84               | -                |
| Drawdown of loan due from subsidiary                                       | -                | -                | -                | (321)            |
| Net capital (contribution)/distribution in investment fund (AFS)           | (1,926)          | 2,235            | (1,926)          | 2,235            |
| Purchase of AFS investments  | (160,140)        | -                | (160,140)        | -                |
| Purchase of FVTPL investments  | (470,009)        | (1,402,739)      | (470,009)        | (1,402,739)      |
| Proceeds from disposal of AFS investments                                  | 202,433          | 105,986          | 202,433          | 105,986          |
| Proceeds from disposal of FVTPL investments                                | 627,477          | 1,358,307        | 627,477          | 1,358,307        |
| Decrease/(increase) in term deposits                                       | 434,216          | (165,708)        | 434,216          | (165,708)        |
| <b>Net cash inflows/(outflows) from investing activities</b>               | <b>626,394</b>   | <b>(105,920)</b> | <b>628,766</b>   | <b>(103,913)</b> |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                |                  |                  |                  |                  |
| Repayment of loan due to non-controlling interest                          | (11)             | -                | -                | -                |
| Repayment of Small Entrepreneurs Guarantee Scheme                          | (4,000)          | (4,000)          | (4,000)          | (4,000)          |
| Repayment of SME Modernisation and Assistance Facilities                   | (700,000)        | -                | (700,000)        | -                |
| Repayment of Government Funds  | (3,500)          | (4,500)          | (3,500)          | (4,500)          |
| Repayment of Small Entrepreneurs Financing Fund                            | (33)             | (1,316)          | (33)             | (1,316)          |
| <b>Net cash outflows in financing activities</b>                           | <b>(707,544)</b> | <b>(9,816)</b>   | <b>(707,533)</b> | <b>(9,816)</b>   |
| <b>NET INCREASE IN CASH AND CASH EQUIVALENTS DURING THE FINANCIAL YEAR</b> | <b>28,017</b>    | <b>14,618</b>    | <b>28,242</b>    | <b>14,350</b>    |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR</b>        | <b>37,899</b>    | <b>23,281</b>    | <b>37,303</b>    | <b>22,953</b>    |
| <b>CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR</b>              | <b>65,916</b>    | <b>37,899</b>    | <b>65,545</b>    | <b>37,303</b>    |
| Cash and cash equivalents comprise:  |                  |                  |                  |                  |
| Cash and bank balances   | 65,916           | 37,899           | 65,545           | 37,303           |

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

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### 1. PRINCIPAL ACTIVITIES AND GENERAL INFORMATION

The Corporation is principally engaged in the provision of guarantees, loans and financing. The principal activity of the subsidiary is the provision of credit reference services, credit rating and such other services related to a credit bureau. There have been no significant changes in the nature of principal activities during the financial year.

The Corporation is a public limited liability company incorporated and domiciled in Malaysia.

The address of the registered office of the Corporation is Level 14, Bangunan CGC, Kelana Business Centre, No. 97, Jalan SS 7/2, 47301 Petaling Jaya, Selangor.

The principal place of business of the Corporation is located at Level 8, Bangunan CGC, Kelana Business Centre, No. 97, Jalan SS 7/2, 47301 Petaling Jaya, Selangor.

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors on 28 May 2014.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements unless otherwise stated.

#### 2.1 Basis of preparation

The financial statements of the Group and the Corporation have been prepared in accordance with the provisions of the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS"), and the requirements of the Companies Act, 1965 in Malaysia.

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

The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

# NOTES TO THE FINANCIAL STATEMENTS

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.1 Basis of preparation (continued)

#### (a) Standards, amendments to published standards and interpretations to existing standards applicable to the Group and the Corporation are effective

On 1 January 2013, the Group and the Corporation adopted the following standards mandatory for financial year beginning on or after 1 January 2013:

- MFRS 10, 'Consolidated Financial Statements'
- MFRS 12, 'Disclosures of Interests in Other Entities'
- MFRS 13, 'Fair Value Measurement'
- MFRS 127, 'Separate Financial Statements'
- MFRS 128, 'Investments in Associates and Joint Ventures'
- Amendments to MFRS 1, 'Government Loans'
- Amendments to MFRS 101, 'Presentation of items of other comprehensive income'
- Amendment to MFRS 7, 'Financial Instruments: Disclosures'
- Annual improvement to MFRS 2009 – 2011 Cycle

The adoption of the above standards, amendments to published standards and interpretations to existing standards does not give rise to any material financial impact to the Group and the Corporation other than enhanced disclosures to the financial statements.

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

The Group and the Corporation will apply the new standards, amendments to standards and interpretations in the following period:

##### (i) Financial year beginning on/after 1 January 2014

- Amendment to MFRS 132 "Financial Instruments: Presentation" (effective from 1 January 2014) does not change the current offsetting model in MFRS 132. It clarifies the meaning of 'currently has a legally enforceable right of set-off' that the right of set-off must be available today (not contingent on a future event) and legally enforceable for all counterparties in the normal course of business. It clarifies that some gross settlement mechanisms with features that are effectively equivalent to net settlement will satisfy the MFRS 132 offsetting criteria.
- Amendments to MFRS 10, MFRS 12 and MFRS 127 (effective from 1 January 2014) introduce an exception to consolidation for investment entities. Investment entities are entities whose business purpose is to invest funds solely for returns from capital appreciation, investment income or both and evaluate the performance of its investments on fair value basis. The amendments require investment entities to measure particular subsidiaries at fair value instead of consolidating them.

# NOTES TO THE FINANCIAL STATEMENTS

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.1 Basis of preparation (continued)

#### (b) Standards, amendments to published standards and interpretations to existing standards that are applicable to the Group and the Corporation but not yet effective (continued)

(ii) Effective date yet to be determined by Malaysian Accounting Standards Board

- MFRS 9, 'Financial Instruments – Classification and Measurement of Financial Assets and Financial Liabilities' replaces the parts of MFRS 139 that relate to the classification and measurement of financial instruments. MFRS 9 requires financial assets to be classified into two measurement categories: those measured as at fair value and those measured at amortised cost. The determination is made at initial recognition. The classification depends on the entity's business model for managing its financial instruments and the contractual cash flow characteristics of the instrument. For financial liabilities, the standard retains most of the MFRS 139 requirements. The main change is that, in cases where the fair value option is taken for financial liabilities, the part of a fair value change due to an entity's own credit risk is recorded in other comprehensive income rather than the income statement, unless this creates an accounting mismatch. The Group and the Corporation are yet to assess MFRS 9's full impact. The Group and the Corporation will also consider the impact of the remaining phases of MFRS 9 when the standard is completed and issued.

The Group and the Corporation will apply these standards when effective. The adoption of the above standards, amendments to published standards and interpretations to existing standards are not expected to have a material impact on the financial statements of the Group and the Corporation except for MFRS 9. The financial impact of the adoption of MFRS 9 is still being assessed by the Group and the Corporation.

### 2.2 Consolidation, subsidiaries and associates

#### (a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquiree on a case by case basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

# NOTES TO THE FINANCIAL STATEMENTS

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.2 Consolidation, subsidiaries and associates (continued)

#### (a) Subsidiaries (continued)

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through the income statement.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with MFRS 139 either in the income statement or as a change to other comprehensive income. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recognised as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the income statement.

Inter-company transactions, balances and unrealised gains/(losses) on transactions between Group companies are eliminated on consolidation. When necessary, amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

#### (b) Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Significant influence is the power to participate in the financial and operating policies through the representation of the Board but not power to exercise control over those policies.

Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The Group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to the income statement where appropriate.

# NOTES TO THE FINANCIAL STATEMENTS

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.2 Consolidation, subsidiaries and associates (continued)

#### (b) Associates (continued)

The Group's share of post-acquisition profit or loss is recognised in the income statement, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to 'share of profit/(loss) of associates' in the income statement.

Profits and losses resulting from upstream and downstream transactions between the Group and its associates are recognised in the Group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dilution gains and losses arising in investments in associates are recognised in the income statement.

#### (c) Investments in subsidiaries and associates

In the Corporation's separate financial statements, investments in subsidiaries and associates are carried at cost less accumulated impairment losses. At the end of each reporting period, the Group assess whether there is any indication of impairment. Where indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. See accounting policy Note 2.6 on impairment of non-financial assets.

On disposal of investments in subsidiaries and associates, the difference between disposal proceeds and the carrying amounts of the investments are recognised in the income statement.



# NOTES TO THE FINANCIAL STATEMENTS

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.3 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the Corporation, and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are recognised as expenses in the income statement during the financial year in which they are incurred.

Property, plant and equipment are depreciated on the straight line basis to allocate the cost of the assets to their residual values over their estimated useful lives, summarised as follows:

|                                  |                                 |
|----------------------------------|---------------------------------|
| Building                         | 25 years                        |
| Leasehold land                   | Over the remaining lease period |
| Motor vehicles                   | 5 years                         |
| Office equipment                 | 5 years                         |
| Furniture, fittings and fixtures | 5 years                         |
| Renovation                       | 5 years                         |
| Computer equipment               | 5 years                         |

Residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each date of the statement of financial position.

At the end of the reporting period, the Group and the Corporation assess whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A written down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 2.6 on impairment of non-financial assets.

Gains and losses on disposals are determined by comparing proceeds with carrying amounts and are credited or charged to income statement.

# NOTES TO THE FINANCIAL STATEMENTS

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.4 Intangible assets

Intangible assets consist of capitalised data cost and application software.

Intangible assets with finite useful lives, are stated at cost less any accumulated amortisation and any accumulated impairment losses.

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific assets which it relates. All other expenditure is recognised in the income statement as incurred.

Intangible assets with finite useful lives are amortised from the date they are available for use.

Amortisation is recognised in the income statement on a straight-line basis over the estimated lives of the intangible assets, summarised as follows:

|                        |         |
|------------------------|---------|
| Capitalised data costs | 5 years |
| Application software   | 5 years |

Amortisation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted, if appropriate.

At the end of the reporting period, the Group and the Corporation assess whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A written down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 2.6 on impairment of non-financial assets.

Expenditure incurred for the development of software is carried as development expenditure until the software is ready for its intended use. Expenditure include the cost of software, salary and borrowing costs attributable to the development.

### 2.5 Financial assets

#### (a) Classification

The Group and the Corporation classify its financial assets in the following categories: financial assets at FVTPL, loans and receivables and financial investments AFS. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification at initial recognition.

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

Financial assets at FVTPL are financial assets held for trading. A financial asset is classified in this category if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term. Assets in this category are classified as current assets if expected to be settled within 12 months; otherwise, they are classified as non-current.

# NOTES TO THE FINANCIAL STATEMENTS

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.5 Financial assets (continued)

#### (a) Classification (continued)

##### (ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

The Group's and Corporation's loans and receivables comprise 'term deposits', 'loans, advances and financing', 'loan due from a subsidiary', 'amount due from a subsidiary', 'amount due from Bank Negara Malaysia', 'trade and other receivables' and 'cash and cash equivalents' in the statement of financial position.

##### (iii) Financial investments AFS

Financial investments AFS are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months of the end of the reporting period.

#### (b) Recognition and initial measurement

Financial assets are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets as FVTPL are initially recognised at fair value, and transaction costs are expensed in the income statement.

#### (c) Subsequent measurement – gains and losses

Financial assets at FVTPL and AFS financial assets are subsequently carried at fair value.

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

Changes in the fair values of financial assets at FVTPL, including the effects of currency translation, interest and dividend income are recognised in the income statement in the period in which the changes arise.

Changes in the fair value of AFS assets are recognised in other comprehensive income, except for impairment losses (see accounting policy Note 2.5(d)) and foreign exchange gains and losses. The exchange differences on monetary assets are recognised in the income statement.

Interest and dividend income on AFS financial assets are recognised separately in the income statement. Interest on AFS debt securities is calculated using the effective interest method and recognised in the income statement. Dividends income on AFS equity instruments are recognised in the income statement when the Group's and the Corporation's right to receive payments is established.

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.5 Financial assets (continued)

#### (d) Subsequent measurement – Impairment of financial assets

##### Assets carried at amortised cost

The Group and the Corporation assess at the end of the reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is 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 asset or group of financial assets that can be reliably estimated.

Evidence of impairment may include indications that the borrower or a group of borrowers experiencing significant financial difficulty, the probability that they will enter bankruptcy or other reorganisation, default or delinquency in interest or principal payments or where observable data indicates that there is a measureable decrease in the estimated future cash flows, such as changes in economic conditions that correlate with defaults.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The asset's carrying amount of the asset is reduced and the amount of the loss is recognised in the income statement. If a 'loan and receivable' has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Group and the Corporation may measure impairment on the basis of an instrument's fair value using an observable market price.

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

When an asset is uncollectible, it is written off against the related allowance account. Such assets are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

#### (i) Individual assessment

The Group and the Corporation assess if objective evidence of impairment exists for loans, advances and financing which are deemed to be individually significant.

If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the loan's carrying amount and the present value of the estimated future cash flows discounted at the loan's original effective interest rate. The carrying amount of the loan is reduced through an allowance account and the amount of the loss is recognised in the income statement.

All other loans, advances and financing that have been individually evaluated, but not considered to be individually impaired, are assessed collectively for impairment.

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.5 Financial assets (continued)

#### (d) Subsequent measurement – Impairment of financial assets (continued)

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

##### (ii) Collective assessment

Loans, advances, financing and receivables which are not individually significant and loans that have been individually assessed with no evidence of impairment loss are grouped together for collective impairment assessment. These loans are grouped within similar credit risk characteristics for collective assessment, whereby data from the loan portfolio (such as credit quality, levels of arrears, credit utilisation, loan to collateral ratios, etc.) and concentration of risks (such as the performance of different individual groups) are taken into consideration.

Future cash flows in a group of financial assets that are collectively evaluated for impairment are estimated based on the historical loss experience of the Group and the Corporation. Historical loss experience is adjusted on the basis of current observable data to reflect the effects of current conditions that did not affect the period on which the historical loss experience is based and to remove the effects of conditions in the historical period that do not currently exist.

Estimates of changes in future cash flows for groups of assets should reflect and be directionally consistent with changes in related observable data from period to period. The methodology and assumptions used for estimating future cash flows are reviewed regularly by the Group and the Corporation to reduce any differences between loss estimates and actual loss experience.

##### Assets classified as available-for-sale

The Group and the Corporation assess at the end of the reporting period whether there is objective evidence that a financial asset or a group of financial asset is impaired.

For debt securities, the Group and the Corporation use criteria and measurement of impairment loss applicable for “asset carried to amortised cost” above.

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

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.5 Financial assets (continued)

#### (e) De-recognition

Financial assets are de-recognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Corporation have transferred substantially all risks and rewards of ownership.

When AFS financial assets are sold, the accumulated fair value adjustments recognised in other comprehensive income are reclassified to the income statement.

### 2.6 Impairment of non-financial assets

Assets that have an indefinite useful life, for example intangible assets not ready to use, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there is separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

The impairment loss is charged to the income statement unless it reverses a previous revaluation in which case it is charged to the revaluation surplus. Impairment losses on goodwill are not reversed. In respect of other assets, any subsequent increase in recoverable amount is recognised in the income statement unless it reverses an impairment loss on a revalued asset in which case it is taken to revaluation surplus reserve.

### 2.7 Financial liabilities

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

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

This category comprises two sub-categories: financial liabilities as held-for-trading ("HFT") and financial liabilities designated at fair value through profit or loss upon initial recognition.

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

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.7 Financial liabilities (continued)

#### (b) Other financial liabilities measured at amortised cost

Other financial liabilities are initially recognised at fair value plus transaction costs. Subsequently, other financial liabilities are re-measured at amortised cost using the effective interest method.

Other financial liabilities measured at amortised cost are 'amount due to Bank Negara Malaysia', 'Small Entrepreneurs Guarantee Scheme', 'Tabung Usahawan Kecil', 'Government funds', 'preference shares', 'SME Modernisation and Assistance Facilities', 'Small Entrepreneurs Financing Fund', 'loan due to non-controlling interest', 'amount due to a subsidiary', 'claims payable' and 'other payables'.

### 2.8 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Fair values are obtained from quoted market prices in active markets, including recent market transactions, and valuation techniques, including discounted cash flow models and option pricing models, as appropriate. All derivatives are carried as assets when fair values are positive, and as liabilities when fair values are negative.

The best evidence of fair value of a derivative at initial recognition is the transaction price (i.e. the fair value of the consideration given or received) unless fair value of the instrument is evidenced by comparison with other observable current market transactions in the same instrument (i.e. without modification or repackaging) or based on a valuation technique whose variables include only data from observable markets.

The method of recognising the resulting fair value gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

### 2.9 Operating leases

Leases of assets where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the financial year in which termination takes place.

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.10 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and bank balances, excluding term deposits which are held for investment purposes.

### 2.11 Share capital

#### *Ordinary shares*

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new shares and options are shown in equity as a deduction, net of tax, from the proceeds.

#### *Preference shares*

Preference shares are classified as liability if they are redeemable on a specific date, or at the option of the preference share holders, or if dividend payments are not discretionary. Dividends thereon are recognised as interest expense in the income statement.

### 2.12 Current and deferred income tax

#### *Current tax*

The current income tax charge is calculated based on Malaysian tax laws enacted or substantively enacted at the end of the reporting period and is recognised in the income statement.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities. This liability is measured using the single best estimate of the most likely outcome.

#### *Deferred tax*

Deferred tax is recognised, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred tax is determined using tax rates (and tax laws) that have been enacted or substantially enacted by the end of reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences or unused tax losses can be utilised.



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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.12 Current and deferred income tax (continued)

#### *Deferred tax (continued)*

Deferred and income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to taxes levied by the same taxation authority on either taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Deferred tax is recognised in the income statement except when it arises from a transaction which is recognised in other comprehensive income, in which case, the deferred tax is also charged or credited to the other comprehensive income.

### 2.13 Employee benefits

#### *Short term employee benefits*

Wages, salaries, paid annual leave and sick leave, bonuses, and non-monetary benefits are accrued in the financial year in which the associated services are rendered by employees of the Group and the Corporation.

#### *Post-employment benefits*

The Group and the Corporation contribute to the Employees' Provident Fund ("EPF"), a defined contribution plan. The Group's and the Corporation's contributions to the defined contribution plan are charged to the income statement in the financial year to which they relate. Once the contributions have been paid, the Group and the Corporation have no further payment obligations.

### 2.14 Government grants

The benefit of a Government loan at a below-market rate of interest is treated as a Government grant. The Government loan is recognised as a financial liability, and measured in accordance with MFRS 139 'Financial Instruments: Recognition and Measurement'. The Government grant is measured as the difference between the initial carrying value of the Government loan determined in accordance with MFRS 139 and the proceeds received. The Government grant is presented as deferred income in the statement of financial position.

Government grants are recognised when there is a reasonable assurance that the grants will be received, and the Group and the Corporation will comply with the conditions attached to the grants. Government grants are recognised in the income statement on a systematic basis over the periods in which the Group and the Corporation recognise as expenses the related costs for which the grants are intended to compensate.

The Group and the Corporation have applied the transitional provisions in MFRS 120 'Accounting for Government Grants and Disclosure of Government Assistance' and Amendment to MFRS 1 'First-time Adoption of Malaysian Financial Reporting Standard' on Government Loans whereby the accounting provisions of MFRS 120 shall be apply prospectively to grants receivable or repayable after the effective date of the standard.

The Government loans which existed at the date of transition are 'amount due to Bank Negara Malaysia' for Tabung Projek Usahawan Bumiputera-i and subscription for shares of Danajamin Nasional Berhad, 'Government funds', 'preference shares', 'SME Modernisation and Assistance Facilities' and 'Small Entrepreneurs Financing Fund'. These Government loans are stated at their previous carrying value.

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.15 Provision for claims under Guarantee Schemes

Provision for claims to the extent of exposure of the Group's and the Corporation's guarantees is made based on the notification by financial institutions when an account is classified as non-performing and upon lodgement of claims by the financial institutions.

Provision for claims are charged directly to the income statement. Transfer of surplus or deficit attributable to specific reserves is made through retained earnings.

### 2.16 Provisions

Provisions are recognised by the Group and the Corporation when all of the following conditions have been met:

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

### 2.17 Deferred income (excluding Government grants)

Deferred income comprises subscription fees paid in advance and fees from prepaid package. Deferred income is recognised as revenue in the income statement when the services are rendered.

### 2.18 Contingencies

The Group and the Corporation do not recognise contingent assets and liabilities, but discloses its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group and the Corporation or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare case where there is a liability that cannot be recognised because it cannot be measured reliably. However, contingent liabilities do not include financial guarantee contracts.

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group and the Corporation. The Group and the Corporation do not recognise contingent assets but discloses its existence where inflows of economic benefits are probable, but not virtually certain.

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.19 Revenue recognition

- (i) Guarantee fees are recognised on an accrual basis proportionately over the period of the respective guarantees.
- (ii) Interest income is recognised using the effective interest method. When a loan and receivable is impaired, the Group and the Corporation reduce the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument, and continues unwinding the discount as interest income. Interest income on impaired loans and receivables are recognised using the original effective interest rate.
- (iii) Income from Islamic banking business is recognised on accrual basis in accordance with the principles of Shariah.
- (iv) Other interest income, including amortisation of premiums or accretion of discounts, is recognised on a time proportion basis that takes into account the effective yield of the asset.
- (v) Dividend income is recognised when the right to receive payment is established.
- (vi) Rental income is recognised on a time proportion basis except where default in payment of rent has already occurred and the rent due remains outstanding, in which case recognition of rental income is suspended. Subsequent to suspension, rental income is recognised on the receipt basis until all arrears have been paid.
- (vii) Other revenue is recognised when the amount of revenue can be reliably measured and it is probable that future economic benefits will flow to the entity. Revenue for the subsidiary is recognised upon rendering of services and customers' acceptance.

### 2.20 Foreign currencies

#### (a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Ringgit Malaysia, which is the Group's and the Corporation's functional and presentation currency.

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.20 Foreign currencies (continued)

#### (b) Foreign currency transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement.

Changes in the fair value of monetary securities denominated in foreign currency classified as AFS financial assets are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortised cost are recognised in the income statement, and other changes in carrying amount are recognised in other comprehensive income.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in the income statement as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as available for sale, are included in other comprehensive income.

### 2.21 Fair value estimation for disclosure purpose

The basis of estimation of fair values for financial instruments is as follows:

- (i) The fair values of Malaysian Government Securities, Malaysian Government Investment Issues, credit-linked notes, Cagamas bonds and unquoted private debt securities are based on indicative market prices.
- (ii) The fair values of quoted equity securities are based on quoted market prices.
- (iii) The fair values of fixed rate loans, advances and financing, Small Entrepreneurs Guarantee Scheme, Tabung Usahawan Kecil, Government funds, preference shares, SME Modernisation and Assistance Facilities, Small Entrepreneurs Financing Fund and loan due to non-controlling interest are estimated by discounting future expected cash flows, taking into consideration market conditions and contractual terms of these loans.
- (iv) The carrying amounts for other financial assets and liabilities with a maturity period of less than one year are assumed to approximate their fair values.

Fair value measurements are classified using a fair value hierarchy based on the observability of the inputs used in the fair value measurement.

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## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.21 Fair value estimation for disclosure purpose (continued)

A level is assigned to each fair value measurement based on the lowest level input significant to the fair value measurement in its entirety. The three-level hierarchy is defined as follows:

- Level 1 Fair value measurements that reflect unadjusted, quoted prices in active markets for identical assets and liabilities that the Group and Company have the ability to access at the measurement date. Valuations are based on quoted prices reflecting market transactions involving assets or liabilities identical to those being measured.
- Level 2 Fair value measurements using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. Those include quoted prices for similar assets and liabilities in active market markets, quoted prices for identical assets and liabilities in inactive markets, inputs that are observable that are not prices (such as interest rates, credit risks, etc) and inputs that are derived from or corroborated by observable market data.
- Level 3 Fair value measurements using significant non market observable inputs. These include valuations for assets and liabilities that are derived using data, some or all of which is not market observable, including assumptions about risk.

## 3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period, or in the period of revision and future periods if the revision affects both current and future periods.

The Group and the Corporation make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

### (a) Fair value of structured products and other financial instruments

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. The Group and the Corporation use its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. Refer to Note 43(d) for key assumptions used to determine the fair values of financial instruments.

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## 3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

### (b) Allowance for losses on loans, advances and financing

The accounting estimates and judgments related to the impairment of loans and provision for off-balance sheet positions is a critical accounting estimate because the underlying assumptions used for both the individually and collectively assessed impairment can change from period to period and may significantly affect the Group and the Corporation's results of operations.

In assessing assets for impairment, management judgment is required. The determination of the impairment allowance required for loans which are deemed to be individually significant often requires the use of considerable management judgement concerning such matters as local economic conditions, the financial performance of the counterparty and the value of any collateral held, for which there may not be a readily accessible market. The actual amount of the future cash flows and their timing may differ from the estimates used by management and consequently may cause actual losses to differ from the reported allowances.

The impairment allowance for those loans which are individually significant but for which no objective evidence of impairment exists, is determined on a collective basis. The collective impairment allowance is calculated on a portfolio basis using statistical models which incorporate numerous estimates and judgments, and therefore is subject to estimation uncertainty. The Group and the Corporation perform a regular review of the models and underlying data and assumptions as far as possible to reflect the current economic circumstances. The probability of default, loss given defaults, and loss identification period, amongst other things, are all taken into account during this review.

### (c) Deferred tax assets

Significant judgement is required in determining the deferred tax assets as estimates of future taxable profits are involved, and the availability of unabsorbed capital allowances and unutilised business tax losses is subject to agreement with the tax authorities. Where the final outcome of future taxable profits is different from the amounts that were initially estimated, such differences will impact the deferred tax assets and liabilities in the financial year in which such determination is made.

### (d) Provision for claims under guarantee scheme

Provision for claims by financial institutions under Guarantee Schemes is made based on notifications of non-performing loans and lodgement of claims by the financial institutions by applying a percentage to the value of non-performing loans and the lodgement of claims based on past experience.

# NOTES TO THE FINANCIAL STATEMENTS

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## 4. PROPERTY, PLANT AND EQUIPMENT

| Group   | Building<br>RM'000 | Long term<br>leasehold<br>land<br>RM'000 | Motor<br>vehicles<br>RM'000 | Office<br>equipment<br>RM'000 | Furniture<br>fittings &<br>fixtures<br>RM'000 | Renovation<br>RM'000 | Computer<br>equipment<br>RM'000 | Capital<br>work in<br>progress<br>RM'000 | Total<br>RM'000 |
|---|--------------------|--|-----------------------------|-------------------------------|---|----------------------|---------------------------------|--|-----------------|
| <b>Cost</b>                                       |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2013                                 | 39,081             | 5,010                                    | 547                         | 2,353                         | 3,371   | 7,735                | 12,837                          | 4,673                                    | 75,607          |
| Additions   | -                  | -  | -                           | 80                            | 58  | 796                  | 1,110                           | 1,606                                    | 3,650           |
| Disposals   | -                  | -  | -                           | (88)                          | (68)  | (3,305)              | (1,238)                         | -  | (4,699)         |
| Reclassification to intangible assets<br>(Note 5) | -                  | -  | -                           | -                             | -   | -                    | -                               | (5,574)                                  | (5,574)         |
| At 31 December 2013                               | 39,081             | 5,010                                    | 547                         | 2,345                         | 3,361   | 5,226                | 12,709                          | 705                                      | 68,984          |
| <b>Less: Accumulated depreciation</b>             |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2013                                 | 25,011             | 2,214                                    | 251                         | 1,745                         | 2,938   | 6,641                | 10,882                          | -  | 49,682          |
| Charge for the financial year                     | 1,563              | 35                                       | 100                         | 245                           | 211   | 589                  | 1,220                           | -  | 3,963           |
| Disposals   | -                  | -  | -                           | (81)                          | (63)  | (3,240)              | (1,238)                         | -  | (4,622)         |
| At 31 December 2013                               | 26,574             | 2,249                                    | 351                         | 1,909                         | 3,086   | 3,990                | 10,864                          | -  | 49,023          |
| <b>Net book value:</b>                            |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 31 December 2013                               | 12,507             | 2,761                                    | 196                         | 436                           | 275   | 1,236                | 1,845                           | 705                                      | 19,961          |

# NOTES TO THE FINANCIAL STATEMENTS

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### 4. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

| Group   | Building<br>RM'000 | Long term<br>leasehold<br>land<br>RM'000 | Motor<br>vehicles<br>RM'000 | Office<br>equipment<br>RM'000 | Furniture<br>fittings &<br>fixtures<br>RM'000 | Renovation<br>RM'000 | Computer<br>equipment<br>RM'000 | Capital<br>work in<br>progress<br>RM'000 | Total<br>RM'000 |
|---|--------------------|--|-----------------------------|-------------------------------|---|----------------------|---------------------------------|--|-----------------|
| <b>Cost</b>                                       |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2012<br>(as previously reported)     | 39,081             | 5,010                                    | 547                         | 2,108                         | 12,691  | 324                  | 12,771                          | 4,570                                    | 77,102          |
| Prior year adjustments                            | -                  | -  | -                           | 321                           | (9,239)                                       | 8,918                | -                               | 2,647                                    | 2,647           |
| At 1 January 2012<br>(as restated)                | 39,081             | 5,010                                    | 547                         | 2,429                         | 3,452   | 9,242                | 12,771                          | 7,217                                    | 79,749          |
| Additions   | -                  | -  | -                           | 214                           | 32  | 50                   | 66                              | 1,577                                    | 1,939           |
| Disposals   | -                  | -  | -                           | (290)                         | (113)   | (1,557)              | -                               | -  | (1,960)         |
| Write-offs  | -                  | -  | -                           | -                             | -   | -                    | -                               | (2,647)                                  | (2,647)         |
| Reclassification to intangible assets<br>(Note 5) | -                  | -  | -                           | -                             | -   | -                    | -                               | (1,474)                                  | (1,474)         |
| At 31 December 2012                               | 39,081             | 5,010                                    | 547                         | 2,353                         | 3,371   | 7,735                | 12,837                          | 4,673                                    | 75,607          |
| <b>Less: Accumulated depreciation</b>             |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2012<br>(as previously reported)     | 23,448             | 2,179                                    | 142                         | 1,553                         | 10,227  | 210                  | 17,677                          | -  | 55,436          |
| Prior year adjustments                            | -                  | -  | -                           | 216                           | (7,419)                                       | 7,203                | (8,478)                         | -  | (8,478)         |
| At 1 January 2012<br>(as restated)                | 23,448             | 2,179                                    | 142                         | 1,769                         | 2,808   | 7,413                | 9,199                           | -  | 46,958          |
| Charge for the financial year                     | 1,563              | 35                                       | 109                         | 264                           | 242   | 697                  | 1,682                           | -  | 4,592           |
| Disposals   | -                  | -  | -                           | (288)                         | (112)   | (1,469)              | -                               | -  | (1,869)         |
| At 31 December 2012                               | 25,011             | 2,214                                    | 251                         | 1,745                         | 2,938   | 6,641                | 10,881                          | -  | 49,681          |
| <b>Net book value:</b>                            |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 31 December 2012<br>(as restated)              | 14,070             | 2,796                                    | 296                         | 608                           | 433   | 1,094                | 1,956                           | 4,673                                    | 25,926          |
| At 1 January 2012<br>(as restated)                | 15,633             | 2,831                                    | 405                         | 660                           | 644   | 1,829                | 3,572                           | 7,217                                    | 32,791          |



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## 4. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

| Corporation                                       | Building<br>RM'000 | Long term<br>leasehold<br>land<br>RM'000 | Motor<br>vehicles<br>RM'000 | Office<br>equipment<br>RM'000 | Furniture<br>fittings &<br>fixtures<br>RM'000 | Renovation<br>RM'000 | Computer<br>equipment<br>RM'000 | Capital<br>work in<br>progress<br>RM'000 | Total<br>RM'000 |
|---|--------------------|--|-----------------------------|-------------------------------|---|----------------------|---------------------------------|--|-----------------|
| <b>Cost</b>                                       |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2013                                 | 39,081             | 5,010                                    | 547                         | 2,277                         | 3,221   | 7,392                | 11,387                          | 4,673                                    | 73,588          |
| Additions   | -                  | -  | -                           | 67                            | 57  | 796                  | 1,046                           | 1,606                                    | 3,572           |
| Disposals   | -                  | -  | -                           | (88)                          | (68)  | (3,305)              | (1,238)                         | -  | (4,699)         |
| Reclassification to intangible assets<br>(Note 5) | -                  | -  | -                           | -                             | -   | -                    | -                               | (5,574)                                  | (5,574)         |
| At 31 December 2013                               | 39,081             | 5,010                                    | 547                         | 2,256                         | 3,210   | 4,883                | 11,195                          | 705                                      | 66,887          |
| <b>Less: Accumulated depreciation</b>             |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2013                                 | 25,011             | 2,214                                    | 251                         | 1,689                         | 2,828   | 6,364                | 9,677                           | -  | 48,034          |
| Charge for the financial year                     | 1,563              | 35                                       | 100                         | 230                           | 187   | 537                  | 1,014                           | -  | 3,666           |
| Disposals   | -                  | -  | -                           | (81)                          | (63)  | (3,240)              | (1,238)                         | -  | (4,622)         |
| At 31 December 2013                               | 26,574             | 2,249                                    | 351                         | 1,838                         | 2,952   | 3,661                | 9,453                           | -  | 47,078          |
| <b>Net book value:</b>                            |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 31 December 2013                               | 12,507             | 2,761                                    | 196                         | 418                           | 258   | 1,222                | 1,742                           | 705                                      | 19,809          |

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### 4. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

| Corporation                                       | Building<br>RM'000 | Long term<br>leasehold<br>land<br>RM'000 | Motor<br>vehicles<br>RM'000 | Office<br>equipment<br>RM'000 | Furniture<br>fittings &<br>fixtures<br>RM'000 | Renovation<br>RM'000 | Computer<br>equipment<br>RM'000 | Capital<br>work in<br>progress<br>RM'000 | Total<br>RM'000 |
|---|--------------------|--|-----------------------------|-------------------------------|---|----------------------|---------------------------------|--|-----------------|
| <b>Cost</b>                                       |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2012<br>(as previously reported)     | 39,081             | 5,010                                    | 547                         | 2,038                         | 12,564  | -                    | 11,359                          | 4,570                                    | 75,169          |
| Prior year adjustments                            | -                  | -  | -                           | 321                           | (9,239)                                       | 8,918                | -                               | 2,647                                    | 2,647           |
| At 1 January 2012<br>(as restated)                | 39,081             | 5,010                                    | 547                         | 2,359                         | 3,325   | 8,918                | 11,359                          | 7,217                                    | 77,816          |
| Additions   | -                  | -  | -                           | 208                           | 9   | 31                   | 28                              | 1,577                                    | 1,853           |
| Disposals   | -                  | -  | -                           | (290)                         | (113)   | (1,557)              | -                               | -  | (1,960)         |
| Write-offs  | -                  | -  | -                           | -                             | -   | -                    | -                               | (2,647)                                  | (2,647)         |
| Reclassification to intangible assets<br>(Note 5) | -                  | -  | -                           | -                             | -   | -                    | -                               | (1,474)                                  | (1,474)         |
| At 31 December 2012                               | 39,081             | 5,010                                    | 547                         | 2,277                         | 3,221   | 7,392                | 11,387                          | 4,673                                    | 73,588          |
| <b>Less: Accumulated depreciation</b>             |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 1 January 2012<br>(as previously reported)     | 23,448             | 2,179                                    | 142                         | 1,512                         | 10,145  | -                    | 16,759                          | -  | 54,185          |
| Prior year adjustments                            | -                  | -  | -                           | 216                           | (7,419)                                       | 7,203                | (8,478)                         | -  | (8,478)         |
| At 1 January 2012<br>(as restated)                | 23,448             | 2,179                                    | 142                         | 1,728                         | 2,726   | 7,203                | 8,281                           | -  | 45,707          |
| Charge for the financial year                     | 1,563              | 35                                       | 109                         | 249                           | 214   | 630                  | 1,396                           | -  | 4,196           |
| Disposals   | -                  | -  | -                           | (288)                         | (112)   | (1,469)              | -                               | -  | (1,869)         |
| At 31 December 2012                               | 25,011             | 2,214                                    | 251                         | 1,689                         | 2,828   | 6,364                | 9,677                           | -  | 48,034          |
| <b>Net book value:</b>                            |                    |  |                             |                               |   |                      |                                 |  |                 |
| At 31 December 2012<br>(as restated)              | 14,070             | 2,796                                    | 296                         | 588                           | 393   | 1,028                | 1,710                           | 4,673                                    | 25,554          |
| At 1 January 2012<br>(as restated)                | 15,633             | 2,831                                    | 405                         | 631                           | 599   | 1,715                | 3,078                           | 7,217                                    | 32,109          |

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## 5. INTANGIBLE ASSETS

| Group  | Software and<br>other costs<br>RM'000 | Development<br>expenditure<br>RM'000 | Total<br>RM'000 |
|--|---------------------------------------|--------------------------------------|-----------------|
| <b>Cost</b>  |                                       |                                      |                 |
| As at 1 January 2013   | 46,817                                | 2,460                                | 49,277          |
| Additions  | 1,505                                 | 705                                  | 2,210           |
| Reclassification from property, plant and equipment (Note 4) | 5,574                                 | –                                    | 5,574           |
| Disposals  | (9,296)                               | –                                    | (9,296)         |
| At 31 December 2013  | 44,600                                | 3,165                                | 47,765          |
| <b>Less: Accumulated amortisation</b>                        |                                       |                                      |                 |
| At 1 January 2013  | 37,085                                | –                                    | 37,085          |
| Amortisation charge during the financial year                | 5,402                                 | –                                    | 5,402           |
| Disposals  | (9,268)                               | –                                    | (9,268)         |
| At 31 December 2013  | 33,219                                | –                                    | 33,219          |
| <b>Net book value at 31 December 2013</b>                    | <b>11,381</b>                         | <b>3,165</b>                         | <b>14,546</b>   |
| <b>Cost</b>  |                                       |                                      |                 |
| At 1 January 2012 (as previously reported)                   | 33,370                                | 1,135                                | 34,505          |
| Prior year adjustments                                       | 10,888                                | –                                    | 10,888          |
| At 1 January 2012 (as restated)                              | 44,258                                | 1,135                                | 45,393          |
| Additions  | 1,085                                 | 1,325                                | 2,410           |
| Reclassification from property, plant and equipment (Note 4) | 1,474                                 | –                                    | 1,474           |
| At 31 December 2012  | 46,817                                | 2,460                                | 49,277          |
| <b>Less: Accumulated amortisation</b>                        |                                       |                                      |                 |
| At 1 January 2012 (as previously reported)                   | 22,468                                | –                                    | 22,468          |
| Prior year adjustments                                       | 8,242                                 | –                                    | 8,242           |
| At 1 January 2012 (as restated)                              | 30,710                                | –                                    | 30,710          |
| Amortisation charge during the financial year                | 6,375                                 | –                                    | 6,375           |
| At 31 December 2012  | 37,085                                | –                                    | 37,085          |
| <b>Net book value</b>  |                                       |                                      |                 |
| At 31 December 2012 (as restated)                            | 9,732                                 | 2,460                                | 12,192          |
| At 1 January 2012 (as restated)                              | 13,548                                | 1,135                                | 14,683          |

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### 5. INTANGIBLE ASSETS (CONTINUED)

| Corporation  | Software and<br>other costs<br>RM'000 | Development<br>expenditure<br>RM'000 | Total<br>RM'000 |
|--|---------------------------------------|--------------------------------------|-----------------|
| <b>Cost</b>  |                                       |                                      |                 |
| As at 1 January 2013   | 35,972                                | –                                    | 35,972          |
| Reclassification from property, plant and equipment (Note 4) | 5,574                                 | –                                    | 5,574           |
| Disposals  | (9,296)                               | –                                    | (9,296)         |
| As at 31 December 2013                                       | 32,250                                | –                                    | 32,250          |
| <b>Less: Accumulated amortisation</b>                        |                                       |                                      |                 |
| As at 1 January 2013   | 29,760                                | –                                    | 29,760          |
| Amortisation charge during the year                          | 3,458                                 | –                                    | 3,458           |
| Disposals  | (9,268)                               | –                                    | (9,268)         |
| As at 31 December 2013                                       | 23,950                                | –                                    | 23,950          |
| <b>Net book value:</b>                                       |                                       |                                      |                 |
| At 31 December 2013  | 8,300                                 | –                                    | 8,300           |
| <b>Cost</b>  |                                       |                                      |                 |
| At 1 January 2012 (previously reported)                      | 23,610                                | –                                    | 23,610          |
| Prior year adjustments                                       | 10,888                                | –                                    | 10,888          |
| At 1 January 2012 (as restated)                              | 34,498                                | –                                    | 34,498          |
| Reclassification from property, plant and equipment (Note 4) | 1,474                                 | –                                    | 1,474           |
| As at 31 December 2012                                       | 35,972                                | –                                    | 35,972          |
| <b>Less: Accumulated amortisation:</b>                       |                                       |                                      |                 |
| At 1 January 2012 (previously reported)                      | 17,200                                | –                                    | 17,200          |
| Prior year adjustments                                       | 8,242                                 | –                                    | 8,242           |
| At 1 January 2012 (as restated)                              | 25,442                                | –                                    | 25,442          |
| Amortisation charge during the year                          | 4,318                                 | –                                    | 4,318           |
| As at 31 December 2012                                       | 29,760                                | –                                    | 29,760          |
| <b>Net book value</b>  |                                       |                                      |                 |
| At 31 December 2012 (as restated)                            | 6,212                                 | –                                    | 6,212           |
| At 1 January 2012 (as restated)                              | 9,056                                 | –                                    | 9,056           |

Development expenditure is incurred in respect of the Consumer Bureau Operating System by the subsidiary and which is still under development as at the end of the current financial year.

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## 6. INVESTMENT IN A SUBSIDIARY (CONTINUED)

|                          | 31.12.2013<br>RM'000 | Corporation<br>31.12.2012<br>RM'000 | 1.1.2011<br>RM'000 |
|--------------------------|----------------------|-------------------------------------|--------------------|
| Unquoted shares, at cost | 9,900                | 9,900                               | 9,900              |

Details of the subsidiary which is incorporated in Malaysia are as follows:

| Name of subsidiary                       | Principal activity   | Percentage of equity held |            |          |
|--|--|---------------------------|------------|----------|
|  |  | 31.12.2013                | 31.12.2012 | 1.1.2011 |
| Credit Bureau Malaysia Sdn. Bhd. ("CBM") | Provision of credit reference services, credit rating and such services related to a credit bureau | 55%                       | 55%        | 55%      |

Set out below is the summarised financial information for subsidiary that has non-controlling interests that are material to the Group. The summarised financial information below represents amounts before inter-company eliminations.

(i) Summarised statements of financial position

|                               | CBM                  |                      |
|-------------------------------|----------------------|----------------------|
|                               | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| <b>Current</b>                |                      |                      |
| Assets                        | 3,007                | 2,100                |
| Liabilities                   | (4,845)              | (2,184)              |
| Total current net liabilities | (1,838)              | (84)                 |
| <b>Non-current</b>            |                      |                      |
| Assets                        | 7,439                | 6,351                |
| Liabilities                   | (500)                | (1,800)              |
| Total non-current net assets  | 6,939                | 4,551                |
| <b>Net assets</b>             | <b>5,101</b>         | <b>4,467</b>         |

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## 6. INVESTMENT IN A SUBSIDIARY (CONTINUED)

(ii) Summarised statements of comprehensive income

|  | CBM        |            |
|--|------------|------------|
|  | 31.12.2013 | 31.12.2012 |
|  | RM'000     | RM'000     |
| Revenue  | 7,041      | 7,136      |
| (Loss)/profit before taxation  | (406)      | 149        |
| Taxation   | 1,041      | (2)        |
| Net profit and total comprehensive income for the financial year         | 635        | 147        |
| <b>Total comprehensive income allocated to non-controlling interests</b> | <b>286</b> | <b>66</b>  |

(iii) Summarised statements of cash flows

|  | CBM          |            |
|--|--------------|------------|
|  | 31.12.2013   | 31.12.2012 |
|  | RM'000       | RM'000     |
| <b>Cash flows from operating activities</b>                      |              |            |
| Cash generated from operations                                   | 2,095        | 2,230      |
| Tax paid   | (2)          | (3)        |
| Net cash generated from operating activities                     | 2,093        | 2,227      |
| Net cash used in investing activities                            | (2,197)      | (2,426)    |
| Net cash (used in)/generated from financing activities           | (122)        | 467        |
| <b>Net (decrease)/increase in cash and cash equivalents</b>      | <b>(226)</b> | <b>268</b> |
| Cash and cash equivalents at the beginning of the financial year | 596          | 328        |
| Cash and cash equivalents at the end of the financial year       | 370          | 596        |

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## 7. INVESTMENTS IN ASSOCIATES

The principal place of business and country of incorporation of the associates is Malaysia. All associates are measured using the equity method. There are no available quoted market prices of the associates.

|  | Group                |                      |                    | Corporation          |                      |                    |
|--|----------------------|----------------------|--------------------|----------------------|----------------------|--------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2011<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2011<br>RM'000 |
| Unquoted shares, at cost                             | 500,200              | 500,200              | 500,200            | 500,200              | 500,200              | 500,200            |
| Share of comprehensive income for the financial year | 118,688              | 69,868               | 26,456             | –                    | –                    | –                  |
|  | 618,888              | 570,068              | 526,656            | 500,200              | 500,200              | 500,200            |

Details of the associates are as follows:

| Name of associates                              | Principal activities          | Percentage of equity held |            |          |
|---|-------------------------------|---------------------------|------------|----------|
|   |                               | 31.12.2013                | 31.12.2012 | 1.1.2011 |
| Aureos CGC Advisers Sdn. Bhd.<br>("Aureos CGC") | Advisory services             | 40%                       | 40%        | 40%      |
| Danajamin Nasional Berhad<br>("Danajamin")      | Financial guarantee insurance | 50%                       | 50%        | 50%      |

(a) Summarised financial information of the associates which are accounted for using the equity method is as follows:

(i) Summarised statements of financial position

|                         | Danajamin            |                      | Aureos CGC           |                      | Total                |                      |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                         | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| <b>Assets</b>           |                      |                      |                      |                      |                      |                      |
| Current assets          | 993,741              | 1,027,745            | 1,055                | 901                  | 994,796              | 1,028,646            |
| Non-current assets      | 920,767              | 614,222              | 13                   | 19                   | 920,780              | 614,241              |
| Total assets            | 1,914,508            | 1,641,967            | 1,068                | 920                  | 1,915,576            | 1,642,887            |
| <b>Liabilities</b>      |                      |                      |                      |                      |                      |                      |
| Current liabilities     | (104,258)            | (74,828)             | (514)                | (204)                | (104,772)            | (75,032)             |
| Non-current liabilities | (572,907)            | (427,564)            | (13)                 | (13)                 | (572,920)            | (427,577)            |
| Total liabilities       | (677,165)            | (502,392)            | (527)                | (218)                | (677,692)            | (502,610)            |
| <b>Net assets</b>       | <b>1,237,343</b>     | <b>1,139,575</b>     | <b>541</b>           | <b>702</b>           | <b>1,237,884</b>     | <b>1,140,277</b>     |

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## 7. INVESTMENTS IN ASSOCIATES (CONTINUED)

(a) Summarised financial information of the associates which are accounted for using the equity method is as follows:  
(continued)

(ii) Summarised statements of comprehensive income

|   | Danajamin            |                      | Aureos CGC           |                      | Total                |                      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Revenue   | 132,577              | 102,862              | 1,287                | 1,669                | 133,864              | 104,531              |
| Net profit/(loss) for the financial year          | 103,099              | 75,861               | (161)                | 45                   | 102,938              | 75,906               |
| Total comprehensive income for the financial year | 97,768               | 75,092               | (161)                | 45                   | 97,607               | 75,137               |

(b) Reconciliation of the summarised financial information to the carrying amount of the interest in the associates:

|   | Danajamin            |                      | Aureos CGC           |                      | Total                |                      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Net assets at 1 January                         | 1,139,575            | 1,064,483            | 702                  | 657                  | 1,140,277            | 1,065,140            |
| Net profit/(loss) for the financial year        | 103,099              | 75,861               | (161)                | 45                   | 102,938              | 75,906               |
| Other comprehensive loss for the financial year | (5,331)              | (769)                | –                    | –                    | (5,331)              | (769)                |
| Net assets at 31 December                       | 1,237,343            | 1,139,575            | 541                  | 702                  | 1,237,884            | 1,140,277            |
| <b>Carrying value</b>                           | <b>618,672</b>       | <b>569,787</b>       | <b>216</b>           | <b>281</b>           | <b>618,888</b>       | <b>570,068</b>       |



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## 8. INVESTMENT FUND: AFS

In 2007, the Corporation entered into a Shareholders' Agreement with Aureos Malaysia Fund LLC ("AMF"), Aureos South-East Asia Ltd (Manager) and others (Investors). The agreement provides that each of the Investors, including the Corporation, shall subscribe for a number of Class A Ordinary Shares in AMF and pay, by way of capital contribution such amounts as may be called for in aggregate to the amount set out in the agreement.

The Corporation holds a 40% (2012: 40%) interest in Class A Ordinary Shares of USD 1 each in AMF.

The Corporation does not have the power to participate in or influence the financial and investment decisions of AMF as such powers are vested in the Manager. Thus, the investment is not classified as an associate due to the absence of significant influence but is accounted for as an AFS investment.

The Corporation has a commitment to subscribe for 10,000,000 of Class A Ordinary Shares of USD1 each. As at 31 December 2013, it has subscribed and paid for USD9,429,600 (2012: USD7,963,800) Class A Ordinary Shares of USD1 each equivalent to RM30,943,000 (2012: RM24,356,000).

The investment fund will be utilised to finance investments in Malaysia (not less than 70%) and other ASEAN countries (up to 30%).

During the financial year, redemption of USD89,900 (RM281,000) is in respect of distributions paid by the fund. The distributions will be effected by means of redemption of Class A Ordinary Shares.

Movements in the investment fund:

|   | Group/Corporation |            |
|---|-------------------|------------|
|   | 31.12.2013        | 31.12.2012 |
|   | RM'000            | RM'000     |
| <b>Cost:</b>                                  |                   |            |
| At 1 January                                  | 23,662            | 24,205     |
| Subscribed and paid during the financial year | 2,207             | 521        |
| Less: Redemption during the financial year    | (281)             | (1,064)    |
| At 31 December                                | 25,588            | 23,662     |
| Fair value gain in AFS reserve at 31 December | 5,355             | 694        |
| Fair value at 31 December                     | 30,943            | 24,356     |

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## 9. STRUCTURED PRODUCTS: FVTPL

|   | Group/Corporation |                        |                      |
|---|-------------------|------------------------|----------------------|
|   | 31.12.2013        | Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|   | RM'000            | RM'000                 | RM'000               |
| <b>At fair value:</b>                     |                   |                        |                      |
| Structured products, unquoted in Malaysia | 658,728           | 658,028                | 657,567              |
| Fair value gain/(loss)                    | 10,467            | 18,334                 | (28,068)             |
|   | 669,195           | 676,362                | 629,499              |

|  | Group/Corporation |                        |                      |
|--|-------------------|------------------------|----------------------|
|  | 31.12.2013        | Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|  | RM'000            | RM'000                 | RM'000               |
| <b>Fair value gain/(loss):</b>                               |                   |                        |                      |
| At 1 January   | 18,334            | (28,068)               | 1,991                |
| Fair value (loss)/gain during the financial year (Note 33)   | (7,867)           | 46,402                 | (30,059)             |
| At 31 December   | 10,467            | 18,334                 | (28,068)             |
| Inception fair value loss yet to be amortised at 31 December | 15,448            | 21,560                 | 27,672               |

## 10. INVESTMENT SECURITIES: AFS

|                                  | Group/Corporation |            |          |
|----------------------------------|-------------------|------------|----------|
|                                  | 31.12.2013        | 31.12.2012 | 1.1.2012 |
|                                  | RM'000            | RM'000     | RM'000   |
| <b>At fair value</b>             |                   |            |          |
| <b>Money market instruments:</b> |                   |            |          |
| Unquoted in Malaysia:            |                   |            |          |
| Cagamas bonds                    | 75,477            | 76,205     | 121,676  |
| <b>Unquoted securities:</b>      |                   |            |          |
| In Malaysia                      |                   |            |          |
| Private debt securities          | 325,175           | 370,664    | 434,338  |
|                                  | 400,652           | 446,869    | 556,014  |

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## 11. INVESTMENT SECURITIES: FVTPL

|  | Group/Corporation    |                      |                    |
|--|----------------------|----------------------|--------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| <b>At fair value</b>                   |                      |                      |                    |
| <b>Money market instruments:</b>       |                      |                      |                    |
| <u>Unquoted in Malaysia:</u>           |                      |                      |                    |
| Malaysian Government Securities        | –                    | 10,097               | –                  |
| Malaysian Government Investment Issues | 10,120               | 10,279               | –                  |
| Credit-linked notes                    | 10,017               | 20,109               | 50,951             |
|  | 20,137               | 40,485               | 50,951             |
| <b>Quoted securities:</b>              |                      |                      |                    |
| <u>In Malaysia</u>                     |                      |                      |                    |
| Equity securities                      | –                    | –                    | 123,067            |
|  | –                    | –                    | 123,067            |
| <b>Unquoted securities:</b>            |                      |                      |                    |
| <u>In Malaysia</u>                     |                      |                      |                    |
| Private debt securities                | 546,183              | 682,325              | 529,634            |
| <u>Outside Malaysia</u>                |                      |                      |                    |
| Private debt securities                | 208,039              | 218,695              | 158,667            |
|  | 754,222              | 901,020              | 688,301            |
|  | 774,359              | 941,505              | 862,319            |

## 12. TERM DEPOSITS

|                              | Group/Corporation    |                      |                    |
|------------------------------|----------------------|----------------------|--------------------|
|                              | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Licensed banks               | 1,258,990            | 1,266,023            | 1,270,082          |
| Other financial institutions | 323,179              | 750,362              | 580,595            |
|                              | 1,582,169            | 2,016,385            | 1,850,677          |

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## 13. LOANS, ADVANCES AND FINANCING

### (i) By schemes

|  | Group/Corporation    |                                  |                                |
|--|----------------------|----------------------------------|--------------------------------|
|  | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 |
| Tabung Usahawan Kecil ("TUK")                      | –                    | 428                              | 428                            |
| Direct Access Guarantee Schemes ("DAGS")           | 400,498              | 428,938                          | 387,988                        |
| Tabung Pemulihan dan Pembangunan Usahawan ("TPPU") | 2,428                | 2,587                            | 3,194                          |
| Tabung Pemulihan Peniaga Kecil ("TPPK")            | 284                  | 315                              | 311                            |
| Tabung Pemulihan Usahawan ("TPU")                  | –                    | 245                              | 798                            |
| Tabung Projek Usahawan Bumiputra-i ("TPUB-i")      | 44,589               | 35,412                           | 46,074                         |
| Staff Loans  | 1,729                | 1,852                            | 1,525                          |
| <b>Gross loans, advances and financing</b>         | <b>449,528</b>       | <b>469,777</b>                   | <b>440,318</b>                 |
| Less: Allowance for impairment                     |                      |                                  |                                |
| – Individual allowance                             | (118,190)            | (90,447)                         | (43,752)                       |
| – Collective allowance                             | (27,621)             | (30,157)                         | (5,532)                        |
| <b>Total net loans, advances and financing</b>     | <b>303,717</b>       | <b>349,173</b>                   | <b>391,034</b>                 |

### (ii) By maturity structure

|                           | Group/Corporation    |                                  |                                |
|---------------------------|----------------------|----------------------------------|--------------------------------|
|                           | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 |
| Maturity within one year  | 8,521                | 5,344                            | 4,446                          |
| One year to three years   | 119,716              | 112,817                          | 96,354                         |
| Three years to five years | 103,280              | 107,785                          | 107,625                        |
| Over five years           | 218,011              | 243,831                          | 231,893                        |
|                           | <b>449,528</b>       | <b>469,777</b>                   | <b>440,318</b>                 |

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## 13. LOANS, ADVANCES AND FINANCING (CONTINUED)

### (iii) By interest rate/profit rate sensitivity

|   | Group/Corporation |                        |                      |
|---|-------------------|------------------------|----------------------|
|   | 31.12.2013        | Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|   | RM'000            | RM'000                 | RM'000               |
| Fixed Rate                                  |                   |                        |                      |
| – Tabung Usahawan Kecil                     | –                 | 428                    | 428                  |
| – Direct Access Guarantee Schemes           | 400,498           | 428,938                | 387,988              |
| – Tabung Pemulihan dan Pembangunan Usahawan | 2,398             | 2,832                  | 3,194                |
| – Tabung Pemulihan Peniaga Kecil            | 314               | 315                    | 311                  |
| – Tabung Pemulihan Usahawan                 | –                 | –                      | 798                  |
| – Tabung Projek Usahawan Bumiputra-i        | 44,589            | 35,412                 | 46,074               |
| – Staff Loans                               | 1,729             | 1,852                  | 1,525                |
|   | <b>449,528</b>    | <b>469,777</b>         | <b>440,318</b>       |

### (iv) By economic sectors

|   | Group/Corporation |                        |                      |
|---|-------------------|------------------------|----------------------|
|   | 31.12.2013        | Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|   | RM'000            | RM'000                 | RM'000               |
| Agriculture, hunting, forestry & fishing              | 5,001             | 6,059                  | 4,801                |
| Community, social & personal services                 | 7,197             | 8,106                  | 8,617                |
| Construction  | 98,089            | 95,714                 | 90,138               |
| Electricity, gas & water                              | 675               | 719                    | 681                  |
| Financing, insurance, real estate & business services | 17,225            | 18,022                 | 30,690               |
| Manufacturing   | 93,012            | 100,811                | 97,261               |
| Mining & quarrying                                    | 716               | 974                    | 580                  |
| Others  | 4,441             | 5,427                  | 6,254                |
| Transport, storage & communication                    | 8,485             | 11,072                 | 9,930                |
| Wholesale & retail trade & restaurants & hotels       | 214,687           | 222,873                | 191,367              |
| Grand Total   | <b>449,528</b>    | <b>469,777</b>         | <b>440,318</b>       |

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## 13. LOANS, ADVANCES AND FINANCING (CONTINUED)

### (v) By economic purpose

|                 | Group/Corporation |                        |                      |
|-----------------|-------------------|------------------------|----------------------|
|                 | 31.12.2013        | Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|                 | RM'000            | RM'000                 | RM'000               |
| Working Capital | 447,799           | 467,925                | 438,793              |
| Others          | 1,729             | 1,852                  | 1,525                |
|                 | 449,528           | 469,777                | 440,318              |

### (vi) By geographical distribution

|                                  | Group/Corporation |                        |                      |
|----------------------------------|-------------------|------------------------|----------------------|
|                                  | 31.12.2013        | Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|                                  | RM'000            | RM'000                 | RM'000               |
| Johor                            | 74,484            | 82,349                 | 81,833               |
| Kedah                            | 20,971            | 21,439                 | 19,754               |
| Kelantan                         | 10,736            | 12,153                 | 9,622                |
| Wilayah Persekutuan Kuala Lumpur | 39,619            | 42,320                 | 36,385               |
| Melaka                           | 22,287            | 26,752                 | 24,965               |
| Negeri Sembilan                  | 40,291            | 44,059                 | 42,329               |
| Pahang                           | 12,025            | 11,312                 | 11,832               |
| Perak                            | 14,322            | 14,747                 | 13,689               |
| Pulau Pinang                     | 34,482            | 32,474                 | 30,646               |
| Sabah                            | 23,014            | 24,046                 | 20,959               |
| Sarawak                          | 43,958            | 42,380                 | 43,499               |
| Selangor                         | 98,794            | 103,392                | 92,277               |
| Terengganu                       | 14,545            | 12,352                 | 12,528               |
|                                  | 449,528           | 469,777                | 440,318              |

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## 13. LOANS, ADVANCES AND FINANCING (CONTINUED)

### (vii) Movements in impaired loans, advances and financing

|                                    | 31.12.2013 | Group/Corporation<br>Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|------------------------------------|------------|---|----------------------|
|                                    | RM'000     | RM'000                                      | RM'000               |
| Balance at 1 January               | 192,941    | 88,750                                      | 58,835               |
| Add: Classified as impaired        | 27,321     | 152,849                                     | 43,708               |
| Less: Reclassified as non-impaired | (64,009)   | (47,489)                                    | (13,793)             |
| Less: Amount written-back          | (9,377)    | (1,169)                                     | –                    |
| Balance at 31 December             | 146,876    | 192,941                                     | 88,750               |

### (viii) Impaired loans, advances and financing by economic purposes

|                 | 31.12.2013 | Group/Corporation<br>Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|-----------------|------------|---|----------------------|
|                 | RM'000     | RM'000                                      | RM'000               |
| Working Capital | 146,654    | 192,785                                     | 88,594               |
| Others          | 222        | 156   | 156                  |
|                 | 146,876    | 192,941                                     | 88,750               |

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## 13. LOANS, ADVANCES AND FINANCING (CONTINUED)

### (ix) Impaired loans, advances and financing by geographical distribution

|                                  | Group/Corporation    |                                  |                                |
|----------------------------------|----------------------|----------------------------------|--------------------------------|
|                                  | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 |
| Johor                            | 20,345               | 3,810                            | 2,798                          |
| Kedah                            | 7,647                | 5,622                            | 18,227                         |
| Kelantan                         | 3,284                | 1,694                            | 2,206                          |
| Melaka                           | 4,604                | 1,095                            | 534                            |
| Negeri Sembilan                  | 12,012               | 2,166                            | 1,130                          |
| Pahang                           | 947                  | 2,288                            | 2,035                          |
| Perak                            | 6,887                | 4,048                            | 595                            |
| Pulau Pinang                     | 8,165                | 3,636                            | 506                            |
| Sabah                            | 9,896                | 42,965                           | 22,165                         |
| Sarawak                          | 22,706               | 1,860                            | 6,888                          |
| Selangor                         | 32,845               | 5,607                            | 2,551                          |
| Terengganu                       | 6,026                | 118,150                          | 29,115                         |
| Wilayah Persekutuan Kuala Lumpur | 11,514               | -                                | -                              |
|                                  | <b>146,876</b>       | <b>192,941</b>                   | <b>88,750</b>                  |

### (x) Movements in allowance for impaired loans, advances and financing

|  | Group/Corporation    |                                  |                                |
|--|----------------------|----------------------------------|--------------------------------|
|  | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 |
| <b>Individual impairment allowance</b>         |                      |                                  |                                |
| Balance at the beginning of the financial year | 90,447               | 43,752                           | 20,663                         |
| Allowance made during the financial year       | 46,366               | 78,173                           | 46,069                         |
| Amount written-back during the financial year  | (18,623)             | (31,478)                         | (22,980)                       |
| Balance at the end of the financial year       | <b>118,190</b>       | <b>90,447</b>                    | <b>43,752</b>                  |
| <b>Collective impairment allowance</b>         |                      |                                  |                                |
| Balance at the beginning of the financial year | 30,158               | 5,532                            | 2,990                          |
| Allowance made during the financial year       | -                    | 24,625                           | 2,542                          |
| Amount written-back during the financial year  | (2,537)              | -                                | -                              |
| Balance at the end of the financial year       | <b>27,621</b>        | <b>30,157</b>                    | <b>5,532</b>                   |



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## 14. LOAN/AMOUNTS DUE FROM/(TO) A SUBSIDIARY

|                              | 31.12.2013<br>RM'000 | Corporation<br>31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
|------------------------------|----------------------|-------------------------------------|--------------------|
| Loan due from a subsidiary   | 1,243                | 1,265                               | 896                |
| Amount due from a subsidiary | 950                  | 830                                 | 2                  |
| Amount due to a subsidiary   | –                    | –                                   | (740)              |

On 1 May 2011, the Corporation entered into an agreement with its subsidiary to give a loan in the principal amount of RM5,000,000 ("the Loan").

The tenure of the loan is three years from the date(s) of the respective drawdown and interest payment is to be made in arrears on each 6-month anniversary date of the respective drawdown date. The repayment of principal shall be on the third anniversary date of the respective drawdown. The interest is charged on the outstanding balance as follows:

- (i) For the initial loan of RM4,000,000, 5% interest will be charged per annum;
- (ii) For the loan balance of RM1,000,000, 7% interest will be charged per annum.

As at 31 December 2013, the total drawdown made by the subsidiary is RM1.8 million (2012: RM1.8 million).

The maturity structure of the loan is as follows:

|   | 31.12.2013<br>RM'000 | Group/Corporation<br>31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
|---|----------------------|---|--------------------|
| Maturity:   |                      |   |                    |
| – not later than one year                         | 899                  | 27  | 2                  |
| – more than one year and not later than two years | 344                  | –   | –                  |
| – later than two years                            | –                    | 1,238                                     | 894                |
|   | 1,243                | 1,265                                     | 896                |

The amount due from/(to) a subsidiary is unsecured, interest-free and is repayable on demand.

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## 15. AMOUNT DUE FROM BANK NEGARA MALAYSIA (BNM)

The amount due from BNM comprises:

- (a) Claims paid by the Corporation for Special Relief Guarantee Facility ("SRGF") and Special Relief Guarantee Facility 2 ("SRGF-2"), which are reimbursable by BNM, and
- (b) Management fees payable by BNM for services rendered by the Corporation in administering the SME Assistance Guarantee Scheme ("SME AGS").

The amount due from BNM is unsecured, interest-free and has a 21 days repayment term.

## 16. TRADE AND OTHER RECEIVABLES

|  | 31.12.2013 | Group<br>Restated<br>31.12.2012 | Restated<br>1.1.2012 | 31.12.2013 | Corporation<br>Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|--|------------|---------------------------------|----------------------|------------|---------------------------------------|----------------------|
|  | RM'000     | RM'000                          | RM'000               | RM'000     | RM'000                                | RM'000               |
| Trade receivables  | 930        | 1,392                           | 694                  | -          | -                                     | -                    |
| Fees receivable  | -          | 234                             | 8,736                | -          | 234                                   | 8,736                |
| Amount due from brokers                                    | -          | -                               | 8,182                | -          | -                                     | 8,182                |
| Other receivables  | 7,545      | 2,700                           | 11,095               | 5,841      | 2,591                                 | 10,907               |
| Receivable due to financial institutions                   | -          | -                               | 4,907                | -          | -                                     | 4,907                |
| Amount due from Entrepreneur Rehabilitation Fund Sdn. Bhd. | 25         | 127                             | 457                  | 25         | 127                                   | 457                  |
| Tax recoverable  | -          | 1                               | -                    | -          | -                                     | -                    |
|  | 8,500      | 4,454                           | 34,071               | 5,866      | 2,952                                 | 33,189               |

Trade receivables are non-interest bearing and are generally on 30 days (2012: 30 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

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## 17. SHARE CAPITAL

|   | Note | Group/Corporation    |                      | 1.1.2012<br>RM'000 |
|---|------|----------------------|----------------------|--------------------|
|   |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| <b>Authorised:</b>                                      |      |                      |                      |                    |
| Ordinary shares of RM1 each<br>At 1 January/31 December |      | 2,500,000            | 2,500,000            | 2,500,000          |
| The authorised ordinary share capital is made up of:    |      |                      |                      |                    |
| Class A   | (a)  | 1,500,000            | 1,500,000            | 1,500,000          |
| Class B   | (b)  | 750,000              | 750,000              | 750,000            |
| Class C   | (c)  | 250,000              | 250,000              | 250,000            |
| Total authorised ordinary share capital                 |      | 2,500,000            | 2,500,000            | 2,500,000          |

(a) Class A shares comprise all the ordinary shares of RM1.00 each registered to Bank Negara Malaysia.

(b) Class B shares comprise all the ordinary shares of RM1.00 each registered to shareholders who are carrying on a banking business.

(c) All such other shares not classified as Class A or Class B shares are classified as Class C shares.

All classes of ordinary shares rank pari passu with respect to each other.

|   | Note | Group/Corporation    |                      | 1.1.2012<br>RM'000 |
|---|------|----------------------|----------------------|--------------------|
|   |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| <b>Issued and fully paid:</b>               |      |                      |                      |                    |
| Ordinary shares of RM1 each<br>At 1 January |      | 1,585,600            | 1,585,600            | 1,435,600          |
| Issue of shares during the financial year   |      | –                    | –                    | 150,000            |
| At 31 December                              |      | 1,585,600            | 1,585,600            | 1,585,600          |

On 18 March 2011, the Corporation issued 150,000,000 Class A ordinary shares of RM1 each to BNM as full settlement of the RM150,000,000 loan extended by BNM under the TUK scheme (Note 22).

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### 17. SHARE CAPITAL (CONTINUED)

The issued and fully paid ordinary share capital is made up of:

|                              | Group/Corporation    |                      |                    |
|------------------------------|----------------------|----------------------|--------------------|
|                              | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Class A                      | 1,247,096            | 1,247,096            | 1,247,096          |
| Class B                      | 336,746              | 336,746              | 336,746            |
| Class C                      | 1,758                | 1,758                | 1,758              |
| Total ordinary share capital | 1,585,600            | 1,585,600            | 1,585,600          |

### 18. RESERVES

|                               | Group                |                                  |                                | Corporation          |                                  |                                |
|-------------------------------|----------------------|----------------------------------|--------------------------------|----------------------|----------------------------------|--------------------------------|
|                               | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 |
| Special Programme Reserve (a) | 233,949              | 225,755                          | 213,547                        | 233,949              | 225,755                          | 213,547                        |
| SPI Reserve (b)               | 15,039               | 15,366                           | 19,693                         | 15,039               | 15,366                           | 19,693                         |
| Special Reserve (c)           | 371,619              | 341,912                          | 297,333                        | 371,619              | 341,912                          | 297,333                        |
| Retained earnings             | 620,607              | 583,033                          | 530,573                        | 620,607              | 583,033                          | 530,573                        |
|                               | 574,889              | 439,316                          | 271,415                        | 460,986              | 377,497                          | 253,227                        |
|                               | 1,195,496            | 1,022,349                        | 801,988                        | 1,081,593            | 960,530                          | 783,800                        |

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## 18. RESERVES (CONTINUED)

### (a) Special Programme Reserve

|   | Group/Corporation |                        |
|---|-------------------|------------------------|
|   | 31.12.2013        | Restated<br>31.12.2012 |
|   | RM'000            | RM'000                 |
| At 1 January  | 225,755           | 213,547                |
| Transfer from retained earnings during the financial year | 8,194             | 12,208                 |
| At 31 December  | 233,949           | 225,755                |

The Special Programme reserve was created to meet possible losses arising from the loans granted under the TUK, Small Entrepreneurs Financing Fund ("SEFF"), AIM, Franchise Financing Schemes Fund ("FFS"), Youth Economic Development Programme ("YEDP") and Projek Usahawan Bumiputra Dalam Bidang Peruncitan ("PROSPER") schemes and is not distributable as cash dividend as designated by the Directors of the Corporation. It includes a guarantee fund of RM40,000,000 granted by the Ministry of Entrepreneur and Cooperative Development ("MECD") in 1997 to absorb possible losses on loans granted under SEFF (Note 26).

### (b) SPI Reserve

|   | Group/Corporation |                        |
|---|-------------------|------------------------|
|   | 31.12.2013        | Restated<br>31.12.2012 |
|   | RM'000            | RM'000                 |
| At 1 January  | 15,366            | 19,693                 |
| Transfer to retained earnings during the financial year | (327)             | (4,327)                |
| At 31 December  | 15,039            | 15,366                 |

The SPI reserve was created to meet claim contingencies under Islamic Guarantees for SPI facilities and is not distributable as cash dividend as designated by the Directors of the Corporation.

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## 18. RESERVES (CONTINUED)

(c) Special Reserve

|   | Group/Corporation    |                                  |
|---|----------------------|----------------------------------|
|   | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 |
| At 1 January  | 341,912              | 297,333                          |
| Transfer from retained earnings during the financial year | 29,707               | 44,579                           |
| At 31 December  | 371,619              | 341,912                          |

The Special reserve was created to meet claim contingencies arising from loans guaranteed by the Corporation under all the other schemes and is not distributable as cash dividend as designated by the Directors of the Corporation. The Special Reserve may be utilised to meet excess claim contingencies in respect of all other schemes should the need arise.

## 19. AVAILABLE-FOR-SALE RESERVE

|  | Group                |                                  |                                | Corporation          |                                  |                                |
|--|----------------------|----------------------------------|--------------------------------|----------------------|----------------------------------|--------------------------------|
|  | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 |
| At 1 January                           | 5,367                | 4,971                            | 8,604                          | 5,013                | 4,232                            | 8,604                          |
| Fair value (loss)/gain during the year | (179)                | 396                              | (3,633)                        | 2,487                | 781                              | (4,372)                        |
| At 31 December                         | 5,188                | 5,367                            | 4,971                          | 7,500                | 5,013                            | 4,232                          |

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## 20. AMOUNT DUE TO BANK NEGARA MALAYSIA

|                            | Note | Group/Corporation    |                      | 1.1.2012<br>RM'000 |
|----------------------------|------|----------------------|----------------------|--------------------|
|                            |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| Repayable within 12 months | (a)  | 300,000              | –                    | –                  |
| Repayable after 12 months  | (b)  | 500,000              | 800,000              | 800,000            |
|                            |      | 800,000              | 800,000              | 800,000            |

Details of the balance outstanding as at 31 December 2013 are as follows:

(a) RM300 million for TPUB-i Fund

In 2009, Bank Negara Malaysia ("BNM") agreed to contribute RM300 million to a fund known as TPUB-i which is to be administered in accordance with the Shariah principle of qard. The RM300 million financing is to be repaid on the 5th anniversary date of the disbursement unless there is an extension of time granted for repayment.

The financing is subject to profit charge of RM3 million per annum for the management and operation of the financed amount.

(b) RM500 million to subscribe for the shares of Danajamin

In 2009, BNM advanced RM500 million to the Corporation for establishing and subscribing to the shares of Danajamin which is jointly owned by the Government and the Corporation to primarily carry out the business of providing financial guarantee insurance.

The RM500 million loan is to be repaid in full within 14 days after either expiry of the loan tenure i.e. 30 years from 12 May 2009, or date the Corporation disposes of its entire shareholding in Danajamin, as determined by BNM, whichever is earlier.

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## 21. SMALL ENTREPRENEURS GUARANTEE SCHEME ("SEGS")

|                            | Group/Corporation |            |          |
|----------------------------|-------------------|------------|----------|
|                            | 31.12.2013        | 31.12.2012 | 1.1.2012 |
|                            | RM'000            | RM'000     | RM'000   |
| Repayable within 12 months | 4,000             | 4,000      | 4,000    |
| Repayable after 12 months  | 51,479            | 53,313     | 55,079   |
|                            | 55,479            | 57,313     | 59,079   |

The scheme's purpose is to assist small entrepreneurs to obtain financing of between RM10,000 to RM50,000 for working capital and/or asset acquisition.

On 15 May 2002, the Corporation entered into an agreement with the Ministry of Finance ("MOF") who contributed RM50 million to initiate a guarantee fund known as SEGS to meet possible loan losses.

This fund was to be repaid in one lump sum at the end of 6 years from the date of drawdown on 14 November 2002 and is subject to interest at 3% per annum. However, on 30 August 2005, MOF agreed to waive the interest which was previously charged to the Corporation.

On 30 August 2005, the Corporation entered into another agreement with MOF for an additional RM29 million contribution. It is an interest free fund and to be repaid in one lump sum at the end of 6 years.

On 23 December 2010, MOF agreed to reschedule the total repayment of RM79 million to 2025. The funds will be repaid in accordance with a repayment arrangement with fund providers.



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## 22. TABUNG USAHAWAN KECIL ("TUK")

|                           | Group/Corporation    |                      |                    |
|---------------------------|----------------------|----------------------|--------------------|
|                           | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Repayable after 12 months | 32,609               | 31,319               | 30,079             |

The scheme seeks to assist small entrepreneurs to obtain financing of between RM2,000 to RM20,000 for the purposes of working capital and/or asset acquisition with financing for working capital not exceeding RM10,000.

On 10 December 1998, the Corporation entered into an agreement with the Government who contributed RM50 million to a fund known as TUK. This loanable fund is to be repaid in one lump sum either at the end of 10 years or when the scheme is wound down, whichever is earlier.

The Corporation ceased to disburse new loans under the TUK Fund as decided by the Minister of Entrepreneur and Cooperative Development effective from 1 January 2000. However, the Corporation continues to manage the loans disbursed under this scheme prior to the said date.

The earnings from the unutilised portion of the Fund has been transferred to the Special Programme Reserve and will be used to absorb possible losses on loans granted under this scheme.

On 23 December 2010, MOF agreed to reschedule the repayment to 2025. The funds will be repaid in accordance with a repayment arrangement with fund providers.

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## 23. GOVERNMENT FUNDS

|                  | Group/Corporation    |                      |                    |
|------------------|----------------------|----------------------|--------------------|
|                  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Principal        | 150,000              | 150,000              | 150,000            |
| Interest payable | 2,842                | 1,842                | 1,842              |
|                  | <b>152,842</b>       | 151,842              | 151,842            |

This comprises various placements from BNM amounting to RM150 million, intended for loanable funds, of which:

- (i) RM50 million for HPT 1992 and is subject to interest at 1% per annum;
- (ii) RM100 million for the New Investment Fund and is subject to interest at 1% per annum.

On 14 December 2008, BNM agreed to reschedule the repayment to 2023.

## 24. PREFERENCE SHARES

|   | Group/Corporation    |                      |                    |
|---|----------------------|----------------------|--------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| <b>Authorised:</b>  |                      |                      |                    |
| Preference shares of RM1 each:  |                      |                      |                    |
| At 1 January/31 December  | 500,000              | 500,000              | 500,000            |
| <b>Issued and fully paid:</b>   |                      |                      |                    |
| 200,000,000 ten-year 1%, non-cumulative redeemable preference shares of RM1 each: |                      |                      |                    |
| At 1 January/31 December  | 200,000              | 200,000              | 200,000            |

The preference shares were issued in 2008 to BNM with a maturity period of 10 years from 10 September 2008 to 10 September 2018 to redeem the existing preference shares of RM200 million held by BNM.

The preference shares issued confer the holders a right to a non-cumulative preference dividend of 1% (less tax) on the capital, thereon to be paid within such time and upon such terms as the Directors of their absolute discretion may deem fit to declare, make or pay in relation to any financial year but shall not confer the right to any further participation in profits. No dividend has been declared since the issuance of the preference shares. The redemption of the preference shares is at the option of BNM.

In view of the above terms, the preference shares have been classified as a financial liability.

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## 25. SME MODERNISATION AND ASSISTANCE FACILITIES

|                            | Note | Group/Corporation    |                      | 1.1.2012<br>RM'000 |
|----------------------------|------|----------------------|----------------------|--------------------|
|                            |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| Repayable within 12 months | (a)  | –                    | 700,000              | –                  |
| Repayable after 12 months  | (b)  | 150,000              | 150,000              | 850,000            |
|                            |      | 150,000              | 850,000              | 850,000            |

In 2008, the Corporation entered into an agreement with BNM who agreed to contribute RM850 million to a fund known as SME Modernisation and Assistance Facilities.

In 2012, the Corporation transferred RM200 million from the SME Modernisation Facility ("SMF") to the SME Assistance Facility ("SAF") as the amount of the advance for SAF has been fully utilised. The transfer has been agreed by BNM.

### (a) SAF – RM700 million

- (i) RM100 million to be placed in fixed deposits accounts with financial institutions in Malaysia and all income earned from the placement shall be used as a guarantee fund to honour any claims on guarantees issued by CGC pursuant to the SAF; and
- (ii) RM400 million to be placed in fixed deposits accounts with financial institutions in Malaysia and all income earned from the placement shall be used as Interest Reimbursement Fund for purposes of reimbursing the interest rate of 2.5% per annum on outstanding balances under the SAF.

### (b) SMF – RM150 million

- (i) RM50 million to be placed in fixed deposits accounts with financial institutions in Malaysia and all income earned from the placement shall be used as a guarantee fund to honour any claims on guarantees issued by CGC pursuant to the SMF; and
- (ii) RM300 million to be placed in fixed deposits accounts with financial institutions in Malaysia and all income earned from the placement shall be used as an Interest Reimbursement Fund for purposes of reimbursing the interest rate of 2.5% per annum on outstanding balances under the SMF.

In the event the amount of the advance under a Facility is fully utilised, the Corporation may apply to increase the amount of the advance by transferring such amount as BNM determines from the other Facility to that Facility subject to the terms and conditions as specified by BNM.

On 20 November 2013, the Corporation has fully redeemed SAF of RM700 million from BNM.

CGC shall repay the interest free advances to BNM in one lump sum of RM150 million for the SMF at the end of 8 years from the date of the execution of the Loan Agreement on 18 November 2008.

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## 26. SMALL ENTREPRENEURS FINANCING FUND ("SEFF")

|                            | Group/Corporation    |                      |
|----------------------------|----------------------|----------------------|
|                            | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| As at 1 January            | 11,108               | 12,424               |
| Repayment during the year  | (33)                 | (1,316)              |
| As at 31 December          | 11,075               | 11,108               |
| Repayable within 12 months | 11,075               | 11,108               |

The purpose of this fund is to provide another avenue for small entrepreneurs to obtain financial assistance to improve and upgrade their businesses. The rate of interest charged on loans granted to small entrepreneurs under the SEFF shall not exceed 6% per annum and the amount of loan for each small entrepreneur shall not be more than RM50,000.

In 1996, the Corporation entered into an agreement with Permodalan Nasional Berhad ("PNB") who agreed to contribute RM200 million to the fund of which RM50 million was received in 1996. The RM50 million was subject to repayment by way of 5 equal annual instalments commencing on the 5th anniversary of the disbursement of each advance. In 2001, the Corporation had applied for an extension of the repayment for another 5 years. In 2006, the first instalment amounting to RM10 million was paid.

In addition to the above, the MECD contributed a guarantee fund of RM40 million which was received in 1996 and included under the Special Programme Reserve to absorb possible losses on loans granted under the SEFF.

Correspondingly, the earnings from the unutilised portion of the fund was transferred to the Special Programme Reserve to be used to absorb possible losses on loans granted under this scheme (Note 18).

## 27. PROVISION FOR CLAIMS UNDER THE GUARANTEE SCHEMES

|  | Group/Corporation    |                                  |                                |
|--|----------------------|----------------------------------|--------------------------------|
|  | 31.12.2013<br>RM'000 | Restated<br>31.12.2012<br>RM'000 | Restated<br>1.1.2012<br>RM'000 |
| At 1 January                             | 68,159               | 187,834                          | 192,697                        |
| Provision made during the financial year | 61,777               | 99,882                           | 210,754                        |
| Claims payable                           | (82,697)             | (219,557)                        | (215,617)                      |
| At 31 December                           | 47,239               | 68,159                           | 187,834                        |

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## 28. OTHER PAYABLES AND LOAN DUE TO NON-CONTROLLING INTEREST

|  | 31.12.2013     | Group<br>Restated<br>31.12.2012 | Restated<br>1.1.2012 | 31.12.2013     | Corporation<br>Restated<br>31.12.2012 | Restated<br>1.1.2012 |
|--|----------------|---------------------------------|----------------------|----------------|---------------------------------------|----------------------|
|  | RM'000         | RM'000                          | RM'000               | RM'000         | RM'000                                | RM'000               |
| Loan due to non-controlling interest                   | 564            | 575                             | 407                  | –              | –                                     | –                    |
| Guarantee fee due unearned                             | 20,358         | 34,755                          | 47,632               | 20,358         | 34,755                                | 47,632               |
| Refundable proceed TPUB and TPUB-i                     | 5,123          | 3,017                           | 1,990                | 5,123          | 3,017                                 | 1,990                |
| Sinking fund – TPUB-i                                  | 3,019          | 2,947                           | 879                  | 3,019          | 2,947                                 | 879                  |
| Deferred income  |                |                                 |                      |                |                                       |                      |
| – ERF  | 39             | 116                             | 344                  | 39             | 116                                   | 344                  |
| – Prepaid package and annual subscription fee          | 1,217          | 1,046                           | 1,210                | –              | –                                     | –                    |
| – Government grant                                     | 28,912         | 32,368                          | 35,842               | 28,912         | 32,368                                | 35,842               |
| Surplus attributable to operation of BNM's SAF and SMF | 41,334         | 37,920                          | 17,536               | 41,334         | 37,920                                | 17,536               |
| Payable to financial institutions                      | 5,683          | 14,430                          | –                    | 5,683          | 14,430                                | –                    |
| Green Technology Financing Scheme                      | 15,019         | –                               | –                    | 15,019         | –                                     | –                    |
| Amount due to BNM – ERF                                | 5,850          | 4,103                           | 3,177                | 5,850          | 4,103                                 | 3,177                |
| Other payables and accruals                            | 26,321         | 17,144                          | 16,906               | 24,948         | 16,625                                | 15,478               |
| Provision for tax                                      | –              | –                               | 1                    | –              | –                                     | –                    |
|  | <b>152,875</b> | <b>147,846</b>                  | <b>125,517</b>       | <b>150,285</b> | <b>146,281</b>                        | <b>122,878</b>       |

The details of the loan due to non-controlling interest are similar to the terms and conditions of the loan due from a subsidiary as disclosed in Note 14 to the financial statement.

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## 29. FRANCHISE FINANCING SCHEME FUND ("FFS")

On 27 October 1997, a Memorandum of Understanding ("MOU") was executed between the Corporation, MECD and three participating banks aimed at promoting growth in franchise business under a fund known as FFS.

Details of the Corporation's receipts from MECD in the form of guarantee fund and subsidy on interest to borrowers as at 31 December 2013 is as follows:

| Year | Guarantee Fund<br>RM'000 | Subsidy on Interest<br>RM'000 | Total<br>RM'000 |
|------|--------------------------|-------------------------------|-----------------|
| 1998 | 2,000                    | 2,000                         | 4,000           |
| 1999 | 2,000                    | –                             | 2,000           |
| 2000 | 7,197                    | 7,197                         | 14,394          |
| 2002 | 1,450                    | 1,450                         | 2,900           |
| 2003 | 15,000                   | –                             | 15,000          |

This program enables entrepreneurs operating viable franchise businesses to have access to credit facilities up to a maximum of RM7.5 million each. The bank may charge the borrower interest up to a maximum of BLR + 1.5% per annum. However, MECD through the Corporation will subsidise the interest payment and reduce the borrower's cost of borrowing.

## 30. YOUTH ECONOMIC DEVELOPMENT PROGRAMME ("YEDP")

This programme is a joint effort between the Ministry of Youth and Sports, Affin Bank Berhad and the Corporation, aimed at encouraging the youth in the country to venture into business and other productive economic activities.

An MOU was signed by the three parties on 15 July 1997 whereby the Ministry of Youth and Sports contributed RM7.6 million which has been included in the Special Programme Reserve.

This programme enables youth to obtain small loans ranging from RM5,000 to RM50,000 with interest up to a maximum of BLR + 2% per annum. However, the cost to the borrower is only 2% per annum. The difference between the charges imposed by the bank and the cost to be borne by the borrower is subsidised in the form of a Government subsidy.

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## 31. PROJEK USAHAWAN BUMIPUTRA DALAM BIDANG PERUNCITAN ("PROSPER")

The PROSPER scheme was introduced in August 2000 in an effort to encourage more Bumiputra entrepreneurs to be involved in the retail business throughout Malaysia. Under this scheme, four main parties are involved:

- (i) Perbadanan Usahawan Nasional Berhad ("PUNB")
- (ii) TPPT Sdn. Bhd.
- (iii) Participating Financial Institutions (currently only Malayan Banking Berhad is involved), and
- (iv) The Corporation

PROSPER scheme facilities are provided under CGC's Flexi Guarantee Scheme ("FGS") with 100% guarantee coverage. On 3 March 2005, the Corporation received an amount of RM30 million as a grant from the MOF. The fund is to be used to meet possible loan losses under the scheme.

## 32. REVENUE

|  | Group                |                      | Corporation          |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Guarantee fees                               | 48,329               | 73,271               | 48,329               | 73,271               |
| Guarantee fees on portfolio guarantee scheme | 14,754               | 15,350               | 14,754               | 15,350               |
| Interest income – Redemption schemes         | 40,310               | 40,891               | 40,310               | 40,891               |
| Interest income – TPU                        | 2,181                | 2,841                | 2,181                | 2,841                |
| Interest income – TPUB                       | 110                  | 73                   | 110                  | 73                   |
| Interest income – TPUB (ERF)                 | 8,908                | 7,844                | 8,908                | 7,844                |
| Profit income – TPUB-i                       | 2,227                | 2,267                | 2,227                | 2,267                |
| Prepaid package fee                          | 5,133                | 5,210                | –                    | –                    |
| Report income                                | 592                  | 442                  | –                    | –                    |
| Data services                                | 567                  | –                    | –                    | –                    |
| Monitoring service fee                       | 292                  | 329                  | –                    | –                    |
| Subscription fees                            | 206                  | 226                  | –                    | –                    |
| Lead generation                              | 73                   | 810                  | –                    | –                    |
|  | <b>123,682</b>       | <b>149,554</b>       | <b>116,819</b>       | <b>142,537</b>       |

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## 33. INVESTMENT INCOME

|  | Group                |                      | Corporation          |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Interest income  |                      |                      |                      |                      |
| – Term deposits  | 35,171               | 31,028               | 35,171               | 31,022               |
| – Private debt securities                              | 60,322               | 57,059               | 60,322               | 57,059               |
| – Structured products                                  | 29,442               | 29,506               | 29,442               | 29,506               |
|  | <b>124,935</b>       | 117,593              | <b>124,935</b>       | 117,587              |
| Net gain arising from financial assets FVTPL           |                      |                      |                      |                      |
| – Realised gain on private debt securities             | 7,286                | 29,881               | 7,286                | 29,881               |
| – Unrealised (loss)/gain on private debt securities    | (12,987)             | 8,200                | (12,987)             | 8,200                |
|  | (5,701)              | 38,081               | (5,701)              | 38,081               |
| Unrealised (loss)/gain on structured products (Note 9) | (7,867)              | 46,402               | (7,867)              | 46,402               |
| Amortisation of premiums on private debt securities    | (5,727)              | (4,881)              | (5,727)              | (4,881)              |
|  | <b>105,640</b>       | 197,195              | <b>105,640</b>       | 197,189              |

## 34. OTHER OPERATING INCOME

|  | Group                |                      | Corporation          |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Rental income                                      | 218                  | 218                  | 432                  | 359                  |
| Management fees                                    | 1,558                | 1,280                | 1,653                | 1,377                |
| Interest income on subsidiary                      | –                    | –                    | 62                   | 48                   |
| Administrative fee – TPUB-i                        | 220                  | 252                  | 220                  | 252                  |
| Gain on purchase of loans                          | 77                   | 228                  | 77                   | 228                  |
| Recoveries from guarantee given                    | 53,460               | 59,010               | 53,460               | 59,010               |
| Amortisation of deferred income – Government grant | 3,456                | 3,474                | 3,456                | 3,474                |
| Other income                                       | (77)                 | 688                  | (85)                 | 687                  |
|  | <b>58,912</b>        | 65,150               | <b>59,275</b>        | 65,435               |



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## 35. STAFF COSTS

|                           | Group                |                      | Corporation          |                      |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
|                           | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Salaries                  | 25,356               | 25,399               | 24,227               | 24,109               |
| Bonus                     | 6,745                | 7,822                | 6,500                | 7,710                |
| Employees' Provident Fund | 5,058                | 5,020                | 4,816                | 4,803                |
| Others                    | 2,828                | 2,244                | 2,725                | 2,143                |
|                           | <b>39,987</b>        | 40,485               | <b>38,268</b>        | 38,765               |

## 36. PROFIT BEFORE TAXATION

|  | Group                |                      | Corporation          |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Profit before taxation is arrived at after charging/<br>(crediting): |                      |                      |                      |                      |
| Computer maintenance   | 7,500                | 7,672                | 6,070                | 6,031                |
| Recovery expenses  | 5,056                | 2,895                | 5,056                | 2,895                |
| Fund managers expenses   | 2,811                | 2,072                | 2,811                | 2,072                |
| Rental   | 1,313                | 1,229                | 1,186                | 1,106                |
| Electricity  | 959                  | 956                  | 908                  | 909                  |
| Directors remuneration   | 461                  | 344                  | 321                  | 204                  |
| Directors meeting allowance  | 444                  | 478                  | 240                  | 252                  |
| Auditors remuneration - current financial year                       | 189                  | 105                  | 169                  | 90                   |
| Gain on disposal of property, plant and equipment                    | (98)                 | (88)                 | (98)                 | (88)                 |
| Data processing cost   | 893                  | 100                  | -                    | -                    |
| Accretion of Government loans  | 3,456                | 3,474                | 3,456                | 3,474                |
| Write-offs of property, plant and equipment                          | -                    | 2,647                | -                    | 2,647                |
| Other expenses   | 3,794                | 4,908                | 3,677                | 4,471                |
| Depreciation on property, plant and<br>equipment (Note 4)            | 3,963                | 4,592                | 3,666                | 4,196                |
| Amortisation of intangible assets (Note 5)                           | 5,402                | 6,375                | 3,458                | 4,318                |
| Provision for claims under the Guarantee<br>Schemes (net)            | 61,776               | 81,269               | 61,776               | 81,269               |
| Allowance for impairment of loans, advances<br>and financing (net)   | 25,207               | 71,320               | 25,207               | 71,320               |
| Interest expense for government loans                                | 4,500                | 4,500                | 4,500                | 4,500                |

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## 37. TAXATION AND DEFERRED TAX ASSETS

|                                      | Group      |            |
|--------------------------------------|------------|------------|
|                                      | 31.12.2013 | 31.12.2012 |
|                                      | RM'000     | RM'000     |
| Malaysian income tax:                |            |            |
| Current tax – current financial year | 3          | 2          |
| Deferred tax                         | (1,043)    | –          |
|                                      | (1,040)    | 2          |

The numerical reconciliation between the Malaysia tax rate and the average effective tax rate is as follows:

|  | Group      |            |
|--|------------|------------|
|  | 31.12.2013 | 31.12.2012 |
|  | RM'000     | RM'000     |
| (Loss)/profit before taxation  | (405)      | 148        |
| Tax calculated at the Malaysian tax rate of 25% (2012: 25%)          | (101)      | 37         |
| Tax effects in respect of:   |            |            |
| Expenses not deductible for tax purposes                             | 16         | 21         |
| Utilisation of previously unrecognised unabsorbed capital allowances | (955)      | (56)       |
| Taxation   | (1,040)    | 2          |

The Corporation has been granted exemption from income tax for 10 years from year of assessment 2002 under Section 127(3)(b) of the Income Tax Act, 1967. Subsequently in 2012, the exemption from income tax was obtained for another 5 years from year assessment 2012 under section 127(3A) of the Income Tax Act, 1967.

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## 37. TAXATION AND DEFERRED TAX ASSETS (CONTINUED)

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 when the deferred taxes relate to the same authority.

|   | Group                |                      |
|---|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Deferred tax assets – net   | 1,043                | –                    |
| The movements in the deferred tax assets/(liabilities) balances are as follows: |                      |                      |
| At 1 January  | –                    | –                    |
| Credited/(charged) to income statement:   | 1,043                | –                    |
| – property and equipment  | 149                  | 306                  |
| – unabsorbed capital allowances   | 894                  | (306)                |
| At 31 December  | 1,043                | –                    |

|  | Group                |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Deferred tax assets/(liabilities) (before offsetting): |                      |                      |
| – property and equipment                               | (784)                | (933)                |
| – unabsorbed capital allowances                        | 1,827                | 933                  |
| Deferred tax assets (after offsetting)                 | 1,043                | –                    |

Deferred tax assets are recognised as the Directors are of the opinion that it is probable that future taxable profits will be available against which the deductible temporary differences or unused tax losses can be utilised.

The amounts of unabsorbed capital allowances and unutilised tax losses (all of which have no expiry date) for which no deferred tax assets are recognised in the statement of financial position are as follows:

|                               | Group                |                      |
|-------------------------------|----------------------|----------------------|
|                               | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Unabsorbed capital allowances | 2,705                | 6,535                |
| Unutilised tax losses         | 6,235                | 6,235                |
|                               | 8,940                | 12,770               |

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## 38. CONTINGENCIES

The Corporation is contingently liable by virtue of guarantees provided in respect of credit facilities extended by member financial institutions to borrowers under the various schemes.

|  | Group                |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Total credit facilities guaranteed by the Corporation under the Schemes        | 2,879,260            | 3,499,260            |
| Contingencies arising thereon  | 2,112,040            | 2,567,190            |
| Less: Amount deemed to be bad and doubtful for which provisions have been made | 47,239               | 68,159               |
| Amount set aside in the reserves to meet future claims                         | 556,946              | 527,938              |
|  | 604,185              | 596,097              |
| Net contingencies  | 1,507,855            | 1,971,093            |

## 39. CAPITAL COMMITMENTS

|   | Group                |                      | Corporation          |                      |
|---|----------------------|----------------------|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Capital expenditure not provided for in the financial statements: |                      |                      |                      |                      |
| Authorised and contracted for                                     | 2,034                | 3,335                | 2,034                | 1,095                |
| Authorised but not contracted for                                 | 521                  | 4,312                | 521                  | 4,312                |
|   | 2,555                | 7,647                | 2,555                | 5,407                |
| Commitment to subscribe for shares in Aureos Malaysia Fund LLC    | 7,156                | 7,156                | 7,156                | 7,156                |

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## 40. LEASE COMMITMENTS

The Group and the Corporation have lease commitments in respect of rented premises, all of which are classified as operating leases.

A summary of the future minimum lease payment, under non-callable operating lease commitments are as follows:

|  | Group/Corporation    |                      |                    |
|--|----------------------|----------------------|--------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Not later than one year                            | 219                  | 713                  | 902                |
| Later than one year and not later than three years | 801                  | 248                  | 51                 |
|  | <b>1,020</b>         | 961                  | 953                |

## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS

(a) The key management personnel compensation is as follows:

|  | Group/Corporation    |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Non-Executive Directors' fees                                  | 845                  | 751                  |
| Other key management personnel (including Executive Director): |                      |                      |
| – Short-term employee benefits                                 | 2,108                | 2,358                |
| – Contribution to Employees' Provident Fund                    | 369                  | 371                  |
| Total compensation   | <b>3,322</b>         | 3,480                |

Key management personnel comprises persons having authority and responsibility for planning, directing and controlling the activities of the Corporation directly or indirectly and consist of the Board of Directors, President/Chief Executive Officer and three Executive Vice Presidents.

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## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Other significant related parties are as follows:

| <u>Name of Company</u>                            | <u>Relationship</u>                        |
|---|--|
| Bank Negara Malaysia ("BNM")                      | Substantial shareholder of the Corporation |
| Credit Bureau Malaysia Sdn. Bhd.                  | Subsidiary                                 |
| Aureos CGC Advisers Sdn. Bhd.                     | Associate                                  |
| Danjamin Nasional Berhad                          | Associate                                  |
| Affin Bank Berhad                                 | Shareholder of the Corporation             |
| Alliance Bank Malaysia Berhad                     | Shareholder of the Corporation             |
| Ambank (M) Berhad                                 | Shareholder of the Corporation             |
| The Bank of Nova Scotia Berhad                    | Shareholder of the Corporation             |
| Bank Pembangunan Malaysia Berhad                  | Shareholder of the Corporation             |
| Bangkok Bank Berhad                               | Shareholder of the Corporation             |
| CIMB Bank Berhad                                  | Shareholder of the Corporation             |
| Citibank Berhad                                   | Shareholder of the Corporation             |
| Hong Leong Bank Berhad                            | Shareholder of the Corporation             |
| HSBC Bank Malaysia Berhad                         | Shareholder of the Corporation             |
| J.P. Morgan Chase Bank Berhad                     | Shareholder of the Corporation             |
| Malayan Banking Berhad                            | Shareholder of the Corporation             |
| OCBC Bank (Malaysia) Berhad                       | Shareholder of the Corporation             |
| Public Bank Berhad                                | Shareholder of the Corporation             |
| RHB Bank Berhad                                   | Shareholder of the Corporation             |
| Bank Perusahaan Kecil & Sederhana Malaysia Berhad | Shareholder of the Corporation             |
| Standard Chartered Bank Malaysia Berhad           | Shareholder of the Corporation             |
| United Overseas Bank (Malaysia) Bhd.              | Shareholder of the Corporation             |
| The Employees Provident Fund                      | Related party to BNM                       |
| Ministry of Finance Malaysia                      | Related party to BNM                       |

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## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Other significant related parties are as follows: (continued)

(i) Directors' fees and remuneration

Total remuneration (including benefit-in-kind) of the Directors of the Group are as follows:

| Group 2013  | Salary and<br>bonus<br>RM'000 | Fees<br>RM'000 | Meeting<br>Allowance<br>RM'000 | Benefit-in-<br>kind<br>RM'000 | Total<br>RM'000 |
|---|-------------------------------|----------------|--------------------------------|-------------------------------|-----------------|
| Executive Director:   |                               |                |                                |                               |                 |
| Datuk Wan Azhar Wan Ahmad   | 1,200                         | 20             | 40                             | –                             | 1,260           |
|   | <b>1,200</b>                  | <b>20</b>      | <b>40</b>                      | <b>–</b>                      | <b>1,260</b>    |
| Non-Executive Directors:  |                               |                |                                |                               |                 |
| Dato' Agil Natt<br><i>(appointed w.e.f. 18 June 2013)</i>                   | –                             | 64             | 10                             | –                             | 74              |
| Dato' Mohd Hanif Sher Mohamed   | –                             | 36             | 48                             | –                             | 84              |
| Datuk P. Kasi   | –                             | 56             | 74                             | –                             | 130             |
| Datuk David Chua Kok Tee<br><i>(appointed w.e.f. 15 February 2013)</i>      | –                             | 52             | 63                             | –                             | 115             |
| Encik Md Yusof Hussin   | –                             | 36             | 42                             | –                             | 78              |
| Encik Jeffrey Chew Sun Teong*<br><i>(appointed w.e.f. 15 February 2013)</i> | –                             | 51             | 45                             | –                             | 96              |
| Datuk Zaiton Mohd Hassan  | –                             | 56             | 64                             | –                             | 120             |
| Dato' Sri Abdul Hamidy Abdul Hafiz<br><i>(resigned w.e.f. 1 June 2013)</i>  | –                             | 50             | 12                             | –                             | 62              |
| Datuk Lim Hong Tat***   | –                             | 20             | 12                             | –                             | 32              |
| Encik William Lim Wah Liang**   | –                             | 20             | 34                             | –                             | 54              |
|   | –                             | <b>441</b>     | <b>404</b>                     | <b>–</b>                      | <b>845</b>      |
| <b>Total Directors' remuneration</b>  | <b>1,200</b>                  | <b>461</b>     | <b>444</b>                     | <b>–</b>                      | <b>2,105</b>    |

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## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Other significant related parties are as follows: (continued)

(i) Directors' fees and remuneration (continued)

| Group 2012   | Salary and<br>bonus<br>RM'000 | Fees<br>RM'000 | Meeting<br>Allowance<br>RM'000 | Benefit-in-<br>kind<br>RM'000 | Total<br>RM'000 |
|--|-------------------------------|----------------|--------------------------------|-------------------------------|-----------------|
| Executive Director:  |                               |                |                                |                               |                 |
| Datuk Wan Azhar Wan Ahmad                                    | 1,255                         | 20             | 50                             | 31                            | 1,356           |
|  | <b>1,255</b>                  | <b>20</b>      | <b>50</b>                      | <b>31</b>                     | <b>1,356</b>    |
| Non-Executive Directors:                                     |                               |                |                                |                               |                 |
| Dato' Sri Abdul Hamidy Abdul Hafiz                           | –                             | 75             | 32                             | –                             | 107             |
| Dato' Mohd Hanif Sher Mohamed                                | –                             | 28             | 54                             | –                             | 82              |
| Datuk P. Kasi  | –                             | 48             | 68                             | –                             | 116             |
| Encik Md Yusof Hussin  | –                             | 28             | 46                             | –                             | 74              |
| Dato' Mohd Rosli Abdul Aziz<br>(resigned w.e.f. 30 May 2012) | –                             | 8              | 24                             | –                             | 32              |
| Dato' Tan Yew Thong<br>(resigned w.e.f. 30 May 2012)         | –                             | 8              | 14                             | –                             | 22              |
| Datuk Zaiton Mohd Hassan                                     | –                             | 48             | 76                             | –                             | 124             |
| Encik Jeffrey Chew Sun Teong*                                | –                             | 20             | 20                             | –                             | 40              |
| Datuk David Chua Kok Tee                                     | –                             | 20             | 42                             | –                             | 62              |
| Datuk Lim Hong Tat***  | –                             | 20             | 16                             | –                             | 36              |
| Encik William Lim Wah Liang**                                | –                             | 20             | 36                             | –                             | 56              |
|  | –                             | <b>323</b>     | <b>428</b>                     | –                             | <b>751</b>      |
| <b>Total Directors' remuneration</b>                         | <b>1,255</b>                  | <b>343</b>     | <b>478</b>                     | <b>31</b>                     | <b>2,107</b>    |



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## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Other significant related parties are as follows: (continued)

(i) Directors' fees and remuneration (continued)

| Corporation 2013  | Salary and<br>bonus<br>RM'000 | Fees<br>RM'000 | Meeting<br>Allowance<br>RM'000 | Benefit-in-<br>kind<br>RM'000 | Total<br>RM'000 |
|---|-------------------------------|----------------|--------------------------------|-------------------------------|-----------------|
| Executive Director:   |                               |                |                                |                               |                 |
| Datuk Wan Azhar Wan Ahmad   | 1,200                         | –              | –                              | –                             | 1,200           |
|   | <b>1,200</b>                  | <b>–</b>       | <b>–</b>                       | <b>–</b>                      | <b>1,200</b>    |
| Non-Executive Directors:  |                               |                |                                |                               |                 |
| Dato' Agil Natt<br><i>(appointed w.e.f. 18 June 2013)</i>                   | –                             | 64             | 10                             | –                             | 74              |
| Dato' Mohd Hanif Sher Mohamed   | –                             | 36             | 48                             | –                             | 84              |
| Datuk P. Kasi   | –                             | 36             | 32                             | –                             | 68              |
| Datuk David Chua Kok Tee<br><i>(appointed w.e.f. 15 February 2013)</i>      | –                             | 32             | 25                             | –                             | 57              |
| Encik Md Yusof Hussin   | –                             | 36             | 42                             | –                             | 78              |
| Encik Jeffrey Chew Sun Teong*<br><i>(appointed w.e.f. 15 February 2013)</i> | –                             | 31             | 27                             | –                             | 58              |
| Datuk Zaiton Mohd Hassan  | –                             | 36             | 44                             | –                             | 80              |
| Dato' Sri Abdul Hamidy Abdul Hafiz<br><i>(resigned w.e.f. 1 June 2013)</i>  | –                             | 50             | 12                             | –                             | 62              |
|   | <b>–</b>                      | <b>321</b>     | <b>240</b>                     | <b>–</b>                      | <b>561</b>      |
| <b>Total Directors' remuneration</b>  | <b>1,200</b>                  | <b>321</b>     | <b>240</b>                     | <b>–</b>                      | <b>1,761</b>    |

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## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Other significant related parties are as follows: (continued)

(i) Directors' fees and remuneration (continued)

| Corporation 2012   | Salary and<br>bonus<br>RM'000 | Fees<br>RM'000 | Meeting<br>Allowance<br>RM'000 | Benefit-in-<br>kind<br>RM'000 | Total<br>RM'000 |
|--|-------------------------------|----------------|--------------------------------|-------------------------------|-----------------|
| Executive Director:  |                               |                |                                |                               |                 |
| Datuk Wan Azhar Wan Ahmad                                    | 1,255                         | –              | –                              | 31                            | 1,286           |
|  | <b>1,255</b>                  | <b>–</b>       | <b>–</b>                       | <b>31</b>                     | <b>1,286</b>    |
| Non-Executive Directors:                                     |                               |                |                                |                               |                 |
| Dato' Sri Abdul Hamidy Abdul Hafiz                           | –                             | 75             | 32                             | –                             | 107             |
| Dato' Mohd Hanif Sher Mohamed                                | –                             | 28             | 54                             | –                             | 82              |
| Datuk P. Kasi  | –                             | 28             | 28                             | –                             | 56              |
| Encik Md Yusof Hussin  | –                             | 28             | 46                             | –                             | 74              |
| Dato' Mohd Rosli Abdul Aziz<br>(resigned w.e.f. 30 May 2012) | –                             | 8              | 24                             | –                             | 32              |
| Dato' Tan Yew Thong<br>(resigned w.e.f. 30 May 2012)         | –                             | 8              | 14                             | –                             | 22              |
| Datuk Zaiton Mohd Hassan                                     | –                             | 28             | 54                             | –                             | 82              |
|  | <b>–</b>                      | <b>203</b>     | <b>252</b>                     | <b>–</b>                      | <b>455</b>      |
| <b>Total Directors' remuneration</b>                         | <b>1,255</b>                  | <b>203</b>     | <b>252</b>                     | <b>31</b>                     | <b>1,741</b>    |

\* Director's fees payable to OCBC Bank (M) Berhad

\*\* Director's fees payable to D&B Malaysia Sdn Bhd

\*\*\* Director's fees payable to Malayan Banking Berhad

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## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Other significant related parties are as follows: (continued)

(ii) The significant related party balances included in the statements of financial position are as follows:

|                            | Group                |                      | Corporation          |                      |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
|                            | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Amount due to subsidiary   | -                    | -                    | -                    | -                    |
| Amount due from subsidiary | -                    | -                    | 2,192                | 2,095                |

Amount due from/(to) BNM:

|   | Group/Corporation    |                      |
|---|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| (i) SRGF and SRGF-2                               | 63                   | 6,664                |
| (ii) TUK  | (50,000)             | (50,000)             |
| (iii) SME Modernisation and Assistance Facilities | (150,000)            | (850,000)            |
| (iv) Danajamin Nasional Berhad                    | (500,000)            | (500,000)            |
| (v) TPUB-i  | (300,000)            | (300,000)            |

Amount due from/(to) other related party:

|  | Group/Corporation    |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| (i) Claims payable                         | (109,774)            | (172,734)            |
| (ii) Redemption and conversion sum payable | (7,272)              | (14,430)             |
| (iii) Investments                          | 1,871,127            | 2,096,398            |

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## 41. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Other significant related parties are as follows: (continued)

(iii) Details of significant transactions between the Corporation and its related parties are as follows:

|   | Group          |                | Corporation    |                |
|---|----------------|----------------|----------------|----------------|
|   | 2013<br>RM'000 | 2012<br>RM'000 | 2013<br>RM'000 | 2012<br>RM'000 |
| Subscription fee charged by a subsidiary                    | -              | -              | 5              | 5              |
| Report fees charged by a subsidiary                         | -              | -              | 133            | 114            |
| Prepaid package fees charged by a subsidiary                | -              | -              | 40             | -              |
| Office rental charged to a subsidiary                       | -              | -              | (214)          | (141)          |
| Management/secretarial fee charged to a subsidiary          | -              | -              | (95)           | (97)           |
| Interest income earned from a subsidiary                    | -              | -              | (62)           | (48)           |
| Interest expense and service charge by BNM                  | 3,000          | 3,000          | 3,000          | 3,000          |
| Management fee charged to BNM                               | (680)          | (680)          | (680)          | (680)          |
| Recovery received from other related parties                | (36,098)       | (34,826)       | (36,098)       | (34,826)       |
| Interest income earned from other related parties           | (43,071)       | (38,902)       | (43,071)       | (38,902)       |
| Office rental charged to other related parties              | (213)          | (213)          | (213)          | (213)          |
| Management fee charged to other related parties             | (878)          | (600)          | (878)          | (600)          |
| Claims paid to other related parties                        | 111,268        | 215,860        | 111,268        | 215,860        |
| Redemption and conversion sum paid to other related parties | 30,915         | 82,220         | 30,915         | 82,220         |
| Appeal paid to other related parties                        | 305            | 2,016          | 305            | 2,016          |

## 42. CAPITAL MANAGEMENT

The primary objective of the Corporation is to ensure that it maintains an adequate Guarantee Reserve Ratio ("GRR") in order to support its guarantee business and maximise shareholder value.

The Corporation manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Corporation may issue new shares or return capital to shareholders. No changes were made in the objectives and policies during the financial years ended 31 December 2013 and 2012.

The Corporation monitors capital and its ability to guarantee by reference to its GRR, which stands at 3 times as at 31 December 2013 (2012: 3). The Corporation's policy is to maintain a GRR of less than 6 times.

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## 43. FINANCIAL RISK MANAGEMENT

In the normal course of business, the Group and the Corporation are subjected to four main areas of risk, namely credit risk, market risk, liquidity risk and operational risk.

### (a) Credit Risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Corporation's exposure to credit risk arises primarily from trade and other receivables as well as loans and advances.

The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis.

As for loans redeemed and guaranteed, the Group and the Corporation manage the credit risk by evaluating borrowers based on an in-house credit-scoring model. The Group and the Corporation use this model to measure the viability of loans vis-à-vis established thresholds.

For other financial assets (including investment securities and placements with fund managers), the Group and the Corporation minimise credit risk by dealing exclusively with high credit rating counterparties.

#### Maximum exposure to credit risk

At the reporting date, the exposure to credit risk of the Group and the Corporation equal their carrying amount in the statements of financial position as at reporting date, except for the following:

|  | Group<br>31.12.2013         |                                      | Corporation<br>31.12.2013   |                                      |
|--|-----------------------------|--------------------------------------|-----------------------------|--------------------------------------|
|  | Carrying<br>value<br>RM'000 | Maximum<br>credit exposure<br>RM'000 | Carrying<br>value<br>RM'000 | Maximum<br>credit exposure<br>RM'000 |
| <b>Credit risk exposures of on-balance sheet assets:</b> |                             |                                      |                             |                                      |
| Trade and other receivables <sup>#</sup>                 | 8,500                       | 7,285                                | 5,866                       | 4,648                                |
| Cash and cash equivalents <sup>^</sup>                   | 65,916                      | 65,900                               | 65,545                      | 65,537                               |
| <b>Credit risk exposure of off-balance sheet items:</b>  |                             |                                      |                             |                                      |
| Financial guarantees                                     | 2,879,260                   | 2,112,040                            | 2,879,260                   | 2,112,040                            |
| <b>Total maximum credit risk exposure</b>                | <b>2,953,676</b>            | <b>2,185,225</b>                     | <b>2,950,671</b>            | <b>2,182,225</b>                     |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

|  | Group<br>31.12.2012         |                                      | Corporation<br>31.12.2012   |                                      |
|--|-----------------------------|--------------------------------------|-----------------------------|--------------------------------------|
|  | Carrying<br>value<br>RM'000 | Maximum<br>credit exposure<br>RM'000 | Carrying<br>value<br>RM'000 | Maximum<br>credit exposure<br>RM'000 |
| <b>Credit risk exposures of on-balance sheet assets:</b> |                             |                                      |                             |                                      |
| Trade and other receivables <sup>#</sup>                 | 4,454                       | 3,473                                | 2,952                       | 1,970                                |
| Cash and cash equivalents <sup>^</sup>                   | 37,899                      | 37,883                               | 37,303                      | 37,295                               |
| <b>Credit risk exposure of off-balance sheet items:</b>  |                             |                                      |                             |                                      |
| Financial guarantees                                     | 3,499,260                   | 2,567,190                            | 3,499,260                   | 2,567,190                            |
| Total maximum credit risk exposure                       | 3,541,613                   | 2,608,546                            | 3,539,515                   | 2,606,455                            |

The following have been excluded for the purpose of maximum credit risk exposure calculation:

# Prepayment

^ Cash in hand

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit risk concentration

The Group determines concentrations of credit risk by monitoring the industry sector profile. The credit risk concentration profile of the Group's as at the reporting date is as follows:

| Group<br>2013                 | Agriculture,<br>hunting,<br>forestry<br>and fishing<br>RM'000 | Community,<br>social and<br>personal<br>services<br>RM'000 | Construction<br>RM'000 | Finance and<br>business<br>services<br>RM'000 | Manufacturing<br>RM'000 | Mining and<br>quarrying<br>RM'000 | Transportation<br>RM'000 | Retail trade<br>RM'000 | Government<br>RM'000 | Other<br>RM'000 | Total<br>RM'000 |
|-------------------------------|---|--|------------------------|---|-------------------------|-----------------------------------|--------------------------|------------------------|----------------------|-----------------|-----------------|
| Investment fund: AFS          | -   | -  | -                      | 30,943  | -                       | -                                 | -                        | -                      | -                    | -               | 30,943          |
| Structured products: FVTPL    | -   | -  | -                      | 669,196                                       | -                       | -                                 | -                        | -                      | -                    | -               | 669,196         |
| Investment securities: AFS    | -   | -  | -                      | 400,652                                       | -                       | -                                 | -                        | -                      | -                    | -               | 400,652         |
| Investment securities: FVTPL  | -   | -  | -                      | 774,359                                       | -                       | -                                 | -                        | -                      | -                    | -               | 774,359         |
| Term deposits                 | -   | -  | -                      | 1,582,169                                     | -                       | -                                 | -                        | -                      | -                    | -               | 1,582,169       |
| Loans, advances and financing | 3,379   | 4,863  | 66,272                 | 11,638  | 62,842                  | 484                               | 5,733                    | 145,050                | -                    | 3,456           | 303,717         |
| Amount due from BNM           | -   | -  | -                      | -   | -                       | -                                 | -                        | -                      | 6,624                | -               | 6,624           |
| Trade and other receivables   | -   | -  | 213                    | 6,410   | 3                       | -                                 | 16                       | 3                      | -                    | 640             | 7,285           |
| Cash and cash equivalents     | -   | -  | -                      | 65,900  | -                       | -                                 | -                        | -                      | -                    | -               | 65,900          |
|                               | 3,379   | 4,863  | 66,485                 | 3,541,267                                     | 62,845                  | 484                               | 5,749                    | 145,053                | 6,624                | 4,096           | 3,840,845       |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit risk concentration (continued)

| Group<br>2012                 | Agriculture,<br>hunting,<br>forestry<br>and fishing<br>RM'000 | Community,<br>social and<br>personal<br>services<br>RM'000 | Construction<br>RM'000 | Finance and<br>business<br>services<br>RM'000 | Manufacturing<br>RM'000 | Mining and<br>quarrying<br>RM'000 | Transportation<br>RM'000 | Retail trade<br>RM'000 | Government<br>RM'000 | Other<br>RM'000 | Total<br>RM'000 |
|-------------------------------|---|--|------------------------|---|-------------------------|-----------------------------------|--------------------------|------------------------|----------------------|-----------------|-----------------|
| Investment fund: AFS          | -   | -  | -                      | 24,356  | -                       | -                                 | -                        | -                      | -                    | -               | 24,356          |
| Structured products: FVTPL    | -   | -  | -                      | 676,362                                       | -                       | -                                 | -                        | -                      | -                    | -               | 676,362         |
| Investment securities: AFS    | -   | -  | -                      | 446,869                                       | -                       | -                                 | -                        | -                      | -                    | -               | 446,869         |
| Investment securities: FVTPL  | -   | -  | -                      | 941,505                                       | -                       | -                                 | -                        | -                      | -                    | -               | 941,505         |
| Term deposits                 | -   | -  | -                      | 2,016,385                                     | -                       | -                                 | -                        | -                      | -                    | -               | 2,016,385       |
| Loans, advances and financing | 4,503   | 6,025  | 71,142                 | 13,396  | 74,930                  | 724                               | 8,230                    | 165,655                | -                    | 4,568           | 349,173         |
| Amount due from BNM           | -   | -  | -                      | -   | -                       | -                                 | -                        | -                      | 6,123                | -               | 6,123           |
| Trade and other receivables   | -   | -  | 202                    | 2,563   | 1                       | -                                 | 16                       | 5                      | -                    | 686             | 3,473           |
| Cash and cash equivalents     | -   | -  | -                      | 37,883  | -                       | -                                 | -                        | -                      | -                    | -               | 37,883          |
|                               | 4,503   | 6,025  | 71,344                 | 4,159,319                                     | 74,931                  | 724                               | 8,246                    | 165,660                | 6,123                | 5,254           | 4,502,129       |



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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit risk concentration (continued)

| Corporation<br>2013              | Agriculture,<br>hunting,<br>forestry<br>and fishing<br>RM'000 | Community,<br>social and<br>personal<br>services<br>RM'000 | Construction<br>RM'000 | Finance and<br>business<br>services<br>RM'000 | Manufacturing<br>RM'000 | Mining and<br>quarrying<br>RM'000 | Transportation<br>RM'000 | Retail trade<br>RM'000 | Government<br>RM'000 | Other<br>RM'000 | Total<br>RM'000 |
|----------------------------------|---|--|------------------------|---|-------------------------|-----------------------------------|--------------------------|------------------------|----------------------|-----------------|-----------------|
| Investment fund: AFS             | -   | -  | -                      | 30,943  | -                       | -                                 | -                        | -                      | -                    | -               | 30,943          |
| Structured products: FVTPL       | -   | -  | -                      | 669,196                                       | -                       | -                                 | -                        | -                      | -                    | -               | 669,196         |
| Investment securities: AFS       | -   | -  | -                      | 400,652                                       | -                       | -                                 | -                        | -                      | -                    | -               | 400,652         |
| Investment securities: FVTPL     | -   | -  | -                      | 774,359                                       | -                       | -                                 | -                        | -                      | -                    | -               | 774,359         |
| Term deposits                    | -   | -  | -                      | 1,582,169                                     | -                       | -                                 | -                        | -                      | -                    | -               | 1,582,169       |
| Loans, advances and<br>financing | 3,379   | 4,863  | 66,272                 | 11,638  | 62,842                  | 484                               | 5,733                    | 145,050                | -                    | 3,456           | 303,717         |
| Loan due from a subsidiary       | -   | -  | -                      | 1,243   | -                       | -                                 | -                        | -                      | -                    | -               | 1,243           |
| Amount due from a<br>subsidiary  | -   | -  | -                      | 950   | -                       | -                                 | -                        | -                      | -                    | -               | 950             |
| Amount due from BNM              | -   | -  | -                      | -   | -                       | -                                 | -                        | -                      | 6,624                | -               | 6,624           |
| Trade and other receivables      | -   | -  | 208                    | 3,862   | -                       | -                                 | 16                       | -                      | -                    | 562             | 4,648           |
| Cash and cash equivalents        | -   | -  | -                      | 65,537  | -                       | -                                 | -                        | -                      | -                    | -               | 65,537          |
|                                  | 3,379   | 4,863  | 66,480                 | 3,540,549                                     | 62,842                  | 484                               | 5,749                    | 145,050                | 6,624                | 4,018           | 3,840,037       |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit risk concentration (continued)

| Corporation<br>2012              | Agriculture,<br>hunting,<br>forestry<br>and fishing<br>RM'000 | Community,<br>social and<br>personal<br>services<br>RM'000 | Construction<br>RM'000 | Finance and<br>business<br>services<br>RM'000 | Manufacturing<br>RM'000 | Mining and<br>quarrying<br>RM'000 | Transportation<br>RM'000 | Retail trade<br>RM'000 | Government<br>RM'000 | Other<br>RM'000 | Total<br>RM'000 |
|----------------------------------|---|--|------------------------|---|-------------------------|-----------------------------------|--------------------------|------------------------|----------------------|-----------------|-----------------|
| Investment fund: AFS             | -   | -  | -                      | 24,356  | -                       | -                                 | -                        | -                      | -                    | -               | 24,356          |
| Structured products: FVTPL       | -   | -  | -                      | 676,362                                       | -                       | -                                 | -                        | -                      | -                    | -               | 676,362         |
| Investment securities: AFS       | -   | -  | -                      | 446,869                                       | -                       | -                                 | -                        | -                      | -                    | -               | 446,869         |
| Investment securities: FVTPL     | -   | -  | -                      | 941,505                                       | -                       | -                                 | -                        | -                      | -                    | -               | 941,505         |
| Term deposits                    | -   | -  | -                      | 2,016,385                                     | -                       | -                                 | -                        | -                      | -                    | -               | 2,016,385       |
| Loans, advances and<br>financing | 4,503   | 6,025  | 71,142                 | 13,396  | 74,930                  | 724                               | 8,230                    | 165,655                | -                    | 4,568           | 349,173         |
| Loan due from a subsidiary       | -   | -  | -                      | 1,265   | -                       | -                                 | -                        | -                      | -                    | -               | 1,265           |
| Amount due from a<br>subsidiary  | -   | -  | -                      | 830   | -                       | -                                 | -                        | -                      | -                    | -               | 830             |
| Amount due from BNM              | -   | -  | -                      | -   | -                       | -                                 | -                        | -                      | 6,123                | -               | 6,123           |
| Trade and other receivables      | -   | -  | 202                    | 1,193   | -                       | -                                 | 16                       | -                      | -                    | 559             | 1,970           |
| Cash and cash equivalents        | -   | -  | -                      | 37,295  | -                       | -                                 | -                        | -                      | -                    | -               | 37,295          |
|                                  | 4,503   | 6,025  | 71,344                 | 4,159,456                                     | 74,930                  | 724                               | 8,246                    | 165,655                | 6,123                | 5,127           | 4,502,133       |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit quality

#### (i) Loans, advances and financing

All loans, advances and financing are unrated and categorised into “neither past due nor impaired”, “past due but not impaired” and “impaired”. Past due loans refer to loans that are overdue by one day or more. Impaired loans are loans with months-in-arrears more than 3 months (i.e. 90 days) or with impairment allowances.

#### Distribution of loans, advances and financing by credit quality

|  | Group/Corporation |                |
|--|-------------------|----------------|
|  | 31.12.2013        | 31.12.2012     |
|  | RM'000            | RM'000         |
| Neither past due nor impaired              | 244,564           | 186,797        |
| Past due but not impaired (i)              | 58,088            | 88,894         |
| Impaired (ii)                              | 146,876           | 194,086        |
| <b>Gross loans, advances and financing</b> | <b>449,528</b>    | <b>469,777</b> |
| Less: Allowances for impairment            |                   |                |
| – Individual allowance                     | (118,190)         | (90,447)       |
| – Collective allowance                     | (27,621)          | (30,157)       |
| <b>Net loans, advances and financing</b>   | <b>303,717</b>    | <b>349,173</b> |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit quality (continued)

#### (i) Loans, advances and financing (continued)

##### (i) Loans past due but not impaired

|                        | Group/Corporation |            |
|------------------------|-------------------|------------|
|                        | 31.12.2013        | 31.12.2012 |
|                        | RM'000            | RM'000     |
| Past due up to 60 days | 26,002            | 50,428     |
| Past due 60 – 90 days  | 32,086            | 38,466     |
|                        | 58,088            | 88,894     |

##### (ii) Impaired loans

|                              | Group/Corporation |            |
|------------------------------|-------------------|------------|
|                              | 31.12.2013        | 31.12.2012 |
|                              | RM'000            | RM'000     |
| Analysis of impaired assets: |                   |            |
| Gross impaired loans         | 146,876           | 194,086    |
| Individually impaired loans  | 118,190           | 90,447     |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit quality (continued)

#### (ii) Investment portfolios

Analysis of financial assets by rating agency designation (where applicable) as at 31 December 2013, based on RAM's rating or its equivalent are as follows:

| Group<br>2013                | AAA to AA3<br>RM'000 | A to A3<br>RM'000 | BBB1 to BB3<br>RM'000 | Sovereign<br>RM'000 | Unrated<br>RM'000 | Total<br>RM'000  |
|------------------------------|----------------------|-------------------|-----------------------|---------------------|-------------------|------------------|
| Investment fund: AFS         | -                    | -                 | -                     | -                   | 30,943            | 30,943           |
| Structured products: FVTPL   | 669,195              | -                 | -                     | -                   | -                 | 669,195          |
| Investment securities: AFS   | 400,652              | -                 | -                     | -                   | -                 | 400,652          |
| Investment securities: FVTPL | 448,727              | 107,130           | 122,929               | 10,120              | 85,453            | 774,359          |
| Term deposits                | 1,267,952            | 176,787           | 86,055                | -                   | 51,375            | 1,582,169        |
| Cash and cash equivalents    | 65,900               | -                 | -                     | -                   | -                 | 65,900           |
|                              | <b>2,852,426</b>     | <b>283,917</b>    | <b>208,984</b>        | <b>10,120</b>       | <b>167,771</b>    | <b>3,523,218</b> |

| Group<br>2012                | AAA to AA3<br>RM'000 | A to A3<br>RM'000 | BBB1 to BB3<br>RM'000 | Sovereign<br>RM'000 | Unrated<br>RM'000 | Total<br>RM'000  |
|------------------------------|----------------------|-------------------|-----------------------|---------------------|-------------------|------------------|
| Investment fund: AFS         | -                    | -                 | -                     | -                   | 24,356            | 24,356           |
| Structured products: FVTPL   | 676,362              | -                 | -                     | -                   | -                 | 676,362          |
| Investment securities: AFS   | 446,869              | -                 | -                     | -                   | -                 | 446,869          |
| Investment securities: FVTPL | 663,606              | 91,074            | 95,269                | 31,892              | 59,664            | 941,505          |
| Term deposits                | 1,443,043            | 274,185           | 126,696               | -                   | 172,461           | 2,016,385        |
| Cash and cash equivalents    | 37,883               | -                 | -                     | -                   | -                 | 37,883           |
|                              | <b>3,267,763</b>     | <b>365,259</b>    | <b>221,965</b>        | <b>31,892</b>       | <b>256,481</b>    | <b>4,143,360</b> |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Credit Risk (continued)

#### Credit quality (continued)

#### (ii) Investment portfolios (continued)

Analysis of financial assets by rating agency designation (where applicable) as at 31 December 2013, based on RAM's rating or its equivalent are as follows:

| Corporation<br>2013          | AAA to AA3<br>RM'000 | A to A3<br>RM'000 | BBB1 to BB3<br>RM'000 | Sovereign<br>RM'000 | Unrated<br>RM'000 | Total<br>RM'000  |
|------------------------------|----------------------|-------------------|-----------------------|---------------------|-------------------|------------------|
| Investment fund: AFS         | –                    | –                 | –                     | –                   | 30,943            | 30,943           |
| Structured products: FVTPL   | 669,195              | –                 | –                     | –                   | –                 | 669,195          |
| Investment securities: AFS   | 400,652              | –                 | –                     | –                   | –                 | 400,652          |
| Investment securities: FVTPL | 448,727              | 107,130           | 122,929               | 10,120              | 85,453            | 774,359          |
| Term deposits                | 1,267,952            | 176,787           | 86,055                | –                   | 51,375            | 1,582,169        |
| Cash and cash equivalents    | 65,537               | –                 | –                     | –                   | –                 | 65,537           |
|                              | <b>2,852,063</b>     | <b>283,917</b>    | <b>208,984</b>        | <b>10,120</b>       | <b>167,771</b>    | <b>3,522,855</b> |

| Corporation<br>2012          | AAA to AA3<br>RM'000 | A to A3<br>RM'000 | BBB1 to BB3<br>RM'000 | Sovereign<br>RM'000 | Unrated<br>RM'000 | Total<br>RM'000  |
|------------------------------|----------------------|-------------------|-----------------------|---------------------|-------------------|------------------|
| Investment fund: AFS         | –                    | –                 | –                     | –                   | 24,356            | 24,356           |
| Structured products: FVTPL   | 676,362              | –                 | –                     | –                   | –                 | 676,362          |
| Investment securities: AFS   | 446,869              | –                 | –                     | –                   | –                 | 446,869          |
| Investment securities: FVTPL | 663,606              | 91,074            | 95,269                | 31,892              | 59,664            | 941,505          |
| Term deposits                | 1,443,043            | 274,185           | 126,696               | –                   | 172,461           | 2,016,385        |
| Cash and cash equivalents    | 37,295               | –                 | –                     | –                   | –                 | 37,295           |
|                              | <b>3,267,175</b>     | <b>365,259</b>    | <b>221,965</b>        | <b>31,892</b>       | <b>256,481</b>    | <b>4,142,772</b> |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk

Market risk is the risk arising from adverse movements in the market prices of investments.

The Group's investments are presently diversified and include a substantial sum invested in highly rated debt instruments which are available for sale.

#### Interest/Profit rate risk sensitivity analysis

The table below shows the pre-tax net interest income sensitivity for the financial assets and financial liabilities held at reporting date.

| 2013                      | Group                             |                         | Corporation                       |                         |
|---------------------------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|
|                           | Impact on profit after tax RM'000 | Impact on equity RM'000 | Impact on profit after tax RM'000 | Impact on equity RM'000 |
| +100 basis points ("bps") | (1,731)                           | (27,886)                | (1,210)                           | (26,747)                |
| -100 bps                  | 1,731                             | 27,886                  | 1,210                             | 26,747                  |

| 2012     | Group                             |                         | Corporation                       |                         |
|----------|-----------------------------------|-------------------------|-----------------------------------|-------------------------|
|          | Impact on profit after tax RM'000 | Impact on equity RM'000 | Impact on profit after tax RM'000 | Impact on equity RM'000 |
| +100 bps | (2,204)                           | (26,153)                | (1,767)                           | (25,511)                |
| -100 bps | 2,204                             | 26,153                  | 1,767                             | 25,511                  |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk (continued)

#### Interest/Profit rate risk

The table below summarise the Group's and the Corporation's exposure to interest/profit rate risks. Included in the table are the Group's and the Corporation's financial assets and liabilities at their carrying amounts, categorised by the earlier of contractual repricing or maturity dates. The net interest sensitivity gap for items not recognised in the statements on financial position represents the net notional amounts of all interest/profit rate sensitivity derivative financial instruments. As interest rate yield curves change over time, the Group and Corporation may be exposed to loss in earnings due to the effects of interest rates on the structure of the statements of financial position. Sensitivity to interest/profit rates arises from mismatches in the repricing dates, cashflows and other characteristic of the financial assets and their corresponding financial liabilities funding.

| Group<br>2013                 | Within<br>12 months<br>RM'000 | 1 to 5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Non-interest/<br>profit sensitive<br>RM'000 | Total<br>RM'000  |
|-------------------------------|-------------------------------|---------------------------|---------------------------|---|------------------|
| <b>Assets</b>                 |                               |                           |                           |   |                  |
| Investment fund: AFS          | -                             | -                         | -                         | 30,943                                      | 30,943           |
| Structured products: FVTPL    | -                             | 669,195                   | -                         | -   | 669,195          |
| Investment securities: AFS    | 65,772                        | 304,652                   | 30,228                    | -   | 400,652          |
| Investment securities: FVTPL  | 26,155                        | 201,223                   | 546,981                   | -   | 774,359          |
| Term deposits                 | 1,441,170                     | 140,999                   | -                         | -   | 1,582,169        |
| Loans, advances and financing |                               |                           |                           |   |                  |
| – not-impaired*               | 6,108                         | 225,408                   | 71,136                    | (27,621)                                    | 275,031          |
| – impaired#                   | -                             | -                         | -                         | 28,686                                      | 28,686           |
| Cash and cash equivalents     | 65,916                        | -                         | -                         | -   | 65,916           |
| Other assets^                 | -                             | -                         | -                         | 15,124                                      | 15,124           |
| <b>Total financial assets</b> | <b>1,605,121</b>              | <b>1,541,477</b>          | <b>648,345</b>            | <b>47,132</b>                               | <b>3,842,075</b> |



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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk (continued)

Interest/Profit rate risk (continued)

| Group<br>2013                               | Within<br>12 months<br>RM'000 | 1 to 5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Non-interest/<br>profit sensitive<br>RM'000 | Total<br>RM'000  |
|---|-------------------------------|---------------------------|---------------------------|---|------------------|
| <b>Liabilities</b>                          |                               |                           |                           |   |                  |
| Amount due to BNM                           | 300,000                       | –                         | 500,000                   | –   | 800,000          |
| Small Entrepreneurs Guarantee Scheme        | –                             | –                         | –                         | 55,479                                      | 55,479           |
| Tabung Usahawan Kecil                       | –                             | –                         | –                         | 32,609                                      | 32,609           |
| Government Funds                            | –                             | –                         | 152,842                   | –   | 152,842          |
| Preference shares                           | –                             | 200,000                   | –                         | –   | 200,000          |
| SME Modernisation and Assistance Facilities | –                             | –                         | –                         | 150,000                                     | 150,000          |
| Small Entrepreneurs Financing Fund          | –                             | –                         | –                         | 11,075                                      | 11,075           |
| Other liabilities <sup>@</sup>              | –                             | –                         | –                         | 305,928                                     | 305,928          |
| <b>Total financial liabilities</b>          | <b>300,000</b>                | <b>200,000</b>            | <b>652,842</b>            | <b>555,091</b>                              | <b>1,707,933</b> |
| <b>Interest sensitivity gap</b>             | <b>1,305,121</b>              | <b>1,341,477</b>          | <b>(4,497)</b>            | <b>(507,959)</b>                            | <b>2,134,142</b> |

\* The negative balance represents collective allowance for loans, advances and financing

^ Other assets includes amount due from BNM and trade and other receivables

@ Other liabilities includes claims payable, other payables, provision for claims and loans due to non-controlling interest

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk (continued)

Interest/Profit rate risk (continued)

| Group<br>2012                               | Within<br>12 months<br>RM'000 | 1 to 5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Non-interest/<br>profit sensitive<br>RM'000 | Total<br>RM'000  |
|---|-------------------------------|---------------------------|---------------------------|---|------------------|
| <b>Assets</b>                               |                               |                           |                           |   |                  |
| Investment fund: AFS                        | –                             | –                         | –                         | 24,356                                      | 24,356           |
| Structured products: FVTPL                  | –                             | 676,362                   | –                         | –   | 676,362          |
| Investment securities: AFS                  | 202,945                       | 243,924                   | –                         | –   | 446,869          |
| Investment securities: FVTPL                | 35,400                        | 346,624                   | 559,481                   | –   | 941,505          |
| Term deposits                               | 2,016,385                     | –                         | –                         | –   | 2,016,385        |
| Loans, advances and financing               |                               |                           |                           |   |                  |
| – not-impaired*                             | 8,577                         | 217,369                   | 49,745                    | (30,157)                                    | 245,534          |
| – impaired#                                 | –                             | –                         | –                         | 103,639                                     | 103,639          |
| Cash and cash equivalents                   | 37,899                        | –                         | –                         | –   | 37,899           |
| Other assets^                               | –                             | –                         | –                         | 10,577                                      | 10,577           |
| <b>Total financial assets</b>               | <b>2,301,206</b>              | <b>1,484,279</b>          | <b>609,226</b>            | <b>108,415</b>                              | <b>4,503,126</b> |
| <b>Liabilities</b>                          |                               |                           |                           |   |                  |
| Amount due to BNM                           | –                             | 300,000                   | 500,000                   | –   | 800,000          |
| Small Entrepreneurs Guarantee Scheme        | –                             | –                         | –                         | 57,313                                      | 57,313           |
| Tabung Usahawan Kecil                       | –                             | –                         | –                         | 31,319                                      | 31,319           |
| Government Funds                            | –                             | –                         | 151,842                   | –   | 151,842          |
| Preference shares                           | –                             | –                         | 200,000                   | –   | 200,000          |
| SME Modernisation and Assistance Facilities | –                             | –                         | –                         | 850,000                                     | 850,000          |
| Small Entrepreneurs Financing Fund          | –                             | –                         | –                         | 11,108                                      | 11,108           |
| Other liabilities@                          | –                             | –                         | –                         | 394,404                                     | 394,404          |
| <b>Total financial liabilities</b>          | <b>–</b>                      | <b>300,000</b>            | <b>851,842</b>            | <b>1,344,144</b>                            | <b>2,495,986</b> |
| <b>Interest sensitivity gap</b>             | <b>2,301,206</b>              | <b>1,184,279</b>          | <b>(242,616)</b>          | <b>(1,235,729)</b>                          | <b>2,007,140</b> |

\* The negative balance represents collective allowance for loans, advances and financing

^ Other assets includes amount due from BNM and trade and other receivables

@ Other liabilities includes claims payable, other payables, provision for claims and loans due to non-controlling interest

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk (continued)

Interest/Profit rate risk (continued)

| Corporation<br>2013                         | Within<br>12 months<br>RM'000 | 1 to 5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Non-interest/<br>profit sensitive<br>RM'000 | Total<br>RM'000  |
|---|-------------------------------|---------------------------|---------------------------|---|------------------|
| <b>Assets</b>                               |                               |                           |                           |   |                  |
| Investment fund: AFS                        | –                             | –                         | –                         | 30,943                                      | 30,943           |
| Structured products: FVTPL                  | –                             | 669,195                   | –                         | –   | 669,195          |
| Investment securities: AFS                  | 65,772                        | 304,652                   | 30,228                    | –   | 400,652          |
| Investment securities: FVTPL                | 26,155                        | 201,223                   | 546,981                   | –   | 774,359          |
| Term deposits                               | 1,441,170                     | 140,999                   | –                         | –   | 1,582,169        |
| Loans, advances and financing               |                               |                           |                           |   |                  |
| – not-impaired*                             | 6,108                         | 225,408                   | 71,136                    | (27,621)                                    | 275,031          |
| – impaired#                                 | –                             | –                         | –                         | 28,686                                      | 28,686           |
| Cash and cash equivalents                   | 65,545                        | –                         | –                         | –   | 65,545           |
| Other assets^                               | –                             | –                         | –                         | 14,683                                      | 14,683           |
| <b>Total financial assets</b>               | <b>1,604,750</b>              | <b>1,541,477</b>          | <b>648,345</b>            | <b>46,691</b>                               | <b>3,841,263</b> |
| <b>Liabilities</b>                          |                               |                           |                           |   |                  |
| Amount due to BNM                           | 300,000                       | –                         | 500,000                   | –   | 800,000          |
| Small Entrepreneurs Guarantee Scheme        | –                             | –                         | –                         | 55,479                                      | 55,479           |
| Tabung Usahawan Kecil                       | –                             | –                         | –                         | 32,609                                      | 32,609           |
| Government Funds                            | –                             | –                         | 152,842                   | –   | 152,842          |
| Preference shares                           | –                             | 200,000                   | –                         | –   | 200,000          |
| SME Modernisation and Assistance Facilities | –                             | –                         | –                         | 150,000                                     | 150,000          |
| Small Entrepreneurs Financing Fund          | –                             | –                         | –                         | 11,075                                      | 11,075           |
| Other liabilities@                          | –                             | –                         | –                         | 302,774                                     | 302,774          |
| <b>Total financial liabilities</b>          | <b>300,000</b>                | <b>200,000</b>            | <b>652,842</b>            | <b>551,937</b>                              | <b>1,704,779</b> |
| <b>Interest sensitivity gap</b>             | <b>1,304,750</b>              | <b>1,341,477</b>          | <b>(4,497)</b>            | <b>(505,246)</b>                            | <b>2,136,484</b> |

\* The negative balance represents collective allowance for loans, advances and financing

^ Other assets includes amount due from BNM, loan due from a subsidiary, amount due from a subsidiary and trade and other receivables

@ Other liabilities includes claims payable, other payables and provision for claims

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk (continued)

Interest/Profit rate risk (continued)

| Corporation<br>2012                         | Within<br>12 months<br>RM'000 | 1 to 5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Non-interest/<br>profit sensitive<br>RM'000 | Total<br>RM'000  |
|---|-------------------------------|---------------------------|---------------------------|---|------------------|
| <b>Assets</b>                               |                               |                           |                           |   |                  |
| Investment fund: AFS                        | –                             | –                         | –                         | 24,356                                      | 24,356           |
| Structured products: FVTPL                  | –                             | 676,362                   | –                         | –   | 676,362          |
| Investment securities: AFS                  | 202,945                       | 243,924                   | –                         | –   | 446,869          |
| Investment securities: FVTPL                | 35,400                        | 346,624                   | 559,481                   | –   | 941,505          |
| Term deposits                               | 2,016,385                     | –                         | –                         | –   | 2,016,385        |
| Loans, advances and financing               |                               |                           |                           |   |                  |
| – not-impaired*                             | 8,577                         | 217,369                   | 49,745                    | (30,157)                                    | 245,534          |
| – impaired#                                 | –                             | –                         | –                         | 103,639                                     | 103,639          |
| Cash and cash equivalents                   | 37,303                        | –                         | –                         | –   | 37,303           |
| Other assets^                               | –                             | –                         | –                         | 11,170                                      | 11,170           |
| <b>Total financial assets</b>               | <b>2,300,610</b>              | <b>1,484,279</b>          | <b>609,226</b>            | <b>109,008</b>                              | <b>4,503,123</b> |
| <b>Liabilities</b>                          |                               |                           |                           |   |                  |
| Amount due to BNM                           | –                             | 300,000                   | 500,000                   | –   | 800,000          |
| Small Entrepreneurs Guarantee Scheme        | –                             | –                         | –                         | 57,313                                      | 57,313           |
| Tabung Usahawan Kecil                       | –                             | –                         | –                         | 31,319                                      | 31,319           |
| Government Funds                            | –                             | –                         | 151,842                   | –   | 151,842          |
| Preference shares                           | –                             | –                         | 200,000                   | –   | 200,000          |
| SME Modernisation and Assistance Facilities | –                             | –                         | –                         | 850,000                                     | 850,000          |
| Small Entrepreneurs Financing Fund          | –                             | –                         | –                         | 11,108                                      | 11,108           |
| Other liabilities@                          | –                             | –                         | –                         | 392,264                                     | 392,264          |
| <b>Total financial liabilities</b>          | <b>–</b>                      | <b>300,000</b>            | <b>851,842</b>            | <b>1,342,004</b>                            | <b>2,493,846</b> |
| <b>Interest sensitivity gap</b>             | <b>2,300,610</b>              | <b>1,184,279</b>          | <b>(242,616)</b>          | <b>(1,232,996)</b>                          | <b>2,009,277</b> |

\* The negative balance represents collective allowance for loans, advances and financing

^ Other assets includes amount due from BNM, loan due from a subsidiary, amount due from a subsidiary and trade and other receivables

@ Other liabilities includes claims payable, other payables and provision for claims

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk (continued)

#### Foreign exchange risk

The Corporation is exposed to the effects of fluctuations in the prevailing foreign currency exchange rates on its financial position and cash flows. Limits are set on the level of exposure by currency and in aggregate for both overnight and intra-day positions, which are monitored daily. The table summarises the Corporation's exposure to foreign currency exchange rate risk at reporting date. Included in the table are the Corporation's financial instruments at carrying amounts, categorised by currency.

| Group/Corporation<br>2013    | United States<br>Dollar<br>RM'000 | Singapore<br>Dollar<br>RM'000 | Australian<br>Dollar<br>RM'000 | Total<br>RM'000 |
|------------------------------|-----------------------------------|-------------------------------|--------------------------------|-----------------|
| <b>Assets</b>                |                                   |                               |                                |                 |
| Investment fund: AFS         | 30,943                            | –                             | –                              | 30,943          |
| Investment securities: FVTPL | 166,742                           | 35,372                        | 5,925                          | 208,039         |
|                              | 197,685                           | 35,372                        | 5,925                          | 238,982         |

| Group/Corporation<br>2012    | United States<br>Dollar<br>RM'000 | Singapore<br>Dollar<br>RM'000 | Australian<br>Dollar<br>RM'000 | Total<br>RM'000 |
|------------------------------|-----------------------------------|-------------------------------|--------------------------------|-----------------|
| <b>Assets</b>                |                                   |                               |                                |                 |
| Investment fund: AFS         | 24,356                            | –                             | –                              | 24,356          |
| Investment securities: FVTPL | 169,916                           | 42,313                        | –                              | 212,229         |
|                              | 194,272                           | 42,313                        | –                              | 236,585         |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Market risk (continued)

#### Foreign exchange risk sensitivity analysis

| <b>Group/Corporation<br/>2013</b> | <b>US Dollar<br/>equivalent<br/>amount<br/>'000</b> | <b>Ringgit<br/>Malaysia<br/>equivalent<br/>amount<br/>'000</b> | <b>Ringgit<br/>Malaysia<br/>equivalent<br/>amount for<br/>1% fall in<br/>US Dollar<br/>'000</b> | <b>Impact of<br/>1% fall in<br/>US Dollar<br/>exchange<br/>rate<br/>'000</b> |
|-----------------------------------|---|--|---|--|
| US Dollar                         | 50,650  | 165,021  | 163,371   | 1,650  |
| Others                            | 15,500  | 40,831   | 40,423  | 408  |

The impact on the outstanding foreign exchange position as at 31 December 2013 for a one percent change in USD exchange rate from 3.2850 to 3.3850 was an increase of RM1.65 million.

| <b>Group/Corporation<br/>2012</b> | <b>US Dollar<br/>equivalent<br/>amount<br/>'000</b> | <b>Ringgit<br/>Malaysia<br/>equivalent<br/>amount<br/>'000</b> | <b>Ringgit<br/>Malaysia<br/>equivalent<br/>amount for<br/>1% fall in<br/>US Dollar<br/>'000</b> | <b>Impact of<br/>1% fall in<br/>US Dollar<br/>exchange<br/>rate<br/>'000</b> |
|-----------------------------------|---|--|---|--|
| US Dollar                         | 54,050  | 168,309  | 166,626   | 1,683  |
| Others                            | 15,750  | 41,694   | 41,277  | 417  |

The impact on the outstanding foreign exchange position as at 31 December 2013 for a one percent change in USD exchange rate from 3.2550 to 3.3550 was an increase of RM1.68 million.

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (c) Liquidity risk

Liquidity risk is the risk which arises when the Group has difficulty in raising funds to meet its financial obligations at a reasonable cost and in time. The liquidity risk is managed by diversifying its placements over various tenures based on maturity gaps. The table below summarises the maturity profile of the Group's liabilities at the reporting date.

#### Liquidity risk disclosure table which is based on contractual undiscounted cash flow

The table below provides analysis of cash flow payables for financial liabilities based on remaining contractual maturities on undiscounted basis. The balances in the table below do not agree directly to the balances reported in the statement of financial position as the table incorporates all contractual cash flows, on an undiscounted basis, relating to both principal and interest payments.

| Group<br>2013                               | Within<br>12 months<br>RM'000 | >1-5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Total<br>RM'000 |
|---|-------------------------------|-------------------------|---------------------------|-----------------|
| <b>Liabilities</b>                          |                               |                         |                           |                 |
| Amount due to BNM                           | 3,000                         | 300,000                 | 500,000                   | 803,000         |
| Small Entrepreneurs Guarantee Scheme        | 4,000                         | 20,000                  | 31,479                    | 55,479          |
| Tabung Usahawan Kecil                       | –                             | –                       | 32,609                    | 32,609          |
| Government Funds                            | 1,500                         | 7,500                   | 150,000                   | 159,000         |
| Preference Shares                           | 2,000                         | 208,000                 | –                         | 210,000         |
| SME Modernisation and Assistance Facilities | –                             | 150,000                 | –                         | 150,000         |
| Small Entrepreneurs Financing Fund          | 2,215                         | 8,860                   | –                         | 11,075          |
| Loan due to non-controlling interest        | 1,370                         | 545                     | –                         | 1,915           |
| Claims payable                              | 105,250                       | –                       | –                         | 105,250         |
| Other payables                              | 152,875                       | –                       | –                         | 152,875         |
|   | 272,210                       | 694,905                 | 714,088                   | 1,681,203       |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (c) Liquidity risk (continued)

Liquidity risk disclosure table which is based on contractual undiscounted cash flow (continued)

| Group<br>2012                               | Within<br>12 months<br>RM'000 | >1-5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Total<br>RM'000 |
|---|-------------------------------|-------------------------|---------------------------|-----------------|
| <b>Liabilities</b>                          |                               |                         |                           |                 |
| Amount due to BNM                           | 3,000                         | 300,000                 | 500,000                   | 803,000         |
| Small Entrepreneurs Guarantee Scheme        | 4,000                         | 20,000                  | 33,313                    | 57,313          |
| Tabung Usahawan Kecil                       | –                             | –                       | 31,319                    | 31,319          |
| Government Funds                            | 1,500                         | 7,500                   | 150,000                   | 159,000         |
| Preference Shares                           | 2,000                         | 210,000                 | –                         | 212,000         |
| SME Modernisation and Assistance Facilities | 700,000                       | 150,000                 | –                         | 850,000         |
| Small Entrepreneurs Financing Fund          | 33                            | 2,215                   | 8,860                     | 11,108          |
| Loan due to non-controlling interest        | 122                           | 1,915                   | –                         | 2,037           |
| Claims payable                              | 177,824                       | –                       | –                         | 177,824         |
| Other payables                              | 147,846                       | –                       | –                         | 147,846         |
|   | 1,036,325                     | 691,630                 | 723,492                   | 2,451,447       |



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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (c) Liquidity risk (continued)

Liquidity risk disclosure table which is based on contractual undiscounted cash flow (continued)

| Corporation<br>2013                         | Within<br>12 months<br>RM'000 | >1-5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Total<br>RM'000 |
|---|-------------------------------|-------------------------|---------------------------|-----------------|
| <b>Liabilities</b>                          |                               |                         |                           |                 |
| Amount due to BNM                           | 3,000                         | 315,000                 | 500,000                   | 818,000         |
| Small Entrepreneurs Guarantee Scheme        | 4,000                         | 20,000                  | 31,479                    | 55,479          |
| Tabung Usahawan Kecil                       | –                             | –                       | 32,609                    | 32,609          |
| Government Funds                            | 1,500                         | 7,500                   | 150,000                   | 159,000         |
| Preference Shares                           | –                             | –                       | 200,000                   | 200,000         |
| SME Modernisation and Assistance Facilities | –                             | 150,000                 | –                         | 150,000         |
| Small Entrepreneurs Financing Fund          | 2,215                         | 8,860                   | –                         | 11,075          |
| Claims payable                              | 105,250                       | –                       | –                         | 105,250         |
| Other payables                              | 150,285                       | –                       | –                         | 150,285         |
|   | 266,250                       | 501,360                 | 914,088                   | 1,681,698       |

| Corporation<br>2012                         | Within<br>12 months<br>RM'000 | >1-5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Total<br>RM'000 |
|---|-------------------------------|-------------------------|---------------------------|-----------------|
| <b>Liabilities</b>                          |                               |                         |                           |                 |
| Amount due to BNM                           | 3,000                         | 315,000                 | 500,000                   | 818,000         |
| Small Entrepreneurs Guarantee Scheme        | 4,000                         | 20,000                  | 33,313                    | 57,313          |
| Tabung Usahawan Kecil                       | –                             | –                       | 32,609                    | 32,609          |
| Government Funds                            | 1,500                         | 7,500                   | 150,000                   | 159,000         |
| Preference Shares                           | –                             | –                       | 200,000                   | 200,000         |
| SME Modernisation and Assistance Facilities | 700,000                       | 150,000                 | –                         | 850,000         |
| Small Entrepreneurs Financing Fund          | 33                            | 2,215                   | 8,860                     | 11,108          |
| Claims payable                              | 177,824                       | –                       | –                         | 177,824         |
| Other payables                              | 146,281                       | –                       | –                         | 146,281         |
|   | 1,032,638                     | 494,715                 | 924,782                   | 2,452,135       |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (d) Fair value of financial instruments

Financial instruments comprise financial assets, financial liabilities and also off balance sheet financial instruments. The fair value of a financial instrument is the amount at which the instruments could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction. The information presented herein represents estimates of fair values as at reporting date.

The fair values of the financial assets and financial liabilities of the Group and the Corporation approximated to their respective carrying value as at reporting date, except for the following:

|   | Group<br>31.12.2013      |                      | Corporation<br>31.12.2013 |                      |
|---|--------------------------|----------------------|---------------------------|----------------------|
|   | Carrying value<br>RM'000 | Fair value<br>RM'000 | Carrying value<br>RM'000  | Fair value<br>RM'000 |
| <u>Financial assets</u>                     |                          |                      |                           |                      |
| Term deposits                               | 1,582,169                | 1,536,089            | 1,582,169                 | 1,536,089            |
| Loans, advances and financing               | 303,717                  | 287,015              | 303,717                   | 287,015              |
| Loan due from a subsidiary                  | -                        | -                    | 1,243                     | 1,190                |
|   | <b>1,885,886</b>         | <b>1,823,104</b>     | <b>1,887,129</b>          | <b>1,824,294</b>     |
| <u>Financial liabilities</u>                |                          |                      |                           |                      |
| Government Funds                            | 152,842                  | 112,325              | 152,842                   | 112,325              |
| Preference Shares                           | 200,000                  | 177,650              | 200,000                   | 177,650              |
| SME Modernisation and Assistance Facilities | 150,000                  | 136,531              | 150,000                   | 136,531              |
|   | <b>502,842</b>           | <b>426,506</b>       | <b>502,842</b>            | <b>426,506</b>       |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (d) Fair value of financial instruments (continued)

|   | Group<br>31.12.2012      |                      | Corporation<br>31.12.2012 |                      |
|---|--------------------------|----------------------|---------------------------|----------------------|
|   | Carrying value<br>RM'000 | Fair value<br>RM'000 | Carrying value<br>RM'000  | Fair value<br>RM'000 |
| <u>Financial assets</u>                     |                          |                      |                           |                      |
| Term deposits                               | 2,016,385                | 1,976,290            | 2,016,385                 | 1,976,290            |
| Loans, advances and financing               | 349,173                  | 293,240              | 349,173                   | 293,240              |
| Loan due from a subsidiary                  | –                        | –                    | 1,265                     | 1,170                |
|   | 2,365,558                | 2,269,530            | 2,366,823                 | 2,270,700            |
| <u>Financial liabilities</u>                |                          |                      |                           |                      |
| Government Funds                            | 151,842                  | 115,891              | 151,842                   | 115,891              |
| Preference Shares                           | 200,000                  | 176,285              | 200,000                   | 176,285              |
| SME Modernisation and Assistance Facilities | 850,000                  | 833,004              | 850,000                   | 833,004              |
|   | 1,201,842                | 1,125,180            | 1,201,842                 | 1,125,180            |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (d) Fair value of financial instruments (continued)

The following tables analyse within the fair value hierarchy of the Group's and the Corporation's assets and liabilities not measured at fair value at 31 December 2013 but for which fair value is disclosed:

| <b>Group</b><br><b>31.12.2013</b>           | <b>Level 1</b><br><b>RM'000</b> | <b>Level 2</b><br><b>RM'000</b> | <b>Level 3</b><br><b>RM'000</b> | <b>Total</b><br><b>RM'000</b> |
|---|---------------------------------|---------------------------------|---------------------------------|-------------------------------|
| <u>Financial assets</u>                     |                                 |                                 |                                 |                               |
| Term deposits                               | -                               | 1,536,089                       | -                               | 1,536,089                     |
| Loans, advances and financing               | -                               | 287,015                         | -                               | 287,015                       |
| <u>Financial liabilities</u>                |                                 |                                 |                                 |                               |
| Government Funds                            | -                               | 112,325                         | -                               | 112,325                       |
| Preference Shares                           | -                               | 177,650                         | -                               | 177,650                       |
| SME Modernisation and Assistance Facilities | -                               | 136,531                         | -                               | 136,531                       |

| <b>Group</b><br><b>31.12.2012</b>           | <b>Level 1</b><br><b>RM'000</b> | <b>Level 2</b><br><b>RM'000</b> | <b>Level 3</b><br><b>RM'000</b> | <b>Total</b><br><b>RM'000</b> |
|---|---------------------------------|---------------------------------|---------------------------------|-------------------------------|
| <u>Financial assets</u>                     |                                 |                                 |                                 |                               |
| Term deposits                               | -                               | 1,976,290                       | -                               | 1,976,290                     |
| Loans, advances and financing               | -                               | 293,240                         | -                               | 293,240                       |
| <u>Financial liabilities</u>                |                                 |                                 |                                 |                               |
| Government Funds                            | -                               | 115,891                         | -                               | 115,891                       |
| Preference Shares                           | -                               | 176,285                         | -                               | 176,285                       |
| SME Modernisation and Assistance Facilities | -                               | 833,004                         | -                               | 833,004                       |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (d) Fair value of financial instruments (continued)

| <b>Corporation<br/>31.12.2013</b>           | <b>Level 1<br/>RM'000</b> | <b>Level 2<br/>RM'000</b> | <b>Level 3<br/>RM'000</b> | <b>Total<br/>RM'000</b> |
|---|---------------------------|---------------------------|---------------------------|-------------------------|
| <u>Financial assets</u>                     |                           |                           |                           |                         |
| Term deposits                               | –                         | 1,536,089                 | –                         | 1,536,089               |
| Loans, advances and financing               | –                         | 287,015                   | –                         | 287,015                 |
| Loan due from a subsidiary                  | –                         | 1,190                     | –                         | 1,190                   |
| <u>Financial liabilities</u>                |                           |                           |                           |                         |
| Government Funds                            | –                         | 112,325                   | –                         | 112,325                 |
| Preference Shares                           | –                         | 177,650                   | –                         | 177,650                 |
| SME Modernisation and Assistance Facilities | –                         | 136,531                   | –                         | 136,531                 |
| <hr/>                                       |                           |                           |                           |                         |
| <b>Corporation<br/>31.12.2012</b>           | <b>Level 1<br/>RM'000</b> | <b>Level 2<br/>RM'000</b> | <b>Level 3<br/>RM'000</b> | <b>Total<br/>RM'000</b> |
| <u>Financial assets</u>                     |                           |                           |                           |                         |
| Term deposits                               | –                         | 1,976,290                 | –                         | 1,976,290               |
| Loans, advances and financing               | –                         | 293,240                   | –                         | 293,240                 |
| Loan due from a subsidiary                  | –                         | 1,170                     | –                         | 1,170                   |
| <u>Financial liabilities</u>                |                           |                           |                           |                         |
| Government Funds                            | –                         | 115,891                   | –                         | 115,891                 |
| Preference Shares                           | –                         | 176,285                   | –                         | 176,285                 |
| SME Modernisation and Assistance Facilities | –                         | 833,004                   | –                         | 833,004                 |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (d) Fair value of financial instruments (continued)

The fair value estimates were determined by application of the methodologies and assumptions described below.

#### Term deposits

For short-term term deposits with banks and other financial institutions with maturity of less than six months, the carrying amount is a reasonable estimate of fair value.

For amounts with maturities of six months or more, fair values have been estimated by reference to current rates at which similar deposits and placements would be made to banks with similar credit ratings and maturities.

#### Investment fund: AFS, Structured products: FVTPL, Investment securities: available-for-sale, Investment securities: FVTPL

The fair values are reasonable estimates based on quoted market prices. In the absence of such quoted prices, the fair values are based on the expected cash flows of the instruments discounted by indicative market yields for the similar instruments as at reporting date or the audited net tangible asset of the invested company.

#### Loans, advances and financing

The fair values of performing fixed rate loans are arrived at using the discounted cash flows based on the prevailing market rates of loans and advances with similar credit ratings and maturities.

The fair values of impaired loans and advances, whether fixed or floating are represented by their carrying values, net of individual and collective allowances, being the reasonable estimate of recoverable amount.

#### Other assets and liabilities

The carrying value less any estimated allowance for financial assets and liabilities included in other assets and other liabilities are assumed to approximate their fair values as these items are not materially sensitive to the shift in market interest rates.

#### Government Funds and Preference Shares

The estimated fair values of government funds and preference shares with maturities of less than six months approximate the carrying values. For other borrowings with maturities of six months or more, the fair values are estimated based on discounted cash flows using prevailing market rates for such instrument with similar risk profile.

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (d) Fair value of financial instruments (continued)

#### Recurring fair value measurements

| Group/Corporation<br>31.12.2013      | Level 1<br>RM'000 | Level 2<br>RM'000 | Level 3<br>RM'000 | Total<br>RM'000 |
|--------------------------------------|-------------------|-------------------|-------------------|-----------------|
| <u>Financial assets</u>              |                   |                   |                   |                 |
| FVTPL                                |                   |                   |                   |                 |
| – Structured products                | –                 | –                 | 669,195           | 669,195         |
| – Investment securities              | –                 | 774,359           | –                 | 774,359         |
| AFS                                  |                   |                   |                   |                 |
| – Investment fund                    | –                 | 30,943            | –                 | 30,943          |
| – Investment securities              | –                 | 400,652           | –                 | 400,652         |
|                                      | –                 | 1,205,954         | 669,195           | 1,875,149       |
| <u>Financial liabilities</u>         |                   |                   |                   |                 |
| Small Entrepreneurs Guarantee Scheme | –                 | 55,479            | –                 | 55,479          |
| Tabung Usahawan Kecil                | –                 | 32,609            | –                 | 32,609          |
|                                      | –                 | 88,088            | –                 | 88,088          |
| <br>                                 |                   |                   |                   |                 |
| Group/Corporation<br>31.12.2012      | Level 1<br>RM'000 | Level 2<br>RM'000 | Level 3<br>RM'000 | Total<br>RM'000 |
| <u>Financial assets</u>              |                   |                   |                   |                 |
| FVTPL                                |                   |                   |                   |                 |
| – Structured products                | –                 | –                 | 676,362           | 676,362         |
| – Investment securities              | –                 | 941,505           | –                 | 941,505         |
| AFS                                  |                   |                   |                   |                 |
| – Investment fund                    | –                 | 24,356            | –                 | 24,356          |
| – Investment securities              | –                 | 446,869           | –                 | 446,869         |
|                                      | –                 | 1,412,730         | 676,362           | 2,089,092       |
| <u>Financial liabilities</u>         |                   |                   |                   |                 |
| Small Entrepreneurs Guarantee Scheme | –                 | 57,313            | –                 | 57,313          |
| Tabung Usahawan Kecil                | –                 | 31,319            | –                 | 31,319          |
|                                      | –                 | 88,632            | –                 | 88,632          |

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## 43. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (d) Fair value of financial instruments (continued)

#### Recurring fair value measurements (continued)

#### (i) Qualitative disclosures of valuation techniques

Financial instruments are classified as Level 1 if their value is observable in an active market. Such instruments are valued by reference to unadjusted quoted prices for identical assets or liabilities in an active markets where the quoted prices is readily available, and the price represents actual and regularly occurring market transactions. An active market is one in which transactions occur with sufficient volume and frequency to provide pricing information on an on-going basis. These would include quoted securities and unit trusts.

Where fair value is determined using unquoted market prices in less active markets or quoted prices for similar assets and liabilities, such instruments are generally classified as Level 2. In cases where quoted prices are generally not available, the Group then determines fair value based upon valuation techniques that use market parameters including but not limited to yield curves, volatilities and foreign exchange rates as inputs. The majority of valuation techniques employ only observable market data. These would include certain bonds, government bonds, corporate debt securities and derivatives.

Financial instruments are classified as Level 3 if their valuation incorporates significant inputs that are not based on observable market data (unobservable inputs). This category includes unquoted shares held for socio-economic reasons and unquoted corporate loan stocks. Fair values for shares held for socio-economic reasons are based on the net tangible assets of the affected companies.

#### (ii) Reconciliation of fair value measurements in Level 3

The following table presents the changes in Level 3 instruments:

|  | Group/Corporation         |            |                     |            |
|--|---------------------------|------------|---------------------|------------|
|  | 31.12.2013                | 31.12.2012 | 31.12.2013          | 31.12.2012 |
|  | Financial investments AFS |            | Structured Products |            |
|  | RM'000                    | RM'000     | RM'000              | RM'000     |
| At 1 January                               | -                         | -          | 676,362             | 629,499    |
| Gain/(Loss) recognised in income statement | -                         | -          | (7,167)             | 46,863     |
| At 31 December                             | -                         | -          | 669,195             | 676,362    |



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## 43. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONTINUED)

### (d) Fair value of financial instruments (continued)

#### (ii) Reconciliation of fair value measurements in Level 3 (continued)

##### Effect of changes in significant unobservable assumptions to reasonably possible alternatives

A new valuation method for structured products were adopted whereby fair valuation were done on both the principal and embedded derivatives.

The discounted cash flow model weighted by the variable probability of non-default is based on certain assumptions and inputs that are unobservable.

The key assumptions used are as follows:

- a) the probability of defaults of each reference entity are obtained from Reuters.
- b) recovery rate of 40%.
- c) risk free rates based on Malaysian Government Securities as discount rate.
- d) the asset correlation of the underlying assets is deemed constant due to inability to obtain reliable data.

The unobservable input in the valuation of structured products for Level 3 is the asset correlation of the underlying reference entities. The asset correlation is calculated based on the variance-covariance approach.

Based on this, the asset correlation is assumed to be constant for the entire holding period. The asset correlation ranges from 0.19 to 0.75.

The higher the asset correlation, the higher the probability of default and this will result in a lower fair value.

If the probability of default used in the valuation method increases or decreases by 0.5%, the impact on profit or loss would be an increase of RM1,471,000 and a decrease of RM1,465,000 in fair value gain respectively.

### (e) Operational Risk

Operational risk is the risk of direct or indirect loss resulting from inadequate or failed internal process, people and systems, or external events. The Group mitigates operational risk by having comprehensive internal control systems and procedures, which are reviewed regularly and subjected to periodical audits by internal auditors.

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## 44. PRIOR YEAR ADJUSTMENTS

The following prior year adjustments have been made to the financial years ended 31 December 2012 and 2011:

(a) Property, plant and equipment and intangible assets

The cost, accumulated depreciation/amortisation and net book value of property, plant and equipment and intangible assets as at 31 December 2012 and 1 January 2012 did not reconcile to the detailed registers. The necessary reclassifications of all categories of property, plant and equipment and intangible assets have been made in the financial statements to rectify this error. In addition, prior year adjustments to write-off intangible assets of RM2,647,000 have been made to the retained earnings as at 1 January 2012, and a decrease in depreciation charge of property, plant and equipment of RM2,013,000 and an increase in amortisation of intangible assets of RM1,552,000 have been adjusted in the income statement for the financial year ended 31 December 2012 ("FY2012").

(b) The fair values of structured products (which are classified as fair value through profit or loss ("FVTPL")) as at 31 December 2012 and 31 December 2011 were not measured in accordance with MFRS 139 'Financial Instruments: Recognition and Measurement' as only the embedded derivatives of the structured products were fair valued, and these amounts were deducted from the cost of the structured products. The Corporation has recomputed the fair values using a revised methodology with the assistance of an external valuer. Prior year adjustments to increase the fair value of RM7,982,000 has been made to the retained earnings as at 1 January 2012, and RM40,695,000 to the income statement for FY2012.

(c) No amortisation of premiums for available-for-sale ("AFS") investments was computed and charged to the income statement. As at 1 January 2012, the carrying value for AFS investments was understated by RM5,243,000, but the unrealised fair value gain in the AFS reserve was overstated by RM4,372,000, and prior year adjustments have been made in the financial statements to rectify this error. Another adjustment to increase the AFS reserve of RM9,412,000 has been made in the statement of comprehensive income for FY2012.

(d) The investments managed by the external fund managers were not classified properly in the financial statements. The portions relating to term deposits, cash and cash equivalents, other receivables and other payables amounting to RM97,750,000 and RM29,657,000 as at 31 December 2012 and 31 December 2011 respectively were incorrectly included in the investment securities (which are classified as FVTPL). In addition, interest income, unrealised fair value gain, amortisation of premiums and fund manager expenses were incorrectly recorded as gain on placement with fund managers. The necessary reclassifications have been subsequently made in FY2012 and the financial year ended 31 December 2011 ("FY2011").

(e) The impairment for individual and collective assessment on loans, advances and financing was understated, and prior year adjustments of RM9,381,000 and RM5,979,000 have been made to retained earnings as at 1 January 2012 and the income statement for FY2012 respectively.

(f) The claims payable as at 31 December 2012 were understated and did not reconcile to the detailed listing. A prior year adjustment of RM12,378,000 has been charged to the income statement in FY2012 to rectify this error.

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## 44. PRIOR YEAR ADJUSTMENTS (CONTINUED)

- (g) The repayment schedules for Small Entrepreneurs Guarantee Scheme and Tabung Usahawan Kecil were revised in 2010. As these are Government loans with zero or below market interest rate, the loans need to be fair valued, and the difference between the proceeds received and the fair value of the loan is treated as government grant. The government grant is shown under other payables as deferred income, and this is amortised on a systematic basis over the period of the loan. This is offset by the accretion of loans which is charged to the income statement. Prior year adjustments of RM3,474,000 being accretion of loans and amortisation of deferred income have been charged/ (credited) to the income statement in FY2012 respectively. In addition, deferred income of RM39,420,000 as at 1 January 2012 has been reclassified from the respective government funds to other payables.
- (h) Due to the above prior year adjustments to the retained earnings as at 1 January 2012 and net profit for FY2012, the transfer of reserve from retained earnings to Special Programme reserve, SPI reserve and Special reserve have been adjusted accordingly as at 1 January 2012 and 31 December 2012.
- (i) The share of results of associates as at 31 December 2012 was understated. Prior year adjustments of RM5,829,000 and (RM385,000) have been made to the share of profit and other comprehensive income respectively at the Group level in the statements of comprehensive income in FY2012.
- (j) The subsidiary had issued invoices to two customers for services which have yet to be rendered, but revenue has been recognised in the income statements in FY2012 and FY2011. The services could not be made available due to unavoidable circumstances beyond the subsidiary's control. Prior year adjustments to reverse the revenue and related cost of RM100,000 and RM85,000 respectively and the adjustment to non-controlling interest at the Group level have been made in the income statement in FY2012.
- (k) The loan to non-controlling interest was incorrectly eliminated in the consolidation adjustment as at 31 December 2012 and 31 December 2011. Prior year adjustments to restate these balances have been made in the financial statements.

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## 44. PRIOR YEAR ADJUSTMENTS (CONTINUED)

|   | Note | As previously reported<br>RM'000 | Adjustments<br>RM'000 | As restated<br>RM'000 |
|---|------|----------------------------------|-----------------------|-----------------------|
| <b>Group</b>                            |      |                                  |                       |                       |
| <b>Statements of Financial Position</b> |      |                                  |                       |                       |
| <b>At 31 December 2012</b>              |      |                                  |                       |                       |
| Property, plant and equipment           | a    | 21,900                           | 4,026                 | 25,926                |
| Intangible assets                       | a    | 15,764                           | (3,572)               | 12,192                |
| Investments in associates               | i    | 564,625                          | 5,443                 | 570,068               |
| Structured products: FVTPL              | b    | 627,685                          | 48,677                | 676,362               |
| Investment securities: AFS              | c    | 442,067                          | 4,802                 | 446,869               |
| Investment securities: FVTPL            | d    | 971,162                          | (29,657)              | 941,505               |
| Term deposits                           | d    | 1,987,935                        | 28,450                | 2,016,385             |
| Loans, advances and financing           | e    | 353,305                          | (4,132)               | 349,173               |
| Trade and other receivables             | d    | 31,651                           | (27,198)              | 4,453                 |
| Cash and bank balances                  | d    | 37,392                           | 507                   | 37,899                |
| Special programme reserve               | h    | 213,092                          | 12,663                | 225,755               |
| SPI reserve                             | h    | 14,584                           | 782                   | 15,366                |
| Special reserve                         | h    | 300,261                          | 41,651                | 341,912               |
| Retained earnings                       | All  | 467,566                          | (28,250)              | 439,316               |
| Available-for-sale reserve              | c    | (36)                             | 5,403                 | 5,367                 |
| Non-controlling interest                | j    | 2,354                            | (344)                 | 2,010                 |
| Small Entrepreneurs Guarantee Scheme    | g    | 71,000                           | (13,687)              | 57,313                |
| Tabung Usahawan Kecil                   | g    | 50,000                           | (18,681)              | 31,319                |
| Loan due to non-controlling interests   | k    | –                                | 575                   | 575                   |
| Claims payable                          | f    | 164,951                          | 12,873                | 177,824               |
| Other payables                          | d,g  | 135,326                          | 12,520                | 147,846               |

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## 44. PRIOR YEAR ADJUSTMENTS (CONTINUED)

|   | Note | As previously reported<br>RM'000 | Adjustments<br>RM'000 | As restated<br>RM'000 |
|---|------|----------------------------------|-----------------------|-----------------------|
| <b>Group</b>                            |      |                                  |                       |                       |
| <b>Statements of Financial Position</b> |      |                                  |                       |                       |
| <b>At 1 January 2012</b>                |      |                                  |                       |                       |
| Property, plant and equipment           | a    | 32,795                           | (4)                   | 32,791                |
| Intangible assets                       | a    | 12,036                           | 2,647                 | 14,683                |
| Structured products: FVTPL              | b    | 621,517                          | 7,982                 | 629,499               |
| Investment securities: AFS              | c    | 550,771                          | 5,243                 | 556,014               |
| Investment securities: FVTPL            | d    | 960,069                          | (97,750)              | 862,319               |
| Term deposits                           | d    | 1,768,528                        | 82,149                | 1,850,677             |
| Loans, advances and financing           | e    | 400,415                          | (9,381)               | 391,034               |
| Trade and other receivables             | d    | 47,998                           | (13,927)              | 34,071                |
| Cash and bank balances                  | d    | 17,391                           | 5,890                 | 23,281                |
| Special programme reserve               | h    | 206,839                          | 6,708                 | 213,547               |
| SPI reserve                             | h    | 19,337                           | 356                   | 19,693                |
| Special reserve                         | h    | 277,656                          | 19,677                | 297,333               |
| Retained earnings                       | All  | 292,723                          | (21,308)              | 271,415               |
| Available-for-sale reserve              | c    | 8,604                            | (3,633)               | 4,971                 |
| Non-controlling interest                | j    | 2,201                            | (257)                 | 1,944                 |
| Small Entrepreneurs Guarantee Scheme    | g    | 75,000                           | (15,921)              | 59,079                |
| Tabung Usahawan Kecil                   | g    | 50,000                           | (19,921)              | 30,079                |
| Loan due to non-controlling interests   | k    | –                                | 407                   | 407                   |
| Other payables                          | d,g  | 110,632                          | 14,885                | 125,517               |

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## 44. PRIOR YEAR ADJUSTMENTS (CONTINUED)

|   | Note | As previously reported<br>RM'000 | Adjustments<br>RM'000 | As restated<br>RM'000 |
|---|------|----------------------------------|-----------------------|-----------------------|
| <b>Corporation</b>                      |      |                                  |                       |                       |
| <b>Statements of Financial Position</b> |      |                                  |                       |                       |
| <b>At 31 December 2012</b>              |      |                                  |                       |                       |
| Property, plant and equipment           | a    | 21,524                           | 4,030                 | 25,554                |
| Intangible assets                       | a    | 9,784                            | (3,572)               | 6,212                 |
| Structured products: FVTPL              | b    | 627,685                          | 48,677                | 676,362               |
| Investment securities: AFS              | c    | 442,067                          | 4,802                 | 446,869               |
| Investment securities: FVTPL            | d    | 971,162                          | (29,657)              | 941,505               |
| Term deposits                           | d    | 1,987,935                        | 28,450                | 2,016,385             |
| Loans, advances and financing           | e    | 353,305                          | (4,132)               | 349,173               |
| Trade and other receivables             | d    | 29,787                           | (26,836)              | 2,951                 |
| Cash and bank balances                  | d    | 36,551                           | 752                   | 37,303                |
| Special programme reserve               | h    | 213,092                          | 12,663                | 225,755               |
| SPI reserve                             | h    | 14,584                           | 782                   | 15,366                |
| Special reserve                         | h    | 300,261                          | 41,651                | 341,912               |
| Retained earnings                       | All  | 410,587                          | (33,090)              | 377,497               |
| Available-for-sale reserve              | c    | (36)                             | 5,049                 | 5,013                 |
| Small Entrepreneurs Guarantee Scheme    | g    | 71,000                           | (13,687)              | 57,313                |
| Tabung Usahawan Kecil                   | g    | 50,000                           | (18,681)              | 31,319                |
| Claims payable                          | f    | 164,951                          | 12,873                | 177,824               |
| Other payables                          | d,g  | 133,168                          | 13,113                | 146,281               |

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## 44. PRIOR YEAR ADJUSTMENTS (CONTINUED)

|   | Note | As previously<br>reported<br>RM'000 | Adjustments<br>RM'000 | As restated<br>RM'000 |
|---|------|-------------------------------------|-----------------------|-----------------------|
| <b>Corporation</b>                      |      |                                     |                       |                       |
| <b>Statements of Financial Position</b> |      |                                     |                       |                       |
| <b>At 1 January 2012</b>                |      |                                     |                       |                       |
| Intangible assets                       | a    | 6,410                               | 2,646                 | 9,056                 |
| Structured products: FVTPL              | d    | 621,517                             | 7,982                 | 629,499               |
| Investment securities: AFS              | c    | 550,771                             | 5,243                 | 556,014               |
| Investment securities: FVTPL            | d    | 960,069                             | (97,750)              | 862,319               |
| Term deposits                           | d    | 1,768,528                           | 82,149                | 1,850,677             |
| Loans, advances and financing           | e    | 400,415                             | (9,381)               | 391,034               |
| Trade and other receivables             | d    | 46,965                              | (13,776)              | 33,189                |
| Cash and bank balances                  | d    | 17,062                              | 5,891                 | 22,953                |
| Special programme reserve               | h    | 206,839                             | 6,708                 | 213,547               |
| SPI reserve                             | h    | 19,337                              | 356                   | 19,693                |
| Special reserve                         | h    | 277,656                             | 19,677                | 297,333               |
| Retained earnings                       | All  | 273,898                             | (20,671)              | 253,227               |
| Available-for-sale reserve              | c    | 8,604                               | (4,372)               | 4,232                 |
| Small Entrepreneurs Guarantee Scheme    | g    | 75,000                              | (15,921)              | 59,079                |
| Tabung Usahawan Kecil                   | g    | 50,000                              | (19,921)              | 30,079                |
| Other payables                          | d,g  | 107,584                             | 15,294                | 122,878               |

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## 44. PRIOR YEAR ADJUSTMENTS (CONTINUED)

|  | Note | As previously reported<br>RM'000 | Adjustments<br>RM'000 | As restated<br>RM'000 |
|--|------|----------------------------------|-----------------------|-----------------------|
| <b>Group</b>   |      |                                  |                       |                       |
| <b>Statements of Comprehensive Income</b>            |      |                                  |                       |                       |
| <b>For the financial year ended 31 December 2012</b> |      |                                  |                       |                       |
| Revenue  | j    | 149,654                          | (100)                 | 149,554               |
| Investment income                                    | b,d  | 157,690                          | 39,505                | 197,195               |
| Other operating income                               | g    | 61,676                           | 3,474                 | 65,150                |
| Depreciation on property, plant and equipment        | a    | (6,605)                          | 2,013                 | (4,592)               |
| Amortisation of intangible assets                    | a    | (4,823)                          | (1,552)               | (6,375)               |
| Provision for claims on Guarantee Schemes (net)      | f    | (68,396)                         | (12,873)              | (81,269)              |
| Allowance for impairment                             | e    | (65,341)                         | (5,979)               | (71,320)              |
| Other operating expenses                             | g,i  | (17,735)                         | (9,057)               | (26,792)              |
| Share of profit after tax of associates              | i    | 37,968                           | 5,829                 | 43,797                |
| Other comprehensive income:                          |      |                                  |                       |                       |
| – Net fair value change in AFS investments           | c    | (8,640)                          | 9,421                 | 781                   |
|  | Note | As previously reported<br>RM'000 | Adjustments<br>RM'000 | As restated<br>RM'000 |
| <b>Corporation</b>                                   |      |                                  |                       |                       |
| <b>Statements of Comprehensive Income</b>            |      |                                  |                       |                       |
| <b>For the financial year ended 31 December 2012</b> |      |                                  |                       |                       |
| Investment income                                    | b,d  | 157,684                          | 39,505                | 197,189               |
| Other operating income                               | g    | 61,961                           | 3,474                 | 65,435                |
| Depreciation on property, plant and equipment        | a    | (6,209)                          | 2,013                 | (4,196)               |
| Amortisation of intangible assets                    | a    | (2,766)                          | (1,552)               | (4,318)               |
| Provision for claims on Guarantee Schemes (net)      | f    | (68,396)                         | (12,873)              | (81,269)              |
| Allowance for impairment                             | e    | (65,341)                         | (5,979)               | (71,320)              |
| Other operating expenses                             | g,i  | (15,411)                         | (8,652)               | (24,063)              |
| Other comprehensive income:                          |      |                                  |                       |                       |
| – Net fair value change in AFS investments           | c    | (8,640)                          | 9,421                 | 781                   |



# STATEMENT BY DIRECTORS

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

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We, **DATO' AGIL NATT** and **DATUK ZAITON MOHD HASSAN**, being two of the Directors of **CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD**, state that in the opinion of the Directors, the financial statements set out on pages 75 to 182 are drawn up so as to give a true and fair view of the financial position of the Group and the Corporation as at 31 December 2013 and of the financial performance and cash flows of the Group and of the Corporation for the financial year ended on that date in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act, 1965 in Malaysia.

Signed on behalf of the Board of Directors in accordance with a resolution dated 28 May 2014.



**DATO' AGIL NATT**  
Chairman



**DATUK ZAITON MOHD HASSAN**  
Director

Kuala Lumpur

# STATUTORY DECLARATION

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

I, **DATUK WAN AZHAR BIN WAN AHMAD**, the director primarily responsible for the financial management of **CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD**, do solemnly and sincerely declare that the financial statements set out on pages 75 to 182 are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the above named )  
DATUK WAN AZHAR BIN WAN AHMAD at Kuala Lumpur )  
in Malaysia on 28 May 2014. )



**DATUK WAN AZHAR BIN WAN AHMAD**

Before me,



2-4-4, 4th Floor, Menara KLH  
2, Jalan Kasipillay, Off Jalan Ipoh  
51200 Kuala Lumpur

28 MAY 2014

Kuala Lumpur  
Wilayah Persekutuan

# INDEPENDENT AUDITORS' REPORT

to the Members of Credit Guarantee Corporation Malaysia Berhad  
(Incorporated In Malaysia) (Company No: 12441-M)

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### REPORT ON THE FINANCIAL STATEMENTS

We have audited the financial statements of **CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD**, which comprise the statements of financial position as at 31 December 2013 of the Group and of the Corporation, and the statements of comprehensive income, changes in equity and cash flows of the Group and of the Corporation for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 75 to 182.

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

The Directors of the Group and the Corporation 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 comply with the provisions of the Companies Act, 1965 in Malaysia ("Act"). 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 Group's and the Corporation'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 Group and the Corporation as of 31 December 2013 and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and comply with the provisions of the Companies Act, 1965 in Malaysia.

## INDEPENDENT AUDITORS' REPORT

to the Members of Credit Guarantee Corporation Malaysia Berhad  
(Incorporated In Malaysia) (Company No: 12441-M)

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### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 1965 in Malaysia, we also report the following:

- a) In our opinion, the accounting and other records and the registers required by the Act to be kept by the Corporation and its subsidiary have been properly kept in accordance with the provisions of the Act.
- b) We are satisfied that the financial statements of the subsidiary that have been consolidated with the Corporation's financial statements are in form and content appropriate and proper for the purposes of the preparation of the financial statements of the Group and we have received satisfactory information and explanations required by us for those purposes.
- c) Our audit report on the financial statements of the subsidiary did not contain any qualification or any adverse comment made under Section 174(3) of the Act.

### OTHER MATTERS

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



**PRICEWATERHOUSECOOPERS**

(No. AF 1146)

Chartered Accountants



**SOO HOO KHOON YEAN**

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

Chartered Accountant

Kuala Lumpur  
28 May 2014

The purpose of this Board Charter is to promote the highest standards of corporate governance within the Corporation and to set, inter alia, the duties, responsibilities and functions of the Board in accordance with the principles of good corporate governance.

## 1.0 INTRODUCTION

### Overview

The Board of Directors ("Board") is accountable and responsible for the performance and affairs of Credit Guarantee Corporation Malaysia Berhad ("Corporation"). The Board is expected to show good stewardship and act in a professional manner, as well as upholding the core values of integrity and enterprise with due regard to their fiduciary duties and responsibilities.

### Purpose

The purpose of this Board Charter is to promote the highest standards of corporate governance within the Corporation and to set, inter alia, the duties, responsibilities and functions of the Board in accordance with the principles of good corporate governance.

### Authority

The Board derives its authorities to act from the Memorandum and Articles of Association ("M&A") of the Corporation and the laws of Malaysia governing the Corporation.

## 2.0 BOARD OF DIRECTORS

### Composition and Balance

- i. The number of Directors shall not be less than two (2) and shall not be more than twenty (20).
- ii. The Board should preferably be no larger than ten (10) Directors with minimum one third (1/3) Independent Non-Executive Directors and maximum two (2) Executive Directors.
- iii. The Board shall be led by a Chairman who must be a Non-Executive Director.
- iv. The post of Chairman and Executive Director shall be distinct and separate with a clear division of responsibilities.
- v. The Board shall comprise of Directors with the mix of skills, backgrounds, academic qualifications and experience in the fields of:
  - a) banking, finance, accounting, legal, business management, information technology and investment management; and
  - b) entrepreneurship, knowledge of target market/sector and socio-economic perspective and business development (including Small and Medium businesses).
- vi. A representative from the Association of Banks in Malaysia is required to be on the Board.
- vii. The Directors shall sit on the board of not more than 5 listed companies excluding the subsidiaries and not more than 10 non-listed companies excluding family-owned companies and the Corporation's subsidiaries.

## Appointment Process, Qualification Criteria, Tenure and Re-Election

### a) Appointment Process

- i. The Board has the power to appoint any person to be a Director, either to fill a casual vacancy or as an addition to the existing Directors. The new Director so appointed shall hold office until the Corporation's next General Meeting and shall be eligible for re-election.
- ii. A shareholder may nominate a person for appointment as Director for the consideration of the Board Nomination & Remuneration Committee ("BNRC").
- iii. BNRC shall be responsible for assessing the nominee(s) for directorship and Board Oversight Committees' memberships. BNRC shall thereupon submit its recommendation to the Board for decision.
- iv. Bank Negara Malaysia shall be informed accordingly of any appointment of a Director.

### b) Qualification Criteria

- i. The qualification criteria for the appointment of Director shall be governed by the Companies Act 1965, the Corporation's Article of Association and the criteria set under Corporation's Guideline on Appointment of the Board of Directors.

### c) Tenure

- i. The length of service for each term shall not exceed three (3) years and the Directors maybe re-appointed subject to Shareholders' approval at the General Meeting.
- ii. The entire term of service for a Director shall not exceed three (3) terms or nine (9) years in total. This requirement is only applicable to the Independent Directors. In the event that the service of an Independent Director is to be further extended, the same shall be subjected to Board's recommendation and the Shareholders' approvals at the General Meeting respectively.

*For avoidance of doubt, this provision shall not be applicable to the Executive Director*

### d) Re-Election

- i. The re-election of Directors shall takes place each year at the Annual General Meeting of the Corporation where one third (1/3) of the Directors, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one third (1/3) shall retire from office and the retiring Directors are eligible for re-election.

### e) Others

- i. The Board will be guided on other matters relating to Directors as set under the Corporation's Guideline on Appointment of the Board of Directors which may be amended from time to time.

### Directors Training Program

- i. The Directors are required to attend Directors Training Program which consist of:
  - a) In-house Induction Sessions; and
  - b) Continuous Learning and Development Program ("CLDP")
- ii. Each newly appointed Director will undergo the In-House Induction Sessions which aims at communicating to the newly appointed Directors, the Corporation's vision and mission, the philosophy and nature of the business, current issues within the Corporation, the corporate strategy and the expectations of the Corporation.
- iii. During the directorship tenure, the Directors will participate in the CLDP which aims to provide continuous training for the Directors in order to keep abreast with latest developments in the DFI's industry.
- iv. The Board will assess further training needs for the Directors on an on-going basis.

### Effectiveness Evaluation

- i. The Board Nomination and Remuneration Committee ("BNRC") is empowered by the Board to conduct the annual assessment on the performance of each Director.
- ii. The results on the BNRC assessments will be reported to the Board and the BNRC recommendation will be taken into account by the Board in determining its assessment of the Directors to stand for re-appointment/re-election at the next General Meeting.

### Remuneration

- i. The suitable remuneration for the Directors shall be assessed and recommended by the BNRC.
- ii. The Directors shall be entitled to traveling, hotel and other expenses as may reasonably incurred by the Directors in the execution of the duties including any such expenses incurred in connection with the Directors attendance at the Board of Directors Meetings.
- iii. Special remuneration, in addition to the Director's ordinary remuneration (by way of salary, commission, participation in profits or otherwise) may be granted in the event that the Director is required to perform or render any special duties or services outside his ordinary duties as a Director.
- iv. The remuneration of the Directors shall from time to time be determined by the Corporation in General Meeting.

## 3.0 PRINCIPAL ROLES AND RESPONSIBILITIES

### Board of Directors

- i. Pursuant to the Articles of Association, in general the business of the Corporation shall be managed by the Board.
- ii. Except for matters which require the approval from the Corporation's Shareholders, the Board may exercise all such powers of the Corporation and do on behalf of the Corporation or such acts as may be exercised and done by the Corporation.

- iii. The Board's stewardship responsibilities shall be discharged based on the following roles and responsibilities:
  - a) Contribute in developing corporate strategy and setting of targets;
  - b) Uphold a strong corporate performance management approach;
  - c) Oversee development of the Corporation's future leaders and human capital;
  - d) Understand and manage the Corporation's risks;
  - e) Adopt shareholders' perspective when making decisions;
  - f) Balance valid stakeholders' interests; and
  - g) Performing such other functions as prescribed by law.
- iv. Certain specific matters are designated as Reserved Matters whereby the decision making shall be under the sole discretions and responsibilities of the Board. Unless otherwise restricted by the Companies Act 1965 or the Corporation's Articles of Association, nothing herein shall restrict the Board from delegating the Reserved Matters or specific decision making responsibilities to Board Oversight Committees, individual Directors or the Management.

#### **Chairman**

- i. The Chairman is responsible for the overall leadership and efficient functioning of the Board.
- ii. The key roles of the Chairman, inter alia are as follows:
  - a) Ensuring that the Board functions effectively, cohesively and independently of Management;
  - b) Providing governance in matters requiring corporate justice and integrity;

- c) Leading the Board, including presiding over the Board of Directors Meetings and the Corporation's General Meetings and directing the Board discussions to effectively use the time available to address the critical issues facing the Corporation;
- d) Promoting constructive and respectful relationship among each Director and between the Board and the Management; and
- e) Ensuring that there are effective communications between the Corporation and/or its subsidiaries and its shareholders and/or relevant stakeholders.

#### **Executive Director**

- i. The Executive Director is responsible to the Board for the day-to-day management of the Corporation.
- ii. The key roles of the Executive Director, inter alia are as follows:
  - a) Executing the strategic direction of the Corporation as set by the Board;
  - b) Ensuring that the Corporation businesses are properly and efficiently managed by ensuring that the executive team implements the policies and strategies adopted by the Board and Board Oversight Committees;
  - c) Ensuring that the objectives and standards of performance are understood by the Management and employees; and
  - d) Ensuring that the operational planning and control systems are in place, monitoring performance results against plans and where necessary, taking remedial action.

## 4.0 PROCESS OF BOARD

### Board of Directors Meeting

- i. The Directors may meet together for the dispatch of business, adjourn and otherwise regulate the meetings as the Board thinks fit.
- ii. The Board will be guided by the Terms of Reference for the Board of Directors Meeting.
- iii. Reserved Matters, all strategic decisions and investments decisions are made at Board of Directors Meetings after due processes, discussions and deliberations.

### Circular Resolution

- i. In between the Board of Directors Meetings, approvals on urgent or important business matters requiring the sanction of the Board could be made by way of Circular Resolution enclosing all relevant information to enable the Board to make informed decisions.
- ii. The Circular Resolution in writing duly executed by ALL Board Members shall be as effective for all purposes as a resolution passed at Board of Directors Meeting duly convened, held and constituted.

### Independent Advice

- i. The Board may seek independent advice and information in the furtherance of their duties at the Corporation's expense, so as to ensure the Directors are able to make independent and informed decisions.

## 5.0 POWER OF DELEGATION

- i. Unless otherwise restricted under the law or the Corporation's Articles of Association, nothing herein shall restrict the Board from delegating specific responsibilities to Board Oversight Committees, individual Directors, the Management or any person.

### Board Oversight Committees

- i. The following Board Oversight Committees are established to assist Board in carrying out its responsibilities:

| No | Committees                            | Frequency of Meeting   |
|----|---------------------------------------|--|
| 1. | Governance and Audit Committee        | at least 6 meetings a year or whenever called by the Chairman of the Committee |
| 2. | Risk Management Committee             | Quarterly  |
| 3. | Investment Committee                  | Bi Monthly   |
| 4. | Nomination and Remuneration Committee | Half Yearly  |
| 5. | Bumiputra Development Committee       | Quarterly  |

- ii. The Board Oversight Committees operate within clearly defined roles and responsibilities as set out in the Terms of Reference of each of the Committees.
- iii. The Board Oversight Committees report to the Board on their deliberations, findings and recommendations. The Chairmen of the Board Oversight Committees report to the Board on matters dealt with at their respective Board Oversight Committees Meetings.
- iv. Minutes of the Board Oversight Committees Meetings are presented at the Board of Directors Meetings for further discussion and direction.



- v. While these Board Oversight Committees have the authority to deliberate on matters delegated to them, all decisions and/or recommendations made by these Committees will be brought to the attention of the Board, who is collectively responsible for the Corporation's success, business, strategy, risk management, operational and financial performance.
- vi. The Board may from time to time establish any other committees or ad hoc committees to delegate specific functions as it considers necessary or expedient.

#### **Management**

- i. Board may delegate its power or function to the Management through appropriate manual of delegations or manual of authorities.
- ii. However, ultimate responsibility for strategy and control rests with the Directors as guided by the Executive Director.
- iii. The Board will be supplied by the Management with information in a form, timeframe and quality that will enable the Board to discharge its duties effectively.
- iv. The Board is entitled to request any additional information at any time as it may deemed necessary.

#### **Power of Attorney, Corporate Representative and Proxy**

- i. The Board may by Deed of Power of Attorney, Certificate or Proxy Form appoints any Corporation, firm, person or body of persons to be the attorney, corporate representative or proxy of the Corporation.
- ii. The appointment of attorney, corporate representative or proxy may be made for such purposes and with such powers, authorities and discretions which do not exceed those vested in or exercisable by the Board under the Articles of Association and for such period and subject to such conditions as the Board may think fit.

#### **6.0 DUTY OF CARE, BUSINESS JUDGMENT AND RELIANCE ON INFORMATION**

- i. The Board shall at all times exercise the powers for a proper purpose in good faith and in the best interest of the Corporation.
- ii. Each Director shall exercise reasonable care, skill and diligence with the knowledge, skill and experience which may reasonably be expected of a Director having the same responsibilities; and any additional knowledge, skill and experience which the said Director in fact has.
- iii. Each Director who makes a business judgment is deemed to meet the requirements of the duty as aforesaid and the equivalent duties under the common law and in equity if the said Director:
  - a) Makes the business judgment in good faith for a proper purpose;
  - b) Does not have a material personal interest in the subject matter of the business judgment;
  - c) Is informed about the subject matter of the business judgment to the extent the Director reasonably believes to be appropriate under the circumstances; and
  - d) Reasonably believes that the business judgment is in the best interest of the Corporation.

- iv. A Director in exercising the duties may rely on information, professional or expert advice, opinions, reports or statements including financial statements and other financial data, prepared, presented or made by:
  - a) Any officer of the Corporation (or its related companies) whom the Director believes on reasonable grounds to be reliable and competent in relation to the matters concerned;
  - b) Any other person retained by the Corporation as to matters involving skills or expertise in relation to matters that the Director believes on reasonable grounds to be within the person's professional or expert competence;
  - c) Another Director in relation to matters within the said Director's authority; or
  - d) Any Board Oversight Committees of which the Director does not serve in relation to matters within the said Committees' authorities.
- v. A Director's reliance on information provided by others is deemed to be made on reasonable grounds if it was made in good faith and after making an independent assessment of the information or advice, opinions, reports or statements, including financial statements and other financial data, having regard to the Director's knowledge of the Corporation and the complexity of the structure and operation of the Corporation.

### 7.0 GENERAL MEETINGS

- i. An Annual General Meeting ("AGM") shall be held once in a calendar year at such time (not being more than fifteen months after the holding of the last preceding General Meeting) and at such venue as may be determined by the Board.
- ii. The Board shall have the right to call for Extraordinary General Meeting ("EGM") either on its own initiative or as per requisition by Shareholders to decide on any special or urgent matters requiring immediate attention of the Corporation.

### 8.0 CONFIDENTIALITY AND DISCLOSURE OF INTEREST

- i. The Directors are required to act in the best interests of the Corporation and shall undertake the duty of confidentiality in relation to the Corporation's confidential information.
- ii. A Director shall disclose to the Board:
  - a) Any personal/family interest in a matter which relates to the affairs of the Corporation; and
  - b) Any other interest (direct or indirect) which is appropriate to be disclosed in order to avoid any conflict of interest or the perception of a conflict of interest.

### 9.0 ETHICS AND COMPLIANCE

- i. The Directors shall observe the Corporation's Code of Corporate Governance including any amendments made thereafter.

### 10. BOARD CHARTER REVIEW

- i. The Board Charter was adopted by the Board on 10th December 2013 and shall be effective commencing from 1st January 2014. Any subsequent amendment to the Board Charter may be made via approval by the Board.
- ii. The Board Charter would be periodically reviewed and updated in accordance with the needs of the Corporation and any new laws or regulations that may have an impact on the discharge of the Board's duties and/or responsibilities.

## 1. OVERVIEW

### 1.1 Introduction

The Board of Directors ("Board") is accountable and responsible for the performance and affairs of Credit Guarantee Corporation Malaysia Berhad ("Corporation").

The Corporation's corporate culture emphasises standards of honesty and integrity to which the Senior Management will lead by example and shall ensure the effective management of compliance by the Corporation. Within the Corporation, compliance starts at the top and forms an integral part of the Corporation's business activities.

It is the responsibility of every employee of the Corporation to conduct the business in full observance of all applicable laws, rules, regulations and guidelines governing the Corporation's business.

### 1.2 Objective

The objective of this Compliance Charter is to establish the roles and functions of the Compliance Unit.

### 1.3 Compliance Unit

The Compliance Unit was established in 2013 primarily as a supervisory role for every management level within the Corporation to ensure that the Corporation complies with all applicable laws, rules, regulations and guidelines governing the Corporation's business.

In this respect, the Compliance Unit keeps a constant communication with all the Senior Management and Head of Departments within the Corporation's structure with a view to supplementing the existing supervisory reviews and ensuring that the necessary policies and procedures are in place to effect proper supervision of the respective Departments.

The Compliance Unit reports to the Board Governance and Audit Committee ("BGAC") on the Corporation's Compliance Risk Management status and updates particularly the Statutory Compliance and Regulatory Compliance (collectively referred to "Compliance Risks") confronted by the Corporation.

**2. COMPLIANCE RISKS MANAGEMENT STRUCTURE**

2.1 The Compliance Unit identifies, assesses, implements and monitors the conformity of the Statutory Compliance and Regulatory Compliance by the employees of the Corporation.

| CATEGORY              | SCOPE  |
|-----------------------|--|
| Statutory Compliance  | <ul style="list-style-type: none"> <li>Identify, assess and implement the compliance requirements under the applicable Acts governing the Corporation.</li> </ul> <p>E.g Applicable Acts issued by Government – Companies Act 1965, Employment Act 1955, Personal Data Protection Act 2010, Anti-Money Laundering and Anti-Terrorism Financing Act 2001, Competition Act 2010, Occupational Safety and Health Act 1994 and others.</p> |
| Regulatory Compliance | <ul style="list-style-type: none"> <li>Identify, assess and implement the compliance requirements under the applicable rules and regulation issued by the Regulators. E.g Guidelines, Regulations.</li> </ul> <p>E.g Guidelines, Regulations, Orders, Directives and others issued by Bank Negara Malaysia, Ministry, Local Authority or Enforcement Agency.</p>   |

2.2 An overall approach to Compliance Risks Management encompasses:

| CATEGORY       | DESCRIPTION   |
|----------------|---|
| Identification | <ul style="list-style-type: none"> <li>Identifying Compliance Risks within the Corporation.</li> </ul>  |
| Assessment     | <ul style="list-style-type: none"> <li>Identifying Compliance Risks in terms of its likelihood and the severity of the consequences of a compliance breach (financial, regulatory, operational, reputational, etc.).</li> </ul>   |
| Management     | <ul style="list-style-type: none"> <li>Identifying the Compliance Risks and conceptualising the appropriate controls</li> <li>Implementing, performing and overseeing Compliance Risks controls</li> <li>Evaluating and testing the effectiveness of the controls.</li> </ul> |
| Reporting      | <ul style="list-style-type: none"> <li>Regular monitoring and reporting of the activities of the respective Departments to ensure its compliance of the relevant governing statutory, regulatory and ethical framework under the laws.</li> </ul>                             |

### 3. ROLES AND RESPONSIBILITIES

3.1 The Compliance Unit's roles and responsibilities include:

- i) reporting to BGAC on Corporation's Compliance Risks status and updates particularly the non-compliance issues confronted by the Corporation;
- ii) monitoring the statutory and regulatory developments and assessing its impact on the Corporation;
- iii) advising and monitoring the operational impact analysis with the Departments on the new statutory and regulatory compliance requirements;
- iv) identifying, assessing and monitoring the conformity, remedial or corrective measures of the Compliance Risks by the Departments;
- v) interface with the Ministries, Government Agencies, Governing Authorities and Enforcement Agencies (collectively referred to as "Regulators") on any Compliance Risks issues;
- vi) establishing Compliance Framework and further developing the compliance roles and functions; and
- vii) providing training to the Departments on new Statutory and Regulatory Compliance requirements and promoting the adoption of compliance culture within the Corporation.

### 4. INDEPENDENCE

4.1 The Compliance Unit carries out the functions independently and objectively to ensure impartial and unbiased judgments essential to the prudent Compliance Risks management.

### 5. AUTHORITY AND ACCOUNTABILITY

5.1 The Compliance Unit shall have unfettered and direct access to all activities in its area of responsibility including but not limited to all documentation, systems (e.g. complaints register, whistleblower reports and files) and access to the employees of the Corporation which the Compliance Unit's reasonably believe are necessary to execute its responsibility effectively.

5.2 Specific tasks of the compliance function may be outsourced, but it shall remain subject to appropriate oversight by the Compliance Unit.

### 6. QUALITY ASSURANCE

6.1 The Compliance Unit will comply with all relevant standards, guidelines, policies, procedures and directives issued by internal and external authority.

### 7. COMPLIANCE FRAMEWORK

7.1 Based on this Compliance Charter, a Compliance Framework will be implemented as the key tool for the Compliance Unit, Senior Management, Head of Departments and the employees of the Corporation to respectively supervise, manage and conduct the business in full observance of all applicable laws, rules, regulations and guidelines governing the Corporation.



## **Intensifying our Reach**

By establishing strategic alliances with partners in the banking industry, we will continue to make further inroads into the underserved segment of the SME sector.



## ***Memperhebatkan Jangkauan Kami***

*Dengan mewujudkan jalinan strategik bersama rakan kongsi di dalam industri perbankan, kami akan terus menembusi segmen PKS yang kurang mendapat perhatian.*

# PENYATA TADBIR URUS KORPORAT

Laporan Tahunan  
2013

Credit Guarantee Corporation Malaysia Berhad

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## PENGENALAN

Lembaga Pengarah Credit Guarantee Corporation Malaysia Berhad (CGC) komited untuk mencapai standard perniagaan berintegriti tertinggi, beretika dan profesional dalam semua aktiviti di Perbadanan.

Lembaga Pengarah berusaha untuk mematuhi sepenuhnya Akta Syarikat 1965 dan prinsip-prinsip tadbir urus dalam Kod Tadbir Urus Korporat Malaysia 2012 bagi memastikan perniagaan dan hal ehwal Perbadanan dikendalikan dan diuruskan ke arah meningkatkan kemakmuran perniagaan dan kebertanggungjawaban korporat dengan objektif utama untuk merealisasikan nilai jangka panjang pemegang saham di samping mengambilkira kepentingan lain-lain pihak berkepentingan dipertingkatkan dan dijaga pada setiap masa dengan kebertanggungjawaban dan ketelusan yang tinggi.

## KOMPOSISI LEMBAGA

Dalam tahun 2013, terdapat perubahan dalam komposisi Lembaga Pengarah. Dato' Agil Natt telah dilantik sebagai Pengerusi Lembaga Pengarah pada 18 Jun 2013 selepas Dato' Sri Abdul Hamidy Abdul Hafiz meletakkan jawatan beliau pada 1 Jun 2013. Dato' Sri Abdul Hamidy Abdul Hafiz telah berkhidmat dengan Lembaga Pengarah sejak November 2011. Dato' Agil Natt membawa bersama beliau pengalaman yang luas dalam bidang perbankan korporat dan pelaburan serta kewangan korporat dan kewangan Islam. Beliau memegang Ijazah Sarjana Muda Sains dalam bidang Ekonomi (Kepujian) dari Brunel University dan Sarjana Sains dalam bidang Kewangan dari Cass Business School, London. Beliau juga telah mengikuti Advance Management Programme (AMP 164) di Harvard Business School.

Bagi mengukuhkan lagi kepelbagaian portfolio Lembaga Pengarah, Dato' Hj. Syed Moheeb Syed Kamarulzaman telah dilantik sebagai Pengarah Bukan Eksekutif pada 15 Januari 2014. Datuk Mohd Nasir Ahmad dan En. Rashdi Mohamed Ghazalli kemudiannya dilantik sebagai Pengarah Bukan Eksekutif pada 3 Mac 2014.

Dato' Hj. Syed Moheeb adalah seorang pengamal insuran berkanun, sekutu Malaysian Institute of Insurance serta Ahli Pengamal Association of Chartered Islamic Finance Professionals (ACIFP). Kerjaya beliau dalam bidang insuran konvensional, insuran semula dan industri takaful menjangkau 37 tahun di

mana beliau telah menerajui beberapa syarikat insuran dan insuran semula tempatan dan multi nasional. Sebagai seorang penceramah yang tidak asing lagi dalam bidang insuran, Dato' Haji Syed Moheeb telah menyampaikan ceramah di pelbagai forum insuran dan takaful termasuk di Eropah, Timur Tengah, Afrika Utara dan Asia.

Datuk Mohd Nasir adalah seorang akauntan berkanun, Fellow Association of Chartered Certified Accountants (ACCA) United Kingdom dan Akauntan Bertauliah Malaysia Institute of Accountants (MIA). Beliau juga dilantik sebagai Ahli Majlis ACCA UK. Kerjaya beliau dalam bidang kewangan dan perakaunan menjangkau 35 tahun di mana beliau menerajui beberapa Syarikat Berkaitan Kerajaan seperti Perbadanan Usahawan Nasional Berhad (PUNB) dan Permodalan Kebangsaan Berhad.

En. Mohamed Rashdi Mohamed Ghazalli adalah seorang yang terkenal dalam bidang ekonomi dan pelaburan. Beliau berkhidmat sebagai Pengarah Bebas di Malaysia Venture Capital (MAVCAP) Berhad dan juga Barclays Capital Management Malaysia Sdn. Bhd. Dengan berbekalkan pengalaman luas dalam bidang strategi dan ekonomi, teknologi maklumat dan pengurusan projek berskala besar, beliau memegang beberapa jawatan utama di Telecoms Australia di Melbourne, Coopers & Lybrand di London, PWC Consulting (East Asia), IBM Consulting dan PricewaterhouseCoopers Malaysia.



## LEMBAGA PENGARAH DAN JAWATANKUASA PENGURUSAN

### a) Kehadiran Para Pengarah di Mesyuarat Utama Lembaga

Bagi tahun kewangan berakhir 31 Disember 2013, sebanyak tujuh (7) mesyuarat Lembaga Pengarah diadakan dan rekod kehadiran Pengarah adalah seperti berikut:

| No. | Pengarah  | Bilangan Kehadiran | %   |
|-----|---|--------------------|-----|
| 1   | Dato' Sri Abdul Hamidy Abdul Hafiz<br><i>(meletakkan jawatan sebagai Pengerusi pada 1/6/2013)</i> | 3/3                | 100 |
| 2   | Dato' Agil Natt<br><i>(dilantik pada 18/6/2013 sebagai Pengerusi)</i>                             | 4/4                | 100 |
| 3   | Dato' Mohd Hanif Sher Mohamed   | 6/7                | 86  |
| 4   | Encik Md. Yusof Hussin  | 6/7                | 86  |
| 5   | Datuk Zaiton Mohd Hassan  | 6/7                | 86  |
| 6   | Datuk Wan Azhar Wan Ahmad   | 7/7                | 100 |
| 7   | Datuk P. Kasi   | 7/7                | 100 |
| 8   | Datuk David Chua Kok Tee<br><i>(dilantik pada 15/2/2013)</i>                                      | 6/6                | 100 |
| 9   | Encik Jeffrey Chew Sun Teong<br><i>(dilantik pada 15/2/2013)</i>                                  | 4/6                | 67  |

### b) Kehadiran Para Pengarah dan Pengurusan di Mesyuarat Jawatankuasa Lembaga Pengarah

#### 1.0 Jawatankuasa Tadbir Urus dan Audit

Peranan utama Jawatankuasa Tadbir Urus dan Audit adalah untuk menyelia laporan kewangan syarikat dan pembentangan maklumat dilaksanakan secara telus serta proses pengauditan adalah sejajar dengan amalan terbaik dalam standard amalan pengauditan, keperluan undang-undang dan kawalselia, juga standard tadbir urus korporat. Jawatankuasa ini menasihati dan memberikan cadangan untuk penambahbaikan kepada Lembaga Pengarah bagi perkara-perkara yang berkaitan perakaunan, laporan kewangan dan kawalan dalaman syarikat. Ini bertujuan untuk memastikan syarikat mengekalkan kawalan dalaman yang kukuh melalui penggunaan sistem laporan audit yang menyeluruh.

#### Tugas dan Tanggungjawab

Jawatankuasa ini juga membantu Lembaga Pengarah melaksanakan semakan terhadap perkara-perkara berikut:

- i. Kualiti dan integriti maklumat kewangan;
- ii. Keberkesanan kawalan dalaman Perbadanan dan pematuhan amalan tadbir urus;
- iii. Prestasi, kelayakan dan kebebasan juruaudit luar
- iv. Prestasi fungsi audit dalaman Perbadanan; dan
- v. Pematuhan Perbadanan terhadap keperluan perundangan dan kawalselia yang ditetapkan.

### Kehadiran Bagi Tahun 2013

Semasa suku pertama 2013, Jawatankuasa Audit yang terdiri dari 2 ahli iaitu Encik Md. Yusof Hussin sebagai Pengerusi sebelum Perbadanan membuat perubahan kepada Lembaga Pengarah dengan melantik Datuk Zaiton Mohd Hassan menjawat sebagai bersama-sama dengan pelantikan 3 pengarah baru sepanjang tahun 2013. Jawatankuasa Audit juga dinamakan semula sebagai Jawatankuasa Tadbir Urus dan Audit. Sepanjang tahun kajian, sejumlah enam (6) Mesyuarat Jawatankuasa Tadbir Urus dan Audit telah diadakan dengan kehadiran Ahli seperti berikut:

| No. | Pengarah                             | Kekerapan | %   |
|-----|--------------------------------------|-----------|-----|
| 1   | Datuk Zaiton Mohd Hassan (Pengerusi) | 6/6       | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed        | 3/3       | 100 |
| 3   | Datuk P. Kasi                        | 3/3       | 100 |
| 4   | Datuk David Chua Kok Tee             | 3/3       | 100 |
| 5   | Encik Md. Yusof Hussin               | 3/3       | 100 |

### 2.0 Jawatankuasa Pelaburan Lembaga

Jawatankuasa Pelaburan menentukan hala tuju strategik pelaburan Perbadanan dengan menyemak semula peruntukan aset dan pelaburan portfolio setahun sekali atau lebih awal, jika perlu dan ianya dicapai dengan mengambilkira situasi makroekonomi semasa dan akan datang serta kehendak pulangan risiko Perbadanan.

### Tugas dan Tanggungjawab

Peranan-peranan utama Jawatankuasa Pelaburan adalah seperti berikut:

- Mengkaji semula prestasi portfolio pelaburan;
- Mengkaji semula had/sasaran, tempoh dan struktur terma dan juga had tumpuan pasaran bagi setiap kategori aset;
- Memastikan adanya laporan berkala dan mencukupi serta sistem kawalan dalaman tersedia; dan
- Membincangkan cadangan pelaburan yang dibuat oleh pihak Pengurusan.

### Kehadiran Bagi Tahun 2013

Jawatankuasa Pelaburan terdiri dari 4 ahli. Sepanjang tahun kajian, sejumlah 4 mesyuarat Jawatankuasa Pelaburan telah diadakan dengan kehadiran ahli jawatankuasa seperti berikut:

| No. | Pengarah                           | Kekerapan | %   |
|-----|------------------------------------|-----------|-----|
| 1   | Encik Md. Yusof Hussin (Pengerusi) | 4/4       | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed      | 4/4       | 100 |
| 3   | Datuk Wan Azhar Wan Ahmad          | 4/4       | 100 |
| 4   | Encik Jeffrey Chew Sun Teong       | 3/4       | 75  |

### 3.0 Jawatankuasa Pengurusan Risiko

Jawatankuasa Pengurusan Risiko membantu Lembaga Pengarah dengan mengadakan forum khusus untuk menimbang dan memutuskan isu-isu yang berkaitan dengan pengurusan risiko. Jawatankuasa ini memainkan peranan sebagai penasihat yang membantu Lembaga Pengarah dalam mengenalpasti, menilai, mengurus dan mengawal risiko-risiko berkaitan kredit, pasaran, kecairan, operasi, perundangan dan lain-lain risiko untuk memastikan proses pengurusan risiko yang efektif tersedia. Jawatankuasa ini kerap kali bermesyuarat dan sentiasa menyemak serta menilai rangka kerja pengurusan risiko yang sedia ada dan membuat saranan kepada Lembaga Pengarah bagi memastikan Perbadanan mengambil pendekatan yang menyeluruh dalam menangani isu-isu pengurusan risiko.

#### Tugas dan Tanggungjawab

Berikut adalah tugas dan tanggungjawab Jawatankuasa Pengurusan Risiko:

- i. Menyediakan hala tuju bagi strategi pengurusan risiko menyeluruh;
- ii. Mengkaji semula polisi dan prosedur untuk mengenalpasti, mengukur, memantau dan mengawal pendedahan risiko;
- iii. Mengkaji semula kepatuhan pihak pengurusan terhadap polisi dan prosedur sedia ada yang berkaitan dengan pengurusan risiko;
- iv. Menyemak had kelulusan kredit yang dibenarkan kepada warga kerja tertentu, selaras dengan polisi dan prosedur yang diluluskan oleh Lembaga Pengarah;
- v. Mengkaji semula penilaian pihak pengurusan terhadap pematuhan undang-undang dan kawalselia yang berkaitan; dan
- vi. Mengkaji perkara-perkara lain yang berkaitan pengurusan risiko seperti yang dirujuk oleh Lembaga Pengarah kepada jawatankuasa ini.

### Kehadiran Bagi Tahun 2013

Jawatankuasa Pengurusan Risiko terdiri dari enam (6) ahli pada suku pertama 2103 sebelum Perbadanan menyemak semula keanggotaan jawatankuasa kepada 4 ahli dengan mengecualikan Dato' Mohd Hanif Sher Mohamed dan Datuk Zaiton Mohd Hassan sepanjang baki tahun 2013. Semasa tahun kajian, sejumlah 6 mesyuarat Jawatankuasa Pengurusan Risiko diadakan dengan kehadiran ahli jawatankuasa seperti berikut:

| No. | Pengarah  | Kekerapan | %   |
|-----|---|-----------|-----|
| 1   | Datuk P. Kasi<br><i>(dilantik sebagai Pengerusi pada 29/3/2013)</i>                           | 4/4       | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed<br><i>(meletakkan jawatan sebagai Pengerusi pada 29/3/2013)</i> | 2/2       | 100 |
| 3   | Encik Md. Yusof Hussin<br><i>(dilantik pada 29/3/2013)</i>                                    | 4/4       | 100 |
| 4   | Datuk David Chua Kok Tee<br><i>(dilantik pada 29/3/2013)</i>                                  | 3/4       | 75  |
| 5   | Encik Jeffrey Chew Sun Teong<br><i>(dilantik pada 29/3/2013)</i>                              | 4/4       | 100 |
| 6   | Datuk Zaiton Mohd Hassan<br><i>(meletakkan jawatan pada 29/3/2013)</i>                        | 2/2       | 100 |

#### 4.0 Jawatankuasa Pembangunan Bumiputera

Jawatankuasa Pembangunan Bumiputera memberikan panduan strategik dan hala tuju bagi pembangunan usahawan Bumiputera yang berdaya maju di bawah pelbagai program Perbadanan. Jawatankuasa ini juga mengawalselia perkara-perkara yang berhubungkait dengan pengurusan dan operasi dana-dana khas yang diperuntukkan bagi faedah usahawan-usahawan Bumiputera dan keseluruhan program-program pembangunan usahawan Bumiputera.

##### Tugas dan tanggungjawab

Berikut adalah tugas dan tanggungjawab bagi Jawatankuasa Pembangunan Bumiputera:

- i. Memastikan usahawan-usahawan Bumiputera diberikan akses pembiayaan yang sewajarnya dengan kos yang berpatutan;
- ii. Memastikan dana-dana khas diuruskan dengan baik dan disalurkan kepada usahawan-usahawan Bumiputera yang layak;
- iii. Memastikan polisi-polisi dan prosedur-prosedur yang sesuai diwujudkan untuk mengurus dan mengendalikan dana-dana khas;
- iv. Mengkaji semula dan mencadangkan kepada Lembaga Pengarah atau pihak berkuasa yang berkenaan mengenai polisi dan prosedur berkaitan dengan pembangunan usahawan Bumiputera;
- v. Mengawalselia program-program pembangunan usahawan Bumiputera dan menyediakan khidmat nasihat; dan
- vi. Membincang dan mengesyorkan perkara-perkara lain yang berkaitan dengan usahawan Bumiputera yang dirujuk oleh Lembaga Pengarah kepada jawatankuasa ini.

#### Kehadiran Bagi Tahun 2013

Jawatankuasa Pembangunan Bumiputera terdiri dari lima (5) ahli. Sepanjang tahun kajian, sejumlah 4 mesyuarat Jawatankuasa Pembangunan Bumiputera sepatutnya diadakan tetapi terdapat permintaan untuk mengurangkan kekerapan mesyuarat dari suku tahunan kepada dua kali setahun. Cadangan tersebut tidak dipersetujui oleh Bank Negara Malaysia. Oleh yang demikian terdapat kekurangan bilangan mesyuarat dan mesyuarat kembali kepada suku tahunan dengan kehadiran ahli jawatankuasa seperti berikut:

| No. | Pengarah                                  | Kekerapan | %   |
|-----|---|-----------|-----|
| 1   | Dato' Mohd Hanif Sher Mohamed (Pengerusi) | 3/3       | 100 |
| 2   | Encik Md. Yusof Hussin                    | 3/3       | 100 |
| 3   | Datuk Zaiton Mohd Hassan                  | 3/3       | 100 |
| 4   | Datuk Wan Azhar Wan Ahmad                 | 3/3       | 100 |
| 5   | Datuk David Chua Kok Tee                  | 1/3       | 33  |

#### 5.0 Jawatankuasa Penamaan & Imbuan

Jawatankuasa Imbuan telah dinamakan semula sebagai Jawatankuasa Penamaan dan Imbuan berkuatkuasa Januari 2012. Selaras dengan perubahan ini, peranannya juga diperluaskan untuk meliputi penamaan sebagai salah satu tugas utama.

Objektif Jawatankuasa Penamaan dan Imbuan adalah untuk membantu Lembaga Pengarah seperti berikut:

- i. Perlantikan dan Ganjaran/Imbuan para Pengarah dan Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada) serta penilaian keberkesanan Pengarah individu, Lembaga Pengarah, Jawatankuasa Penyemak Lembaga dan penilaian prestasi Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada) dan Pengurusan Kanan.
- ii. Polisi-polisi penting, strategi dan amalan sumber manusia, perancangan penggantian pengurusan, prestasi dan sistem imbuan, tatalaku perniagaan dan tingkah laku beretika warga kerja Perbadanan.

### Tugas dan Tanggungjawab

- i. BNRC diberi kuasa oleh Lembaga Pengarah untuk mengkaji semula, memutuskan dan/atau meluluskan perkara-perkara berikut:
  - a) Keperluan minimum, kemahiran yang pelbagai, pengalaman, kelulusan dan lain-lain kecekapan teras, terma dan syarat kontrak pekerjaan untuk Pengurusan Kanan  
Pengurusan Kanan merujuk kepada Naib Presiden Kanan dan Naib Presiden Eksekutif tetapi tidak termasuk Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada)
  - b) Perlantikan, penamatan perkhidmatan dan pembaharuan kontrak pekerjaan dan penilaian prestasi Pengurusan Kanan;
  - c) Perancangan Penggantian untuk Pengurusan Kanan

- d) Pelaksanaan dan kajian semula Program Latihan Pengarah bagi membolehkan Pengarah mendapat perkembangan terkini industri
  - e) Melantik juru perunding/penasihat bagi memberikan perkhidmatan profesional dan maklumat dalam melaksanakan tugas BNRC bagi memastikan Ahli-Ahli BNRC boleh membuat keputusan yang tepat dan mencadangkannya kepada Lembaga.
- ii. BNRC bertanggungjawab untuk mengkaji semula/menilai dan mencadangkan perkara-perkara berikut kepada Lembaga:
    - a) Komposisi keseluruhan Lembaga Pengarah dari segi saiz yang bersesuaian dan kemahiran serta keseimbangan di antara Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada), Pengarah Bukan Eksekutif dan Pengarah Bebas;
    - b) Keperluan minimum Lembaga Pengarah, kepelbagaian kemahiran yang diperlukan, pengalaman, kelayakan dan lain-lain kecekapan teras yang perlu ada pada Pengarah
    - c) Keperluan minimum bagi Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada), kepelbagaian kemahiran yang diperlukan, pengalaman, kelayakan dan lain-lain kecekapan teras yang perlu ada pada Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada)
    - d) Calon-calon untuk jawatan Pengarah, keanggotaan Jawatankuasa Penyemak Lembaga Pengarah, Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada) dan Setiausaha Syarikat (di mana perlu untuk penilaian bagi perlantikan semula)

- e) Rangka kerja ganjaran/imbuan untuk para Pengarah dan Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada) untuk kelulusan Lembaga Pengarah di mana rangka kerja ini akan turut meliputi aspek ganjaran/imbuan termasuk fi Pengarah, gaji, elaun, bonus dan lain-lain imbuhan.
- f) Mekanisma untuk penilaian formal berkenaan kecekapan keseluruhan Lembaga dan sumbangan setiap Pengarah kepada kecekapan Lembaga, sumbangan Jawatankuasa Penyemak Lembaga dan prestasi Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada) dimana penilaian tahunan akan di buat berdasarkan kriteria prestasi yang objektif yang telah diluluskan oleh Lembaga Pengarah.
- g) Pemecatan Pengarah atau Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada) dari Lembaga Pengarah atau Pengurusan sekiranya Pengarah atau Ketua Pegawai Eksekutif dan/atau Pengarah Eksekutif (jika ada) tidak efektif, menyeleweng atau cuai dalam menjalankan tugas.
- h) Polisi utama sumber manusia, strategi, prestasi dan sistem imbuhan bagi menggalakkan tatalaku warga kerja yang beretika ketika menjalankan perniagaan, komitmen warga kerja terhadap operasi Perbadanan dan tahap kepuasan warga kerja yang tinggi.

**Kehadiran Bagi Tahun 2013**

Jawatankuasa Penamaan dan Imbuhan terdiri dari enam (6) ahli. Sepanjang tahun kajian, sejumlah 5 mesyuarat Jawatankuasa Penamaan dan Imbuhan telah diadakan dan kehadiran ahli jawatankuasa adalah seperti berikut:

| No. | Pengarah  | Kekerapan | %   |
|-----|---|-----------|-----|
| 1   | Dato' Sri Abdul Hamidy Abdul Hafiz<br><i>(meletakkan jawatan sebagai Pengerusi pada 1/6/2013)</i>                             | 2/2       | 100 |
| 2   | Dato' Mohd Hanif Sher Mohamed<br><i>(meletakkan jawatan semasa Mesyuarat Lembaga Pengarah yang ke 282 pada 11 Julai 2013)</i> | 4/4       | 100 |
| 3   | Dato' Agil Natt<br><i>(dilantik semasa Mesyuarat Lembaga Pengarah yang ke 282 pada 11 Julai 2013 sebagai Pengerusi)</i>       | 1/1       | 100 |
| 4   | Datuk P. Kasi<br><i>(dilantik semasa Mesyuarat Lembaga Pengarah yang ke 280 pada 29 Mac 2013 sebagai Ahli)</i>                | 2/3       | 67  |
| 5   | Datuk Zaiton Mohd Hassan<br><i>(dilantik semasa Mesyuarat Lembaga Pengarah yang ke 280 pada 29 Mac 2013 sebagai Ahli)</i>     | 3/3       | 100 |
| 6   | Encik Jeffrey Chew Sun Teong<br><i>(dilantik semasa Mesyuarat Lembaga Pengarah yang ke 280 pada 29 Mac 2013 sebagai Ahli)</i> | 2/3       | 67  |

## c) Jawatankuasa Pengurusan

Peranan utama jawatankuasa-jawatankuasa Pengurusan adalah sebagai sumber utama hala tuju dan pembuat keputusan bagi operasi jabatan-jabatan dalam Perbadanan. Mereka membina rangkakerja bagi semua jabatan untuk memastikan pengurusan isu yang dihadapi oleh Perbadanan di tangani sebaiknya dan semua keputusan dibuat untuk mengurangkannya. Terdapat sejumlah 12 Jawatankuasa-Jawatankuasa Pengurusan sepanjang tahun kajian sebagaimana tersenarai dibawah:

1. Jawatankuasa Pengurusan
2. Jawatankuasa Pembangunan Perniagaan
3. Jawatankuasa Pentadbiran dan Operasi
4. Jawatankuasa Pengurusan Pinjaman
5. Jawatankuasa Pengurusan Tuntutan
6. Jawatankuasa Teknologi Maklumat
7. Jawatankuasa Pemandu Teknolgi Maklumat
8. Jawatankuasa Operasi Pengurusan Risiko
9. Jawatankuasa Pematuhan Audit
10. Jawatankuasa Pengurusan Risiko Kredit
11. Jawatankuasa Pengurusan Aset Khas
12. Jawatankuasa Pelan Kesenambungan Perniagaan

## PEMEGANG-PEMEGANG SAHAM

Lembaga Pengarah dan Pengurusan menyedari kepentingan untuk mengekalkan ketelusan, ketekalan dan kebertanggungjawaban kepada pemegang saham kami dan mematuhi rangka kerja tadbir urus korporat bagi memastikan kejayaan berterusan Perbadanan. Dalam hal ini Perbadanan komited untuk memastikan sebaran maklumat utama yang tepat pada masanya kepada pemegang saham.

Pada setiap Mesyuarat Agung Tahunan, Lembaga Pengarah akan membentangkan kemajuan dan prestasi perniagaan Perbadanan. Lembaga Pengarah menghargai sesi dialog dengan pemegang saham dan menghargai minat pemegang saham

terhadap prestasi Perbadanan. Pemegang-pemegang saham adalah digalakkan untuk mengambil bahagian dalam sesi soal jawab mengenai cadangan resolusi atau mengenai operasi am Perbadanan. Lembaga Pengarah serta Juru Audit Luar Perbadanan juga turut hadir untuk menjawab persoalan yang ditimbulkan oleh pemegang-pemegang saham semasa mesyuarat.

Penerbitan Laporan Tahunan dan laman sesawang perbadanan, [www.cgc.com.my](http://www.cgc.com.my) merupakan saluran komunikasi lain yang disediakan untuk para pemegang saham bagi memastikan mereka mempunyai akses yang mudah kepada maklumat penting, prestasi kewangan dan inisiatif utama Perbadanan sepanjang tahun.

## TANGGUNGJAWAB LEMBAGA PENGARAH TERHADAP AUDIT DALAMAN

Audit dalaman adalah aspek utama dalam tadbir urus korporat yang membolehkan Perbadanan beroperasi dengan efektif. Melalui proses ini, Perbadanan boleh mendapatkan jaminan bahawa operasinya berjalan sebagaimana yang dirancang. Lembaga Pengarah komited untuk menjalankan kajian semula sistem audit Perbadanan dalam usaha untuk memastikan keberkesanan dan kecekapan operasinya. Lembaga Pengarah ditugaskan untuk memberikan makumbalas membina bagi memastikan sistem kawalan dalaman yang memuaskan, pematuhan kepada polisi dan process yang telah tersedia serta telus dalam proses membuat keputusan, di mana semuanya mempunyai kepentingan terhadap prestasi perniagaan Perbadanan dan integrity sebagai sebuah organisasi.

## AUDIT DALAMAN

Proses audit dalaman adalah proses yang perlu dibuat oleh Perbadanan bagi mendapatkan jaminan objektif dan bebas bahawa elemen kawalan dan risiko yang berkesan dalam keseluruhan rangka kerja tadbir urus korporat, telah tersedia. Tugas untuk menjalankan pengauditan terletak pada Jabatan Audit Dalaman yang menjalankan audit terhadap operasi berbagai jabatan untuk mengkaji semula kecukupan dan keberkesanan sistem kawalan dalaman, kualiti prestasi operasi berbanding standard sedia ada dan sistem maklumat, sama ada ia berfungsi sebagaimana sepatutnya dan membuat analisis serta memberikan cadangan yang bersesuaian.

## MESEJ DARIPADA PENGERUSI

Para Pemegang Saham Sekalian,

Bagi pihak Lembaga Pengarah, saya dengan sukacitanya membentangkan Laporan Tahunan Credit Guarantee Corporation Malaysia Berhad (CGC) bagi tahun kewangan berakhir 31 Disember 2013. Ini merupakan mesej pertama saya selaku Pengerusi dan saya berterima kasih kepada Lembaga Pengarah dan Bank Negara Malaysia (BNM) kerana memberi peluang kepada saya untuk memimpin CGC ke tahap yang lebih tinggi.

► **Dato' Agil Natt**  
Pengerusi





Usaha CGC untuk meningkatkan akses pembiayaan kepada Perusahaan Kecil dan Sederhana (PKS) yang berdaya maju dan yang kurang mendapat perhatian melalui produk dan servis yang inovatif telah memberikan kesan yang besar dari segi jangkauan PKS. Jumlah pinjaman yang dijamin pada tahun 2013 telah meningkat sebanyak 45% (RM1.5 bilion) berbanding dengan tahun sebelumnya (RM1.1 bilion). Sejak penubuhannya pada tahun 1972, CGC telah menjamin 422,585 pinjaman PKS bernilai RM52.9 bilion.

CGC juga telah mencatatkan pertumbuhan yang cemerlang dari segi prestasi kewangan, di mana jumlah pendapatan operasi ialah RM281.7 juta dan keuntungan bersih pula sebanyak RM121.1 juta. Sukacita dimaklumkan bahawa CGC telah mencatatkan pertumbuhan menguntungkan empat tahun berturut-turut mulai tahun 2010.

Dengan prestasi kewangan kukuh dan pengurusan berhemat sejak beberapa tahun kebelakangan ini, CGC telah dapat memperkukuh dan mengekalkan kedudukan kewangan yang sihat dalam melaksanakan mandatnya. Ini terbukti dari segi keupayaannya untuk membayar balik RM700 juta pinjaman dari Bank Negara Malaysia mengikut garis masa yang ditetapkan pada November 2013, selaras dengan seruan Kerajaan untuk syarikat-syarikat berkaitan kerajaan (GLC) dan agensi-agensi bagi mencapai kemampunan kewangannya. Sehingga kini, CGC telah membayar balik RM2.2 bilion pinjaman dari BNM. Ini mencerminkan komitmen dan keupayaannya untuk terus memberikan jaminan kredit kepada PKS melalui dana dalaman. Pembayaran balik pinjaman tidak menjejaskan keupayaan CGC untuk terus memberi jaminan kredit kepada PKS pada kos yang berpatutan, berdasarkan modal asas yang sihat.

## RANGKUMAN KEWANGAN YANG LEBIH MELUAS

Menurut Laporan Tahunan Bank Negara Malaysia 2013, pembiayaan PKS kekal teguh dengan kelulusan dan pengeluaran mencatatkan pertumbuhan dua angka dengan sebahagian besar daripada pinjaman disalurkan kepada sektor perdagangan, borong dan runcit serta perkilangan. Pembiayaan kepada PKS meningkat kepada 42.1% daripada jumlah pembiayaan perniagaan pada akhir tahun 2013. Tidak hairanlah bahawa Malaysia telah disenaraikan di petak teratas dari segi akses kepada kredit selama lima (5) tahun berturut-turut (2009-2013) di 'Laporan Menjalankan Perniagaan 2013' oleh Bank Dunia.

Bagi meningkatkan lagi akses pembiayaan untuk PKS yang berdaya maju disamping meluaskan jangkauan PKS, CGC telah memberi tumpuan kepada penyampaian produk-produk inovatif yang memenuhi keperluan PKS di samping memenuhi jangkaan segera dan jangka panjang rakan-rakan perniagaannya. Bagi tujuan tersebut, CGC telah menjalankan perkongsian strategik dengan dua (2) institusi kewangan (IK) termasuk IK Islam pada tahun berkenaan untuk menawarkan pembiayaan melalui Jaminan Portfolio (PG). Di mana, majlis menandatangani perjanjian PG dengan IK Islam adalah satu kejayaan besar bagi CGC. Ia adalah Skim Jaminan Portfolio Islam pertama di negara ini, satu usaha untuk mengembangkan pembiayaan perniagaan Islam selaras dengan rancangan Kerajaan untuk menjadikan Malaysia sebagai pusat kewangan Islam antarabangsa.

Di bawah skim Jaminan Portfolio yang telah memenangi anugerah, PKS akan mendapat pembiayaan kewangan termasuk kemudahan pembiayaan mengikut Syariah lebih cepat kerana kelulusan jaminan dan pemberian pinjaman dipermudahkan melalui kriteria kelayakan yang telah ditentukan, di samping prosedur permohonan dan dokumentasi yang mudah. Dengan rangkaian cawangan yang meluas di seluruh negara, kedua-dua institusi memberikan CGC akses kepada segmen pasaran baru terutama sekali perniagaan kecil. Kami percaya institusi kewangan lain akan merasakan ciri-ciri ini menarik dan menggalakkan mereka untuk mengambil bahagian dalam skim Jaminan Portfolio.

CGC juga telah meningkatkan usaha untuk memudahkan akses pembiayaan untuk PKS Bumiputera, satu langkah yang selaras dengan agenda pembangunan Bumiputera nasional. Di mana, CGC telah melancarkan skim jaminan baru khusus untuk PKS Bumiputera dengan menawarkan fasiliti pembiayaan yang bersesuaian dengan liputan jaminan yang lebih tinggi dan kadar yuran yang kompetitif.

CGC juga telah meningkatkan komitmennya untuk memastikan kejayaan pelaksanaan Skim Pembiayaan Teknologi Hijau (SPTH). Sebagai salah sebuah daripada dua (2) agensi pelaksanaan yang dimandatkan untuk menguruskan RM3.5 bilion dana yang ditubuhkan oleh Kerajaan pada tahun 2010, ia telah meluluskan sejumlah 122 permohonan bernilai RM1.5 bilion. CGC akan terus berusaha untuk meningkatkan kesedaran mengenai skim ini dan juga pengeluaran kerana ia masih mempunyai baki dana sebanyak RM2.0 bilion setakat Jun 2014.

Bagi memperingati ulang tahun ke-40 dan juga untuk pengurusan persepsi pihak berkepentingan yang utama iaitu Kerajaan, pemegang saham, dewan-dewan perniagaan dan PKS, CGC telah menerbitkan sebuah buku bertajuk 'Catalysing SME Growth' (Memangkin Pertumbuhan PKS). Buku ini mendokumentasikan perjalanan CGC selama 40 tahun, sebuah cerita menarik mengenai institusi sokongan penuh PKS pertama yang telah membentuk lanskap sektor PKS Malaysia ke tahap yang ketara. Sebagai sebuah institusi pembangunan kewangan yang dimulakan oleh Bank Negara Malaysia pada tahun 1972, CGC telah diilhamkan dari badan-badan serupa yang telah ditubuhkan oleh Bank Dunia dan bank-bank pusat di seluruh dunia yang telah berjaya dalam membantu untuk meningkatkan akses kepada pembiayaan bagi sektor perniagaan.

### HALUAN MASA DEPAN

Tahun 2014 dan seterusnya kelihatan cerah bagi PKS kerana mereka dijangka akan memainkan peranan penting dalam memacu pertumbuhan ekonomi yang lebih tinggi dan dalam peralihan Malaysia menjadi sebuah negara berpendapatan tinggi menjelang 2020. Peruntukan besar sebanyak RM3.4 bilion dalam Bajet 2014 bagi pembangunan PKS dan peningkatan bilangan institusi kewangan bagi segmen pasaran PKS menyediakan pinjaman tidak bercagar yang lebih tinggi menunjukkan peranan kritikal PKS dalam ekonomi dan potensi dalam pembiayaan PKS.

Memandangkan peningkatan fokus terhadap PKS sebagai enjin pertumbuhan ekonomi, CGC akan terus berusaha untuk memberikan yang terbaik kepada PKS dan institusi-institusi kewangan yang mengambil bahagian. Selaras dengan ini, beberapa inisiatif utama telah digariskan bagi pelaksanaan pada tahun 2014. Bagi membantu PKS yang amat sensitif dengan peningkatan kos menjalankan perniagaan, CGC telah memperkenalkan mekanisma rebat awal tahun ini. Rebate dalam bentuk diskaun dalam yuran jaminan ditawarkan kepada pelanggan yang layak dan telah mengekalkan rekod kredit yang baik. Objektif utama mekanisma rebat ini adalah untuk menggalakkan budaya kredit yang kukuh di kalangan PKS di negara ini. CGC juga sentiasa berhubung dengan institusi yang mengambil bahagian untuk mengurangkan kos pinjaman. Di samping itu, CGC sedang mempertimbangkan untuk menurunkan yuran jaminan bagi skim jaminan terpilih bertujuan untuk membantu meringankan kos pinjaman bagi PKS.

Bagi mengesahkan komitmennya untuk meningkatkan pembiayaan kepada semua lapisan PKS di negara ini, CGC akan terus meneroka peluang untuk memupuk perkongsian strategik dengan lebih banyak institusi kewangan untuk menawarkan skim Jaminan Portfolio yang sangat berjaya dan juga jaminan borong untuk pembiayaan perniagaan tidak bercagar. Konsep jaminan borong yang telah diilhamkan oleh CGC menyediakan kelebihan baru bagi industri perbankan dengan mengurangkan risiko bagi institusi pembiayaan dan membolehkan lebih modal diperuntukkan bagi pembiayaan PKS. Jaminan borong merupakan satu petanda baik bagi pembangunan pembiayaan perniagaan tidak bercagar di Malaysia.

CGC juga telah memutuskan untuk memberikan akses yang lebih tinggi kepada pembiayaan bagi PKS Bumiputera yang berpotensi dan berdaya maju. Sehubungan ini, ia telah memeterai perjanjian Jaminan Portfolio dengan sebuah bank utama untuk memastikan PKS Bumiputera bukan hanya dapat pilihan pembiayaan yang lebih meluas, tetapi juga mendapat akses yang lebih cepat kepada dana yang amat diperlukan. Dengan jangkaan peningkatan permintaan bagi skim pembiayaan yang mematuhi Syariah, CGC juga meningkatkan usaha untuk menubuhkan perkongsian strategik dengan institusi kewangan Islam yang lain.

Selaras dengan kedudukan baru jenamanya iaitu 'Powering Malaysian SMEs', CGC sedang bersedia ke arah membantu dan menerajui segmen PKS yang kurang menyerlah, terutamanya PKS yang baru memulakan perniagaan. Produk khas dan khidmat nasihat sedang direka bagi memenuhi keperluan segmen ini. Bagi memastikan tahap kesedaran terhadap CGC adalah tinggi dikalangan PKS untuk mereka mendapatkan pinjaman, satu kempen media sepanjang tahun telah dijalankan oleh CGC. Usaha ini dijangka dapat menaikkan kesedaran terhadap fungsi dan peranan CGC dan tanggungjawabnya sebagai peneraju utama bagi pembiayaan kepada PKS di dalam negara.

CGC juga akan terus mengekalkan usaha untuk mewujudkan kesedaran yang lebih tinggi mengenai kepentingan mengekalkan rekod kredit yang baik dan budaya kredit yang kukuh di kalangan PKS. Melalui anak syarikatnya, Credit Bureau Malaysia, CGC telah secara aktif membantu PKS, khususnya peminjam-peminjamnya, untuk membina sejarah kredit dan rekod untuk meningkatkan lagi kredibiliti dan 'bankability' mereka bagi membolehkan mereka untuk berunding dengan pemberi kredit melalui merit mereka sendiri dan mendapatkan pembiayaan yang diperlukan pada kos yang munasabah. Biro beroperasi sebagai pusat sehati maklumat kredit PKS dan menjana penilaian kredit bebas, laporan perniagaan dan kredit melalui data yang sedia ada. PKS juga boleh mendapat manfaat daripada menggunakan laporan Biro sebagai alat penilaian sendiri untuk kedudukan kredit semasa mereka.

Sebagai sebahagian daripada inisiatif Tanggungjawab Sosial Korporat, CGC akan meneroka potensi usaha sama dengan pusat-pusat pembangunan keusahawanan di institusi pengajian tinggi untuk memupuk pelajar menjadi individu yang berdaya usahawan. Kerjasama strategik ini akan membuka jalan untuk pelajar-pelajar membangunkan kemahiran mereka dalam bidang keusahawanan melalui penubuhan Pusat Pembangunan Usahawan dan melalui modul-modul Universiti.

## PENGHARGAAN

Saya ingin merakamkan penghargaan ikhlas kepada Ahli Lembaga Pengarah di atas pandangan dan sokongan padu yang telah diberikan mereka dalam merangka masa depan CGC. Tidak boleh dinafikan, sokongan mereka yang berterusan ini membolehkan CGC dapat mencapai matlamatnya.

Saya ingin mengalu-alukan ahli Lembaga Pengarah baru kami iaitu, Dato' Syed Moheeb Syed Kamarulzaman, Datuk Mohd. Nasir Ahmad, dan Encik Mohamed Rashdi Mohamed Ghazalli, yang telah menyertai Lembaga Pengarah CGC pada bulan Januari dan Mac 2014. Kami yakin bahawa dengan kelayakan dan pengalaman yang luas dalam pelbagai bidang, mereka akan membawa bersama pengetahuan dan kepakaran mendalam yang akan memberi manfaat kepada CGC. Kami berharap usaha mereka akan berterusan bagi beberapa tahun lagi.

Saya juga ingin mengambil kesempatan ini untuk merakamkan penghargaan ikhlas kepada bekas pengerusi CGC, Dato' Sri Abdul Hamidy Abdul Hafiz bagi panduan dan nasihatnya kepada Lembaga Pengarah dari bulan November 2011 hingga 1 Jun 2013. Penghargaan kami juga disampaikan kepada tiga (3) ahli Lembaga Pengarah, Dato' Mohd Hanif Sher Mohamed, Encik Md Yusof Hussin dan Datuk P. Kasi yang telah menamatkan tempoh perkhidmatan mereka dan akan bersara selepas berkhidmat dengan CGC sejak 2005. Dalam tempoh perkhidmatan, mereka telah terlibat secara aktif dalam mesyuarat Lembaga Pengarah, di beberapa Jawatankuasa Pemantauan Lembaga Pengarah dan juga anak syarikat dan syarikat bersekutu, dengan menawarkan nasihat pakar, pengalaman dan kepimpinan untuk membantu CGC menjadi kukuh. Kami menghargai sumbangan berwawasan dan dedikasi mereka untuk memajukan CGC dan mengharapkan yang terbaik untuk perancangan masa depan mereka.

Saya juga ingin merakamkan ucapan terima kasih kepada Bank Negara Malaysia, Kementerian Kewangan, rakan-rakan kami dalam industri perbankan, perniagaan, dewan perdagangan dan juga pemegang saham di atas sokongan serta kepercayaan berterusan mereka kepada CGC sebagai pemangkin pertumbuhan PKS di negara ini.

Akhir kata, saya ingin mengucapkan terima kasih kepada pihak pengurusan dan kakitangan CGC di atas segala usaha gigih, komitmen dan dedikasi mereka.

**Dato' Agil Natt**

## MESEJ DARIPADA PRESIDEN/KETUA PEGAWAI EKSEKUTIF

Pertumbuhan yang berterusan bagi semua sektor ekonomi yang didorong oleh permintaan dalam negeri terutamanya dalam sektor perkhidmatan yang berkembang sebanyak 5.9% dan keadaan luaran yang bertambah baik pada penggal dua tahun ini dengan ekonomi berkembang sebanyak 4.7%, mempunyai kesan positif ke atas prestasi keseluruhan CGC.

Pada tahun 2013, CGC mengekalkan momentum pertumbuhannya dalam dua aspek prioritiya iaitu memperluas jangkauan PKS dan mencapai kemampunan kewangan. Jangkauan PKS bertambah baik sebanyak 45% dengan jumlah 2,368 PKS mendapat manfaat daripada RM1.5 bilion pinjaman yang diluluskan. Pembiayaan yang diberikan adalah melalui skim utamanya seperti Enhancer dan Skim Jaminan Laluan Terus, Jaminan Portfolio (PG) dan Tabung Projek Usahawan Bumiputera (TPUB-i).

Dari segi agenda kemampunan kewangan, CGC sekali lagi mencatatkan keuntungan yang sihat, satu perkembangan yang selari dengan agenda jangkauan PKS berterusan CGC khususnya peranan pembangunannya membantu segmen PKS yang kurang mendapat perhatian.

Sebagai pemangkin jaminan utama di negara ini, CGC sentiasa menerokai ide-ide baru untuk memberikan perkhidmatan yang lebih baik kepada sektor PKS, mengukuhkan kedudukan kewangan kami serta membentuk asas-asas untuk pertumbuhan masa depan. Inisiatif kami untuk meluaskan jangkauan melalui jalinan strategik dengan bank-bank utama tempatan dan asing melalui skim Jaminan Portfolio (PG) mencerminkan keupayaan CGC untuk menjadi rakan kongsi yang inovatif dalam pembiayaan PKS. Dengan masa kelulusan hanya tiga (3) hari di bawah PG, CGC telah membolehkan PKS yang berdaya maju mendapat akses yang lebih cepat terhadap pembiayaan yang amat mereka diperlukan.

### PEMBIAYAAN UNTUK PKS

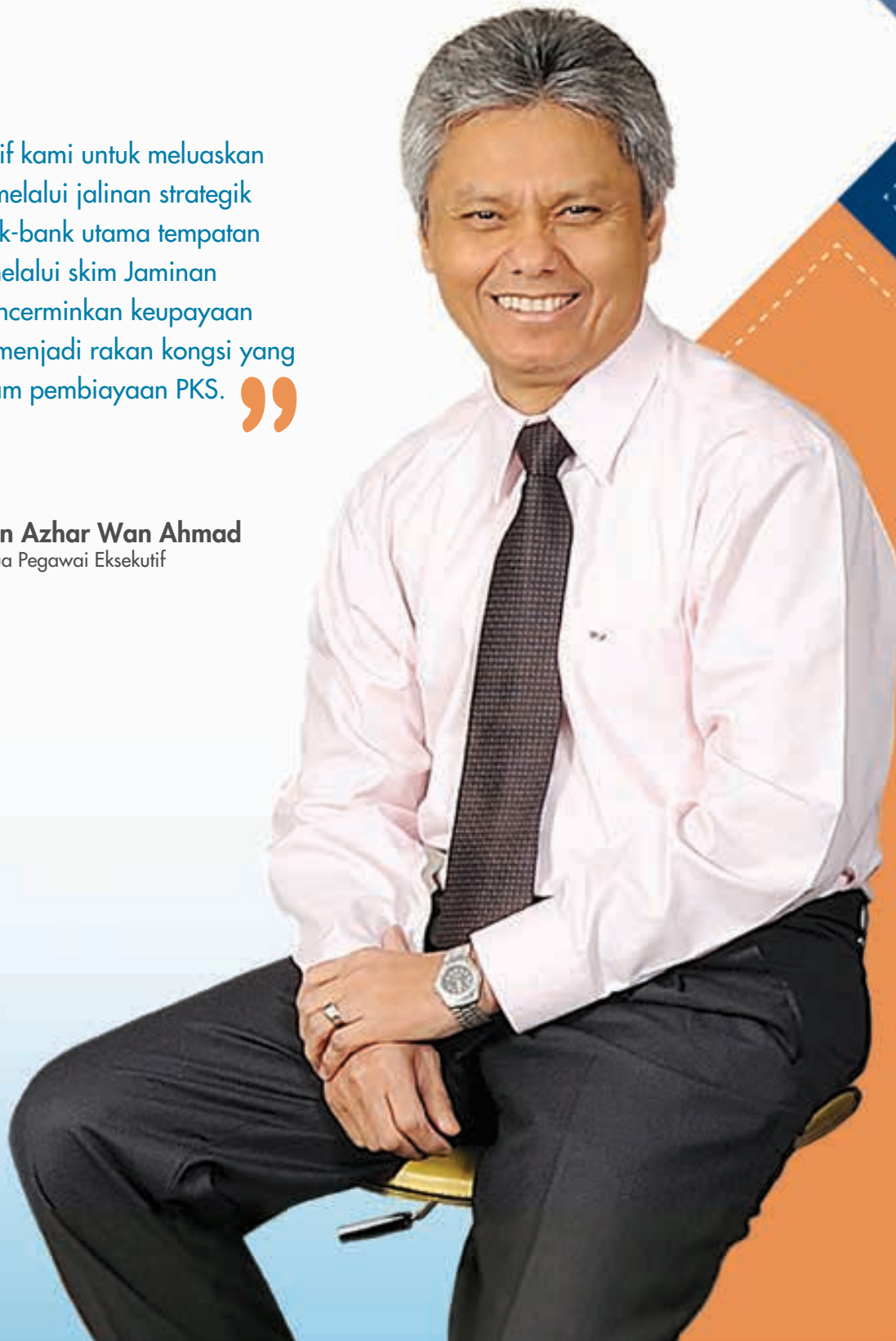
Pada tahun 2013, PKS terus mendapat akses kepada pembiayaan bagi mengembangkan perniagaan mereka dengan sokongan dari Kerajaan dan institusi perbankan. Pada penghujung 2013 contohnya, dana khas yang sedia ada di bawah seliaan Bank Negara Malaysia terus memastikan ketersediaan pembiayaan kepada PKS dalam sektor terpilih seperti makanan, pembuatan dan perkhidmatan di mana sejumlah RM24.3 bilion diluluskan kepada lebih daripada 58,000 PKS. Jumlah pembiayaan terkumpul PKS juga adalah sebanyak RM212.9 bilion pada akhir tahun 2013 dengan institusi kewangan pembangunan (DFI) menyumbang sebanyak RM13.3 bilion.

Bagi CGC, tahun 2013 menyaksikan pertumbuhan pinjaman lebih perlahan bagi empat (4) bulan pertama akibat daripada aktiviti perniagaan yang perlahan pra-pilihan raya umum ke-13. Selepas pilihan raya, permintaan untuk pinjaman kemudiannya rancak memandangkan PKS merupakan golongan yang cepat dalam menyesuaikan diri dengan persekitaran ekonomi yang sentiasa berubah.

PKS terus mendapat manfaat daripada skim jaminan yang ditawarkan oleh CGC. PKS yang telah mendapat manfaat yang paling banyak dari pembiayaan sebanyak RM1.5 billion adalah dari perniagaan am, pembuatan dan pertanian, yang mewakili 64.9% (1,537) daripada 2,368 pinjaman PKS yang dijamin. Peningkatan pada jangkauan PKS dapat dicapai terutamanya melalui perkongsian strategik dengan institusi kewangan yang mengambil bahagian khususnya melalui jaminan portfolio. Melalui kerjasama dengan institusi kewangan Islam yang mengambil bahagian, CGC telah melancarkan Skim Jaminan Portfolio Islam (PG Islam) yang pertama, bagi membolehkan PKS mendapat akses lebih cepat untuk

“ Inisiatif kami untuk meluaskan jangkauan melalui jalinan strategik dengan bank-bank utama tempatan dan asing melalui skim Jaminan Portfolio mencerminkan keupayaan CGC untuk menjadi rakan kongsi yang inovatif dalam pembiayaan PKS. ”

► **Datuk Wan Azhar Wan Ahmad**  
Presiden/Ketua Pegawai Eksekutif



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kemudahan pembiayaan patuh Syariah yang menawarkan pembiayaan dari RM100,000 hingga RM800,000 bagi tempoh pembiayaan antara 36-84 bulan. CGC juga menjalin perkongsian PG dengan sebuah bank komersial untuk membantu perniagaan kecil dengan pinjaman di dalam lingkungan RM100,000 hingga RM300,000 maksima bagi setiap pelanggan PKS untuk kegunaan modal kerja serta pembelian aset. Melalui PG, masa kelulusan yang lebih cepat dan pembayaran pinjaman dipermudahkan melalui satu set kriteria kelayakan yang telah ditentukan dan prosedur permohonan dan dokumentasi yang mudah. Pada tahun 2013, CGC telah meluluskan sejumlah RM500 juta menerusi PG yang dimanfaatkan oleh 679 PKS.

Selaras dengan agenda pembangunan Bumiputera negara, CGC telah melaksanakan inisiatif untuk menawarkan kaedah pembiayaan yang lebih baik kepada PKS Bumiputera termasuk skim yang patuh Syariah. Ia telah memperkenalkan skim khas seperti Enhancer Bumi dan Enhancer Bumi-i yang menawarkan perlindungan jaminan yang lebih tinggi sehingga 90% jumlah pembiayaan dan yuran jaminan yang kompetitif. Di samping itu, CGC juga telah menjalin pakatan strategik dengan sebuah bank tempatan terkemuka melalui skim Jaminan Portfolio untuk PKS Bumiputera yang menawarkan bukan sahaja akses dan pilihan kewangan yang lebih luas tetapi juga jumlah yang lebih tinggi untuk pembiayaan dengan menyediakan perlindungan jaminan yang lebih tinggi dan kos pinjaman yang lebih rendah. Di bawah Tabung Projek Usahawan Bumiputera (TPUB-i), CGC telah menyediakan RM123.8 juta pembiayaan kepada 161 PKS Bumiputera pada tahun 2013. Secara kumulatif, CGC telah menjamin sejumlah RM418 juta pembiayaan di bawah TPUB-i yang dimanfaatkan oleh lebih daripada 700 usahawan Bumiputera sejak 2009.

Seperti yang dimandatkan, CGC juga aktif menguruskan dan melaksanakan skim yang dibiayai oleh Kerajaan yang menasaskan sektor-sektor tertentu seperti Skim Pembiayaan Teknologi Hijau (GTFS) dan Skim Pembiayaan Harta Intelek (IPFS) yang diperkenalkan masing-masing pada tahun 2010 dan 2013. CGC telah mengesahkan komitmennya untuk memastikan kejayaan pelaksanaan skim ini khususnya Skim Pembiayaan Teknologi Hijau (GTFS). Ia telah meluluskan

sejumlah 122 permohonan bernilai RM1.5 bilion. Lebih banyak usaha akan dibuat untuk mewujudkan kesedaran skim itu dan juga pengeluaran dana kerana ia masih mempunyai baki dana sebanyak RM2.0 bilion setakat Jun 2014. Menurut kaji selidik Bank Negara Malaysia yang dijalankan pada bulan Januari 2013, 36 bank atau 58% daripada semua institusi perbankan, termasuk Institusi Kewangan Pembangunan telah mengambil bahagian dalam pembiayaan teknologi hijau, dengan tambahan 10 bank menunjukkan minat untuk menyokong pembiayaan teknologi hijau di bawah pelan perniagaan mereka bagi tempoh tiga tahun akan datang.

### SKIM JAMINAN

Pada tahun 2013, CGC menguruskan sebanyak 13 skim jaminan, lapan (8) daripadanya termasuk dalam kategori Skim Utama dan lima (5) di bawah kategori Skim Pinjaman Terancang.

Skim-skim CGC disenaraikan seperti berikut:

#### Skim Utama

1. Credit Enhancer Scheme (ENHANCER)
2. Credit Enhancer-i Scheme (ENHANCER-i)
3. SmallBiz Express Scheme (SBE)
4. Enhancer Excel Scheme\* (ENHANCER EXCEL)
5. Direct Access Guarantee Scheme Start-Up (DAGS Start-Up)
6. Enhancer Bumi (ENHANCER BUMI)
7. Enhancer Bumi-i (ENHANCER BUMI-i)
8. Skim Enhancer Express (ENHANCER EXPRESS)

\* Menggantikan skim Enhancer Direct (ENHANCER DIRECT) pada 2013, yang telah menggantikan Skim Jaminan Laluan Terus (DAGS) sejak Oktober 2011.

#### Skim-Skim Pembiayaan Berprogram

1. Flexi Guarantee Scheme (FGS)
2. Skim Pembiayaan Francais (FFS)
3. Skim Pembiayaan Teknologi Hijau (GTFS)
4. Skim Pembiayaan Teknologi Hijau Islam (GTFS-i)
5. Tabung Projek Usahawan Bumiputera-i (TPUB-i)

## Pinjaman yang Dijamin (mengikut skim)

Pada 2013, dua (2) skim jaminan yang menjadi penyumbang paling utama pertumbuhan pinjaman secara keseluruhan adalah GTFS dan ENHANCER. Kedua-dua skim ini secara terkumpul menyumbang sebanyak 44.9% (860 akaun bernilai RM694.1 juta).

GTFS menyumbang sebanyak 35 akaun bernilai RM460.9 juta, manakala ENHANCER menyumbang sebanyak 825 akaun bernilai RM233.2 juta.

## Pinjaman Yang Dijamin (Mengikut Skim)

| SKIM                           | 2013           |                 | 2012           |                 |
|--------------------------------|----------------|-----------------|----------------|-----------------|
|                                | Bilangan Akaun | Nilai (RM juta) | Bilangan Akaun | Nilai (RM juta) |
| <b>SKIM UTAMA</b>              | <b>1,378</b>   | <b>405.8</b>    | <b>1,379</b>   | <b>347.2</b>    |
| ENHANCER                       | 786            | 222.9           | 814            | 246.9           |
| ENHANCER-i                     | 39             | 10.3            | 106            | 39.2            |
| SBE                            | 51             | 1.0             | 273            | 9.7             |
| DAGS                           | 277            | 94.5            | 113            | 39.7            |
| Lain-lain*                     | 225            | 77.1            | 73             | 11.8            |
| <b>SKIM PINJAMAN TERANCANG</b> | <b>49</b>      | <b>474.4</b>    | <b>99</b>      | <b>372.5</b>    |
| FGS                            | 6              | 3.1             | 53             | 11.9            |
| FFS                            | 8              | 10.4            | 9              | 6.9             |
| GTFS                           | 19             | 242.9           | 18             | 88.9            |
| GTFS-i                         | 16             | 218.0           | 19             | 264.8           |
| <b>SKIM PEMBIAYAAN</b>         | <b>262</b>     | <b>165.6</b>    | <b>323</b>     | <b>161.4</b>    |
| TPUB-i                         | 161            | 123.8           | 157            | 94.3            |
| Direct Lending                 | 101            | 41.8            | 166            | 67.1            |
| <b>JAMINAN PORTFOLIO</b>       | <b>679</b>     | <b>500.0</b>    | <b>351</b>     | <b>185.0</b>    |
| <b>JUMLAH</b>                  | <b>2,368</b>   | <b>1,545.8</b>  | <b>2,152</b>   | <b>1,066.0</b>  |

\* Skim DAGS lain, Enhancer Excel, Enhancer Direct, Enhancer Express, Enhancer Bumi dan Enhancer-i Bumi.

### TINJAUAN OPERASI

Tinjauan operasi memaparkan bilangan pinjaman dan nilai jaminan mengikut kategori di bawah semua skim.

#### 1. Arah Pinjaman

Bilangan dan nilai pinjaman yang dijamin bagi tiga (3) sektor utama adalah seperti tertera berikut:

| Sektor        | Bilangan Pinjaman | Jumlah (RM juta) |
|---------------|-------------------|------------------|
| Perniagaan Am | 2,050             | 1,200.3          |
| Pembuatan     | 288               | 275.0            |
| Pertanian     | 30                | 70.5             |
| Jumlah        | 2,368             | 1,545.8          |

#### 2. Taburan Pinjaman Mengikut Negeri

Tiga (3) negeri penyumbang utama berdasarkan bilangan dan nilai pinjaman dijamin adalah seperti tertera di bawah:

| Negeri                           | Bilangan Pinjaman | Jumlah (RM juta) |
|----------------------------------|-------------------|------------------|
| Selangor                         | 263               | 414.6            |
| Wilayah Persekutuan Kuala Lumpur | 227               | 112.7            |
| Johor                            | 157               | 123.1            |

#### 3. Pinjaman Mengikut Saiz

Saiz pinjaman berdasarkan bilangan dan nilai pinjaman yang dijamin bagi dua (2) skim komersil utama adalah seperti tertera di bawah:

| Saiz Pinjaman             | SJLT              |                 | ENHANCER          |                 |
|---------------------------|-------------------|-----------------|-------------------|-----------------|
|                           | Bilangan Pinjaman | Nilai (RM juta) | Bilangan Pinjaman | Nilai (RM juta) |
| RM100,000 ke bawah        | 67                | 4.2             | 255               | 16.8            |
| RM100,001 – RM500,000     | 158               | 42.7            | 508               | 120.5           |
| RM500,001 – RM1,000,000   | 36                | 25.8            | 76                | 55.0            |
| RM1,000,001 – RM2,000,000 | 16                | 21.8            | 23                | 31.3            |
| RM2,000,001 ke atas       | –                 | –               | 11                | 30.7            |
| Jumlah                    | 277               | 94.5            | 873               | 254.3           |



## 4. Pecahan Komposisi Pinjaman mengikut Kumpulan

Bilangan dan nilai pinjaman yang dijamin adalah seperti tertera di bawah:

| Kumpulan   | Bilangan Pinjaman | Jumlah (RM juta) |
|------------|-------------------|------------------|
| Bumiputera | 906               | 725.1            |
| Cina       | 1,342             | 784.8            |
| India      | 68                | 23.0             |
| Lain-lain  | 52                | 12.9             |
| Jumlah     | 2,368             | 1,545.8          |

### MAKLUMAT KEWANGAN

Pada tahun 2013, kos operasi CGC telah menurun kepada RM160.7 juta daripada RM228.4 juta pada tahun 2012 disebabkan oleh peruntukan yang lebih rendah bagi tuntutan dan bagi 'impairment' akibat daripada aktiviti pemantauan kredit yang jitu.

Yuran jaminan dan pendapatan pelaburan menurun masing-masing kepada RM63.1 juta dan RM105.6 juta dengan keuntungan bersih dicatat oleh CGC sebanyak RM121.1 juta pada tahun 2013.

Peruntukan untuk tuntutan ke atas pinjaman yang dijamin oleh CGC juga berkurangan kepada RM61.8 juta berbanding RM81.3 juta pada tahun 2012. Ini disebabkan oleh peningkatan dalam kredit dan budaya kesedaran risiko yang memberi penekanan yang lebih kepada mengekalkan kualiti aset yang baik. Langkah-langkah persediaan dan pengurusan proaktif juga telah dipertingkatkan untuk menangani pinjaman berpotensi bermasalah selain daripada bantuan untuk penyusunan semula dan penjadualan semula bayaran balik dipanjangkan kepada peminjam yang mempunyai kesukaran untuk membayar semula pinjaman.

Dari segi perolehan, CGC telah berjaya memperoleh semula RM53.5 juta, penurunan sebanyak 9% berbanding dengan RM59 juta pada tahun 2012.

Bagi tahun 2013, CGC memperuntukkan RM37.6 juta kepada rizab dan pada 31 Disember 2013, rizab CGC telah bertambah ke RM1.1 bilion berbanding RM960.5 juta pada tahun 2012.

### STRATEGI PERTUMBUHAN DAN HALA TUJU

#### Tinjauan

Ekonomi Malaysia dijangka kekal pada momentum pertumbuhan yang kukuh pada tahun 2014 dengan perkembangan sebanyak 4.5% – 5.5%. Perkembangan ini disokong oleh prestasi yang baik dari sektor luar walaupun permintaan domestik dijangka sederhana. Walau bagaimanapun, asas-asas ekonomi Malaysia kekal kukuh disebalik permintaan domestik yang sederhana. Pertumbuhan ini akan diterajui oleh sektor swasta di seluruh negara dengan pelbagai rangkaian aktiviti ekonomi yang telah dirancang di mana sektor PKS terus memainkan peranan yang utama dalam menggalakkan pertumbuhan ini.

Antara perkembangan penting yang dijangka akan memberi kesan yang baik kepada sektor PKS pada tahun ini adalah pelaksanaan definisi baru PKS pada Januari 2014 yang bertujuan untuk memudahkan peralihan negara kepada ekonomi berpendapatan tinggi. Semakan ini memanglah tepat pada masanya kerana ia mencerminkan perubahan dalam struktur ekonomi, 'trend' perniagaan dan penunjuk inflasi yang disesuaikan bagi membolehkan lebih banyak PKS layak untuk program sokongan dan pembiayaan PKS. Ia merupakan petanda baik bagi pembangunan sektor dinamik ekonomi ini.

Dalam pada itu, Pelan Induk PKS 2012-2020 akan terus menjadi sebagai penjana bagi sektor PKS dalam sasaran untuk meningkatkan Keluaran Dalam Negara Kasar (KDNK) PKS yang kini menyumbang 33 peratus dan dijangka akan meningkat ke 41 peratus pada 2020. Empat objektif utama pelan induk ini adalah untuk memacu pertumbuhan perniagaan, menambah bilangan syarikat-syarikat pertumbuhan tinggi dan inovatif, meningkatkan produktiviti dan juga untuk memberi pengiktirafan sesuatu perniagaan itu, dengan bertujuan melahirkan PKS yang mampu bersaing di peringkat global.

Dengan pertumbuhan ekonomi yang mantap dan perkembangan sektor PKS yang memberangsangkan, CGC akan merebut peluang ini untuk mengembangkan lagi agenda jangkauan PKS. CGC akan terus menyediakan kaedah pembiayaan inovatif dan alternatif-alternatif untuk meningkatkan akses PKS kepada pembiayaan dan pada masa yang sama mengekalkan agenda kemampunan kewangan syarikat.

### STRATEGI DAN HALA TUJU

Bagi tahun 2014, rancangan perniagaan CGC telah digubal untuk mencapai matlamat strategik berikut:

#### i) **Memainkan Peranan Pembangunan Dalam Keadaan Kewangan Yang Mampan**

Mandat CGC adalah untuk melaksanakan peranan pembangunan di samping mencapai tahap kewangan yang mampan. Oleh itu, hala tuju strategik bagi 2014 adalah untuk terus meningkatkan jangkauan PKS dengan menyediakan pilihan pembiayaan yang inovatif dan juga saluran alternatif bagi membolehkan PKS yang berdaya maju dalam semua segmen mendapat akses kepada pembiayaan daripada institusi kewangan. Usaha juga akan dipergiatkan bagi membantu PKS untuk memperbaiki kredibiliti dan bankabiliti mereka melalui Biro Kredit Malaysia, bukan sahaja untuk akses yang lebih baik kepada pembiayaan tetapi juga membolehkan mereka berada dalam kedudukan yang lebih baik untuk berunding bagi terma yang berpatutan dalam pembiayaan. Matlamat CGC adalah untuk memupuk budaya kredit yang kukuh di kalangan PKS di negara ini.

#### ii) **Meningkatkan Akses Pembiayaan Kepada PKS Yang Baru Memulakan Perniagaan**

PKS yang baru memulakan perniagaan merupakan segmen yang kurang mendapat perhatian dari segi pembiayaan dan khidmat nasihat. Kebanyakan PKS yang baru memulakan perniagaan dikategorikan di bawah perusahaan mikro yang terdiri daripada 75 peratus daripada PKS. Walau bagaimanapun, potensi pertumbuhan mereka dihalang oleh akses yang terhad kepada pembiayaan daripada institusi kewangan. Kekurangan keyakinan yang berpunca daripada rekod prestasi berkaitan dengan perniagaan yang tidak mencukupi dan juga kesukaran dalam menentukan daya maju perniagaan baru, terutama di sektor-sektor yang baru atau bukan konvensional, telah menyumbang kepada sebahagian daripada faktor bagi keengganan institusi kewangan untuk membiayai perniagaan PKS yang baru.

Untuk menangani masalah ini, CGC telah memperkenalkan skim pembiayaan langsung yang patuh Syariah iaitu 'BizMula-i' yang dilancarkan pada 5 Mei 2014. CGC mensasarkan untuk menyediakan sejumlah RM30 juta pembiayaan kepada PKS yang baru memulakan perniagaan di mana PKS boleh memohon melalui 16 rangkaian cawangan CGC di seluruh negara. CGC berharap inisiatif ini akan menggalakkan institusi kewangan membiayai segmen ini di masa hadapan.

#### iii) **Menguruskan Skim Yang Dibiayai Oleh Kerajaan**

Seperti yang dimandatkan, CGC akan terus membantu dalam mengurus dan melaksanakan skim yang dibiayai oleh Kerajaan yang disasarkan kepada sektor tertentu dan diperkenalkan untuk tujuan tertentu bagi menyokong PKS. Pada masa ini, CGC menguruskan Skim Pembiayaan Teknologi Hijau (GTFS) dan Harta Intelek yang masing-masing diperkenalkan pada tahun 2010 dan 2013. CGC juga akan terus membantu untuk memperbaiki tahap penerimaan daripada institusi kewangan dalam pembiayaan sektor pertumbuhan baru melalui mekanisma jaminan.

#### iv) **Menyokong Agenda Pembangunan Bumiputera Negara**

Selaras dengan agenda pembangunan Bumiputera negara, CGC akan terus meningkatkan perhatiannya kepada PKS Bumiputera dengan menyediakan mereka dengan pilihan pembiayaan yang lebih meluas termasuklah skim yang patuh Syariah. Lebih banyak inisiatif dan skim akan diperkenalkan untuk meningkatkan akses kepada pembiayaan dan perkhidmatan sokongan bagi golongan ini. Dalam beberapa tahun kebelakangan ini, CGC telah memperkenalkan skim khas seperti Enhancer Bumi dan Bumi Enhancer-i dan juga telah menjalinkan kerjasama strategik dengan bank-bank terkemuka di negara ini melalui skim Jaminan Portfolio. Ia bukan sahaja bertujuan untuk menawarkan akses pilihan pembiayaan yang lebih meluas tetapi juga jumlah yang lebih tinggi untuk PKS Bumiputera dalam semua sektor. CGC juga menguruskan Tabung Projek Usahawan Bumiputera-i (TPUB-i) di mana ianya telah menyediakan RM123.8 juta pembiayaan yang memanfaatkan 161 PKS Bumiputera. Pada tahun ini, CGC yakin dapat mencapai lebih daripada sasaran 30% komposisi Bumiputera dalam jumlah kelulusan pinjaman keseluruhan.

## v) Menawarkan Pembiayaan Pada Kos Yang Berpatutan

Kos untuk menjalankan perniagaan merupakan masalah utama di kalangan PKS. Justeru itu, baru-baru ini CGC telah memutuskan untuk mengkaji semula harga yang sedia ada dengan mengurangkan yuran jaminan. Inisiatif ini merupakan sebahagian daripada agenda 2014 CGC. Pada bulan Januari 2014, CGC telah memperkenalkan mekanisma rebat bagi yuran jaminan untuk meringankan kos pinjaman bagi PKS yang mempunyai rekod pembayaran yang baik. Untuk tujuan ini, CGC telah memperuntukkan RM1.7 juta yang dijangka akan memberi manfaat kepada kira-kira 1,800 pelanggan yang dihargai. CGC juga akan terus meneliti semula harga semua produknya berdasarkan mekanisma Risk-Adjusted Pricing (RAP) yang menyelaraskan harga pembiayaan mengikut risiko yang ditanggung oleh PKS. Ini membolehkan peminjam berisiko rendah untuk menikmati yuran jaminan lebih rendah dan sebaliknya.

## vi) Meningkatkan Kecekapan Operasi

CGC akan meningkatkan kecekapan dalam menjalankan operasi untuk menyediakan perkhidmatan yang lebih baik kepada PKS. CGC sedar betapa pentingnya perkhidmatan yang baik dari segi penilaian kredit, penganalisaan risiko pengurusan serta pemantauan pinjaman dalam menerajui pembangunan PKS. Dalam hal ini, usaha sedang diambil untuk meningkatkan bahagian-bahagian utama operasi terutamanya pengurusan risiko dan penilaian kredit yang mantap. Selain daripada memupuk budaya pengurusan risiko yang baik, inisiatif teknologi juga telah dirancang awal dengan penggunaan Integrated Risk Management System (IRMS) yang dilancarkan pada tahun 2013 sebagai satu strategi untuk meningkatkan pengurusan risiko. Inisiatif Pengurusan Risiko semasa yang sedang dijalankan ketika ini termasuk Sistem Risikan Kredit.

## vii) Meningkatkan Hubungan Baik Dan Kerjasama Dengan Institusi Kewangan

Usaha-usaha juga sedang giat diatur untuk meningkatkan lagi hubungan CGC dengan institusi kewangan dengan tujuan untuk memperkukuhkan kedudukan CGC sebagai rakan kongsi strategik dalam pembiayaan PKS. Dalam beberapa tahun kebelakangan ini, CGC telah berjaya

menjalinkan kerjasama strategik dengan beberapa bank melalui Jaminan Portfolio (PG) dan Skim Jaminan Borong (WG). Secara keseluruhan, CGC mensasarkan RM1.1 bilion kelulusan pinjaman di bawah PG dan WG pada 2014.

Setakat ini, 15 bank Islam, 17 bank perdagangan dan tujuh (7) Institusi Kewangan Pembangunan (IKP) telah menyertai skim jaminan CGC dengan memberikan PKS rangkaian luas dengan lebih daripada 2000 cawangan di seluruh negara untuk mendapatkan pembiayaan yang disediakan.

Dalam usaha membolehkan PKS menikmati pilihan pembiayaan dan akses lebih cepat kepada dana yang diperlukan, CGC juga akan terus menjalinkan kerjasama dengan pihak berkuasa dalam negeri dan agensi-agensi kerajaan bagi memudahkan lagi agenda jangkauannya.

Setelah menggariskan objektif strategik di atas dengan beberapa inisiatif telah pun dilaksanakan dan ada yang masih berterusan, saya ingin berkongsi sasaran CGC untuk 2014:

|                  | Indeks Prestasi Utama                             | Sasaran       |
|------------------|---|---------------|
| Jangkauan PKS    | 1. Bilangan Jaminan Pinjaman                      | 5,600         |
|                  | 2. Nilai Jaminan Pinjaman                         | RM2.7 bilion  |
|                  | 3. Bilangan Pinjaman dijamin untuk PKS Bumiputera | 1,960         |
| Piagam kecekapan | <b>Skim Utama Perkongsian-Risiko</b>              | <b>Piagam</b> |
|                  | i) Pemprosesan Pinjaman Jaminan Portfolio         | 3 hari        |
|                  | ii) Pembayaran Tuntutan                           | 10 hari       |

CGC amat optimistik dan yakin terhadap sasaran 2014 kerana kepercayaan, bimbingan dan sokongan padu yang diterima daripada Lembaga Pengarah dan Bank Negara Malaysia. Sehubungan itu, CGC berharap tahun 2014 meneruskan kejayaan buat CGC dalam menjana pembangunan PKS di Malaysia.

**Datuk Wan Azhar Wan Ahmad**

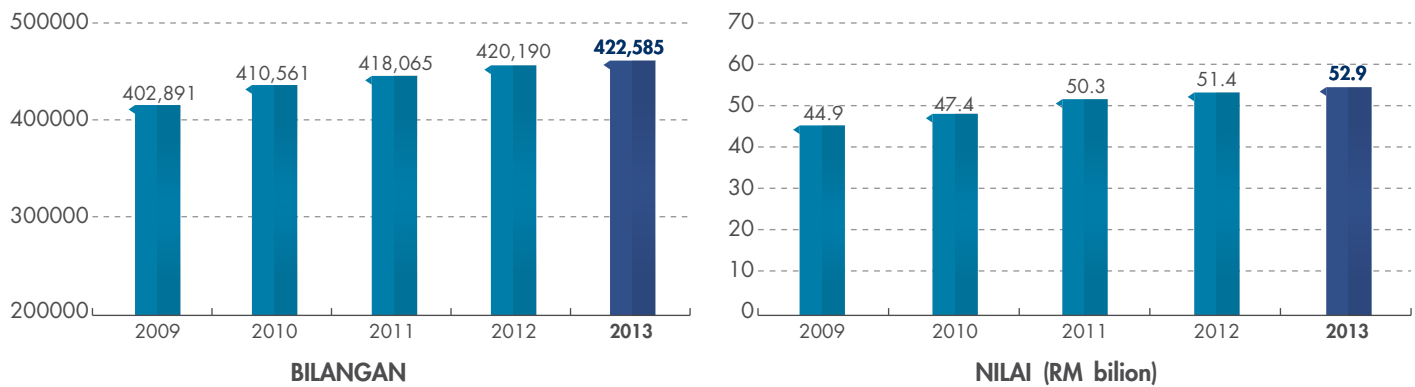
# SOROTAN OPERASI

Laporan Tahunan  
2013

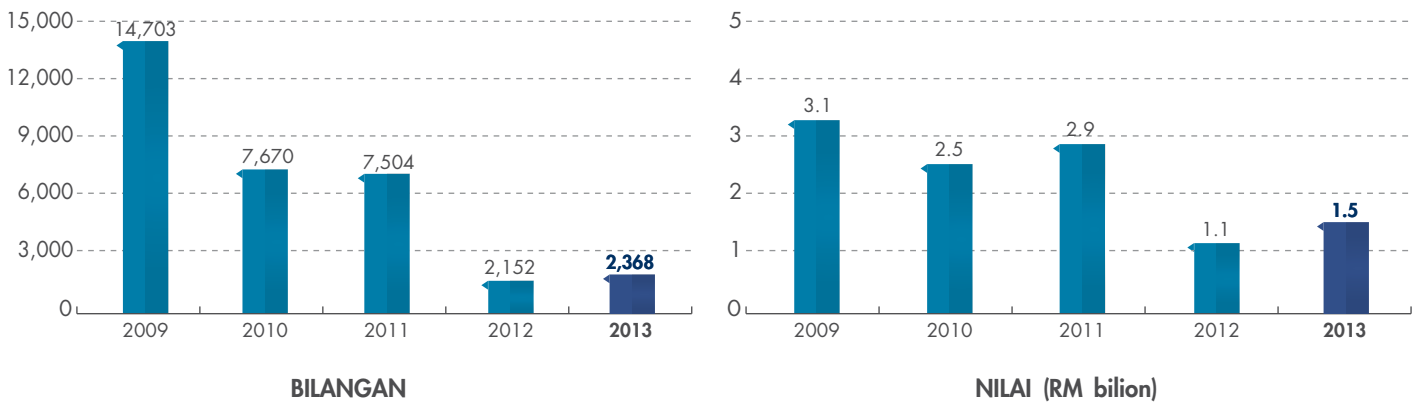
Credit Guarantee Corporation Malaysia Berhad

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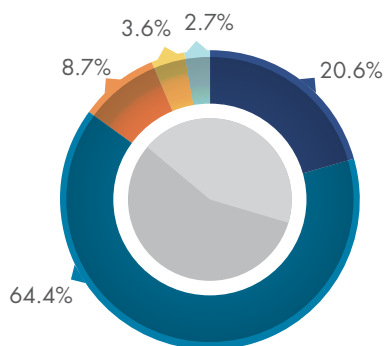
### BILANGAN DAN NILAI PINJAMAN DIJAMIN TERKUMPUL DI BAWAH SEMUA SKIM



### PINJAMAN DIJAMIN (MENGIKUT BILANGAN DAN NILAI) DI BAWAH SEMUA SKIM

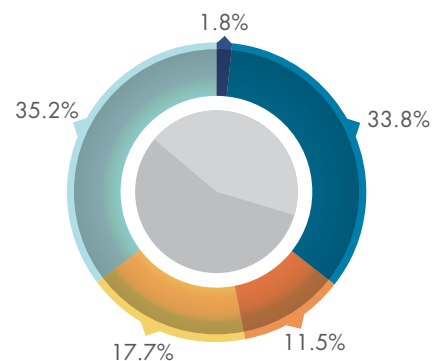


## TABURAN SAIZ PINJAMAN DI BAWAH SEMUA SKIM



BILANGAN

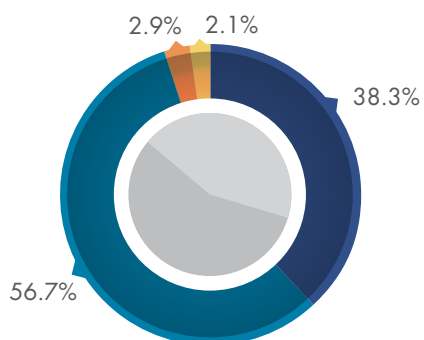
- RM100,000 & ke bawah
- RM100,001 – RM500,000
- RM500,001 – RM1,000,000
- RM1,000,001 – RM2,000,000
- RM2,000,001 & ke atas



NILAI

## PECAHAN KOMPOSISI PINJAMAN MENGIKUT KUMPULAN UNTUK SKIM UTAMA, SKIM PEMBIAYAAN DAN JAMINAN BERPORTFOLIO

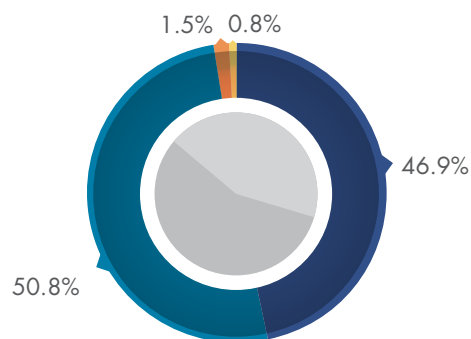
(Mengikut Bilangan Pinjaman)



- Bumiputera
- Cina
- India
- Lain-lain

## PECAHAN KOMPOSISI PINJAMAN MENGIKUT KUMPULAN UNTUK SKIM-SKIM PEMBIAYAAN BERPROGRAM

(Mengikut Bilangan Pinjaman)



# SOROTAN PERISTIWA

Laporan Tahunan  
2013

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### KALENDAR ACARA KORPORAT

#### CGC MENANDATANGANI PERJANJIAN JAMINAN PORTFOLIO BERSAMA ALLIANCE BANK

CGC dan Alliance Bank Malaysia Berhad memeterai perjanjian untuk memudahkan akses kepada pembiayaan bagi perusahaan kecil dan sederhana (PKS) secara jaminan portfolio. Ia bertujuan untuk membantu para peniaga dengan menyediakan pinjaman untuk modal kerja serta pembelian aset. Dengan saiz tranche awal sebanyak RM50 juta, CGC menyediakan 70% perlindungan jaminan jumlah prinsipal yang dijalankan oleh PKS dengan pinjaman yang terdiri daripada sekurang-kurangnya RM100,000 dan maksimum RM300,000 bagi setiap pelanggan PKS dengan tempoh pinjaman tetap selama lima tahun. Majlis menandatangani perjanjian telah diadakan di Bangunan CGC, Kelana Jaya pada 13 Mac, 2013.



(Kiri ke Kanan) Naib Presiden Kanan Perbankan Perniagaan Kumpulan PKS Alliance Financial Group Lim Kee Yeong, Ketua Perbankan Perniagaan Alliance Steve Miller, Presiden & Ketua Pegawai Eksekutif CGC Datuk Wan Azhar Wan Ahmad dan Naib Presiden Eksekutif, Pembangunan Perniagaan CGC Puan Kristine Ng.

#### ANUGERAH PENDOKONG UTAMA PKS KE-18

Institusi kewangan telah diiktiraf bagi sumbangan mereka ke arah pembiayaan PKS melalui skim jaminan CGC. Pemenang Anugerah Pendokong PKS di bawah kategori bank komersial ialah Maybank, Public Bank dan Standard Chartered Bank. Anugerah Pendokong PKS Bumiputera Terbaik, yang mengiktiraf institusi kewangan yang telah menyumbang pembiayaan yang paling banyak kepada usahawan Bumiputera, telah dimenangi oleh Maybank. CGC juga telah memberikan Anugerah Rakan Kewangan Terbaik untuk Maybank bagi mengiktiraf usaha gigih dan sumbangannya ke arah kualiti aset CGC.



(Kiri ke Kanan) Ketua Kumpulan Maybank, Komuniti Perkhidmatan Kewangan & Ketua Pegawai Eksekutif Maybank Singapura Datuk Lim Hong Tat, Presiden dan Ketua Pegawai Eksekutif CGC Datuk Wan Azhar Wan Ahmad, Pengerusi CGC Dato' Sri Abdul Hamidy Abdul Hafiz, Ketua Pegawai Operasi Public Bank Encik Sulaiman Abd Manap dan Pengurus Besar Perbankan PKS Standard Chartered Bank Mr Vishal Shah bersama Anugerah Pendokong PKS Utama (Kategori Bank Komersial).



Datuk Lim Hong Tat (Ketua Kumpulan Maybank, Komuniti Perkhidmatan Kewangan & Ketua Pegawai Eksekutif Maybank Singapura) menerima anugerah Rakan Kewangan Terbaik dari Pengerusi CGC, Dato' Sri Abdul Hamidy Abdul Hafiz sambil diperhatikan oleh Presiden dan Ketua Pegawai Eksekutif CGC, Datuk Wan Azhar Wan Ahmad.

## PELANCARAN BUKU CGC – ‘CATALYSING SME GROWTH’

CGC melancarkan bukunya bertajuk ‘Catalysing SME Growth’ (‘Memangkin Pertumbuhan PKS’) bagi menandakan tahun ke-40 penubuhannya dalam menggalakkan pertumbuhan dan pembangunan PKS di Malaysia. Buku ini telah dilancarkan secara rasmi oleh Timbalan Gabenor Bank Negara Malaysia, Dato’ Muhammad bin Ibrahim, pada 21 Jun 2013 di Sasana Kijang, Bank Negara Malaysia.

Buku ‘Catalysing SME Growth’ bertujuan untuk mewujudkan pemahaman yang lebih baik mengenai peranannya di kalangan pihak-pihak berkepentingan terutamanya PKS. Ia mendokumenkan peranan CGC dalam menggalakkan pertumbuhan dan pembangunan PKS melalui skim jaminannya sepanjang 40 tahun yang lalu.



Timbalan Gabenor Bank Negara Malaysia Dato’ Muhammad bin Ibrahim (tengah) sedang melayari mukasurat buku ‘Catalysing SME Growth’ sambil diperhatikan oleh Pengerusi CGC Dato’ Agil Natt (kiri) dan Presiden dan Ketua Pegawai Eksekutif CGC, Dato’ Wan Azhar Wan Ahmad, (kanan).

## PERJANJIAN JAMINAN PORTFOLIO ISLAM PERTAMA DIANTARA CGC DAN STANDARD CHARTERED SAADIQ BERHAD (SC SAADIQ)

CGC menandatangani perjanjian dengan SC Saadiq bagi menyediakan pembiayaan kepada PKS melalui pelancaran skim Jaminan Portfolio Islam Malaysia yang pertama (PG). SC Saadiq, anak syarikat perbankan Islam milik penuh Standard Chartered Bank Malaysia, merupakan bank Islam pertama yang memeterai perjanjian itu bersama CGC, yang bertujuan untuk menyediakan rangkaian menyeluruh penyelesaian yang patuh Syariah dan membantu perniagaan berkembang. Upacara menandatangani perjanjian telah diadakan pada 21 November 2013 di Hotel Royale Chulan, Kuala Lumpur.



Ketua Pegawai Eksekutif SC Saadiq, Encik Wasim Saifi (kiri) bertukar perjanjian bersama Naib Presiden Eksekutif, Pembangunan Perniagaan CGC, Puan Kristine Ng sambil diperhatikan oleh Presiden dan Ketua Pegawai Eksekutif CGC, Dato’ Wan Azhar Wan Ahmad (tengah).

## PERSIDANGAN KONFEDERASI INSTITUSI KREDIT TAMBAHAN ASIA (ACSIC) 2014

Persidangan ACSIC merupakan acara tahunan untuk semua ahli-ahlinya yang terdiri daripada 16 institusi jaminan kredit dari 11 negara, iaitu Korea, Jepun, India, Indonesia, Nepal, Filipina, Sri Lanka, Taiwan, Thailand, Papua New Guinea and Malaysia. Persidangan itu diadakan untuk mengeratkan hubungan antara institusi anggota dan bertukar-tukar pandangan dan maklumat untuk kebaikan PKS di semua negara-negara anggotanya. CGC adalah tuan rumah Persidangan ACSIC ke-27 yang akan diadakan di Kuala Lumpur pada 16 – 19 November, 2014.

### INISIATIF KESEDARAN AWAM DAN TANGGUNGJAWAB SOSIAL KORPORAT

#### TAKLIMAT MENGENAI 'CASH BEFORE GUARANTEE COVER' (CBGC)

Taklimat telah dijalankan untuk memperkenalkan pelaksanaan Tunai Sebelum Pemberian Jaminan (CGBC) polisi yang melibatkan dasar-dasar dan prosedur baru yang berkaitan dengan pemberian Surat Jaminan, bayaran yuran tahunan dan pembayaran balik yuran jaminan bagi PKS. Taklimat itu juga bertindak sebagai platform untuk sesi dialog bagi meningkatkan kefahaman mengenai dasar baru tersebut. Taklimat diadakan di ibu pejabat CGC di Kelana Jaya dan dihadiri oleh 65 pekerja.

#### KLINIK USAHAWAN

Jabatan Pembangunan Bumiputera, sebuah unit yang berdedikasi untuk menyokong PKS Bumiputera, menganjurkan siri Klinik Usahawan untuk memberi khidmat nasihat dan maklumat mengenai prosedur permohonan bagi PKS. Ia juga bertujuan untuk menangani isu-isu daripada PKS dan mendidik mereka tentang keperluan dan penyediaan dokumen untuk dikemukakan seperti aliran tunai, analisis keuntungan dan senarai semak keseluruhan.

Di samping itu, Klinik Usahawan juga telah dianjurkan untuk mempromosikan skim CGC, antaranya ialah Enhancer Bumi dan Tabung Projek Usahawan Bumiputera (TPUB-i). Skim Enhancer Bumi menawarkan perlindungan jaminan yang lebih tinggi dan yuran jaminan yang lebih rendah manakala TPUB-i ialah skim pembiayaan kontrak untuk membantu PKS yang telah dianugerahkan kontrak oleh syarikat-syarikat dan agensi-agensi berkaitan Kerajaan. Sekitar 300 PKS Bumiputera mengambil bahagian dalam acara itu.

#### TAKLIMAT DAN 'ROAD SHOW'

Bagi menggalakkan penyertaan lebih ramai Bumiputera dalam skim CGC, taklimat dan 'road show' telah diadakan sepanjang tahun dengan kerjasama institusi kewangan pembangunan yang lain, agensi-agensi dan industri pembinaan seperti Dewan Perniagaan Melayu Malaysia (DPMM), SME Corp, Tekun Nasional Berhad (TEKUN), Perbadanan Usahawan Nasional Berhad (PUNB), New Entrepreneurs Foundation (NEF), Perusahaan Otomobil Nasional Berhad (PROTON), Construction Industry Development Board (CIDB), Boustead Heavy Industries Corporation Berhad dan Jabatan Kerja Raya (JKR). Taklimat juga diadakan untuk penyebaran maklumat mengenai skim CGC dan khidmat nasihat bagi usahawan Bumiputera. Lebih daripada 100 PKS menghadiri taklimat tersebut.

#### 'POCKET TALK'

'Pocket Talk' (Bicara Poket) telah dianjurkan dengan kerjasama SME Corp dan TERAJU. Bicara Poket, sesi taklimat bulanan menyediakan ruang kepada CGC untuk mewujudkan lebih kesedaran mengenai produk dan perkhidmatan kepada PKS. Ia adalah salah satu inisiatif oleh CGC bagi meningkatkan kesedaran dan akses kepada pembiayaan terutamanya mereka yang beroperasi kurang daripada tiga (3) tahun kerana kekurangan cagaran dan rekod prestasi. Taklimat bulanan tersebut telah dihadiri oleh lebih daripada 60 usahawan.

#### LAWATAN

Lawatan yang kerap telah dijalankan untuk merapatkan dan mengukuhkan hubungan antara CGC dan institusi kewangan lain untuk membantu PKS terutamanya mereka yang tidak mempunyai cagaran yang mencukupi dan tanpa apa-apa rekod, untuk mendapat akses yang lebih mudah kepada pembiayaan. Lawatan promosi telah dilakukan ke SME Bank, Bank Rakyat, Bank Muamalat, Felda Global Ventures (FGV), Gagasan Badan Ekonomi Melayu (GABEM), Tekun Nasional Berhad (TEKUN), Amanah Ikhtiar Malaysia, New Entrepreneurs Foundation (NEF), Dewan Perniagaan Melayu Malaysia (DPMM), HeiTech Padu Berhad, Bahagian Pembangunan Usahawan Negeri Melaka, MRT Corp dan Syarikat Perumahan Negara Berhad (SPNB).



## TANGGUNGJAWAB SOSIAL KORPORAT

### KEBAJIKAN STAF

Pada bulan Oktober 2013, Kelab Rekreasi CGC (KRCGC) telah melancarkan kempen menderma di kalangan kakitangan bagi membantu seorang staf, Cik Wan Nur Zeehan Wan Ramli Cawangan Kota Bharu yang rumahnya telah mengalami kebakaran dengan kerugian dianggarkan sebanyak RM25,000.00. Kutipan ini telah disampaikan kepada Cik Nur Zeehan di Cawangan Kota Bharu.

### PENGHARGAAN ANUGERAH PERKHIDMATAN

CGC menganjurkan 'Penghargaan Anugerah Perkhidmatan' bagi mengiktiraf sumbangan kakitangan yang telah berkhidmat sekurang-kurangnya 10, 20 dan 30 tahun dan masih kekal komited. Antara 11 kakitangan yang menerima anugerah itu adalah Presiden dan Ketua Pegawai Eksekutif CGC, Datuk Wan Azhar Wan Ahmad yang telah bersama CGC lebih daripada 20 tahun. Anugerah telah disampaikan oleh Pengerusi CGC, Dato' Agil Natt pada 18 Disember 2014.



### MAJLIS BERBUKA PUASA

Sempena bulan Ramadan yang mulia dan dengan semangat penyayang dan memberi, CGC meraikan 54 kanak-kanak dan penjaga dari Pertubuhan Kebajikan Anak Yatim/Miskin Klang (PEYAKIN), Batu Belah Klang pada Majlis Berbuka Puasa. Diadakan di ibu pejabatnya di Kelana Jaya, majlis tersebut juga telah dihadiri oleh kira-kira 200 kakitangan dan ahli keluarga CGC.

Mereka menyertai Presiden dan Ketua Pegawai Eksekutif CGC, Datuk Wan Azhar Wan Ahmad dan kakitangannya dalam tazkirah dan Bacaan yasin yang diketuai oleh Y.Bhg Ustaz Tuan Haji Ahmad Mustafa Mohd Sidin Al-Mukri, Ketua Imam Masjid Sultan Salahuddin Abdul Aziz Shah, Shah Alam. Selepas berbuka puasa, mereka menunaikan solat maghrib dan menyertai tuan rumah untuk hidangan makan malam. Majlis berakhir dengan solat Isyak dan Tarawih. CGC menyumbangkan sebanyak RM5,000 kepada PEYAKIN.



### MAJLIS JAMUAN AIDILFITRI

CGC menganjurkan Jamuan Hari Raya Aidilfitri untuk meraikan akhir Ramadan. Acara itu, yang dianjurkan oleh Pengerusi CGC Dato' Agil Natt dan Presiden dan Ketua Pegawai Eksekutif Datuk Wan Azhar Wan Ahmad telah diadakan di ibu pejabat CGC. Sekitar 600 orang jemputan yang terdiri daripada pengarah, rakan kongsi institusi kewangan, vendor dan kakitangan CGC menghadiri acara tersebut.



Komitmen CGC untuk memberi perkhidmatan pelanggan yang berkualiti tinggi selaras dengan misi syarikat iaitu untuk meningkatkan daya maju perusahaan kecil dan sederhana (PKS) melalui penyediaan produk dan perkhidmatan pada terma yang kompetitif dan dengan tahap profesionalisme, kecekapan dan keberkesanan yang tinggi.

Pada tahun 2013, lebih daripada 9,000 pertanyaan pelanggan telah diterima dari seluruh negara dan berjaya diselesaikan dalam tempoh masa yang termaktub di dalam piagam pelanggan. CGC memastikan bukan hanya kepuasan pelanggan yang lebih tinggi tetapi juga keperluan pelanggan dipenuhi.

Pusat Khidmat Pelanggan CGC mencatat kadar pencapaian sebanyak 97% dari segi Resolusi Panggilan Pertama (FCR). Pencapaian ini mencerminkan peningkatan dalam aliran proses dan sistem perkhidmatan pelanggan CGC. Perkhidmatan ini membolehkan pelanggan kami mendapat maklumat dengan segera dan menyelesaikan apa-apa isu dengan cepat dan berkesan.

Dengan sistem khidmat pelanggan kami yang dipertingkatkan dan menyeluruh yang diuruskan oleh Eksekutif Khidmat Pelanggan, pihak CGC mampu menjawab semua pertanyaan dan membantu pelanggan-pelanggannya untuk memahami produk, perkhidmatan dan proses dengan lebih baik.

Peranan Pusat Khidmat Pelanggan juga telah diperluaskan untuk menyokong fokus CGC dalam menggerakkan pertumbuhan bagi jangkauan yang lebih luas pada 2014. Bidang tumpuan, antara lain, adalah seperti berikut:

- Berfungsi menyediakan sokongan yang bermatlamat untuk melengkapkan aliran proses CGC dengan menepati Masa Pemulihan (TAT)
- Menyediakan fungsi sokongan dengan matlamat untuk melengkapkan aliran proses CGC serta mencapai Masa Pemulihan (TAT).



Menyedari hakikat bahawa pelanggan-pelanggan CGC adalah sebahagian daripada sector PKS dan kejayaan mereka adalah kejayaan CGC, kami akan terus memberi skim jaminan yang lebih mudah diakses melalui pelbagai program pembiayaan dan aktiviti kepada pelanggan kami. Pada 2012, CGC telah mengadakan siri jelajah di seluruh negara untuk meningkatkan kesedaran terhadap skim-skim dan lain-lain perkhidmatan yang kami tawarkan.

Operasi rangkaian cawangan di seluruh negara membolehkan CGC memupuk hubungan yang baik dan memahami PKS tempatan. CGC dapat mendekati komuniti perniagaan tempatan, menyediakan sokongan kewangan dan khidmat nasihat. Lanjutan daripada inisiatif ini, peranan cawangan juga telah dipertingkatkan

CGC juga telah mengambil inisiatif untuk membantu penguasha Bumiputera melalui pelbagai program nasihat dan latihan. Ia juga bekerja erat dengan dewan perniagaan dan agensi berkaitan bagi menjalankan program bersama yang bertujuan untuk membolehkan komuniti Bumiputera berdaya maju mendapat pembiayaan yang amat diperlukannya untuk perniagaan mereka.

Kami ambil perhatian kepentingan PKS dan memberikan yang terbaik bagi PKS supaya dapat membantu menjayakan perniagaan mereka. Kami sentiasa optimistik bahawa semua usaha yang telah dilaksanakan CGC akan membolehkan perkhidmatan pelanggannya terus berada pada tahap yang tertinggi selalu.



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Para pengarah dengan sukacitanya membentangkan laporan dan penyata kewangan Kumpulan dan Syarikat yang telah diaudit bagi tahun kewangan berakhir 31 Disember 2013.

## KEGIATAN UTAMA

Syarikat secara dasarnya telah terlibat dalam menyediakan jaminan-jaminan, pinjaman-pinjaman dan pembiayaan. Aktiviti utama subsidiari adalah menyediakan perkhidmatan rujukan kredit, penilaian kredit dan perkhidmatan-perkhidmatan lain yang berkaitan dengan biro kredit. Tiada perubahan yang ketara dalam aktiviti-aktiviti utama sepanjang tahun kewangan.

Syarikat memberi jaminan terhadap kemudahan-kemudahan kredit yang diberikan oleh institusi-institusi kewangan kepada peminjam-peminjam/pelanggan-pelanggan di bawah skim-skim berikut:

- Skim Kredit "Enhancer" (Semakan 4) – (ENHANCER (SEMAKAN 4));
- Skim Kredit "Enhancer" – Islam (Semakan 4) – (ENHANCER-i (SEMAKAN 4));
- Skim Jaminan Laluan Terus "Start Up" (Semakan 2) – (SJLT-Start Up (SEMAKAN 2));
- "Enhancer" Bumi Konvensional;
- "Enhancer" Bumi Islam – (Enhancer Bumi-i);
- "Enhancer Excel";
- "Enhancer" Ekspres (ENHANCER Ekspres);
- Skim Pembiayaan Francais (<1.0 juta) – (SPF (<1.0 juta));
- Skim Pembiayaan Francais (>1.0 juta) – (SPF (>1.0 juta));
- Skim Jaminan Anjal – TIKS 2 (Semakan 2) – (SJA-TIKS 2 (SEMAKAN 2));
- Skim Jaminan Anjal – TIKS 2 – Islam (Semakan 2) – (SJA-TIKS 2-i (SEMAKAN 2));
- Skim Jaminan Anjal – Tabung Usahawan Baru 2 (Semakan 2) – (SJA-TUB 2 (SEMAKAN 2));
- Skim Jaminan Anjal – Tabung Usahawan Baru 2 – Islam (Semakan 2) – (SJA-TUB 2-i (SEMAKAN 2));
- Skim Pembiayaan Teknologi Hijau (Pengeluar) (Semakan) – (SPTH – Pengeluar (SEMAKAN));
- Skim Pembiayaan Teknologi Hijau Islam (Pengeluar) (Semakan) – (SPTH-i Pengeluar (SEMAKAN));
- Skim Pembiayaan Teknologi Hijau (Pengguna) (Semakan) – (SPTH Pengguna (SEMAKAN));
- Skim Pembiayaan Teknologi Hijau Islam (Pengguna) (Semakan) – (SPTH-i Pengguna (SEMAKAN));
- Jaminan Potfolio bersama Alliance Bank – Tranche 1 – (JP ALBB – Tranche 1);
- Jaminan Potfolio bersama Pengekalan Peminjam-peminjam Sedia ada Maybank Tranche 1 (JP MBBSJA – Tranche 1);
- Jaminan Potfolio bersama Pelanggan Baru & Sedia ada Maybank – Tranche 1 – (JP MBBNEW – Tranche 1);
- Jaminan Potfolio Extra-i bersama MIB – Tranche 1 – (JPX-i MIB – Tranche 1);
- Jaminan Potfolio Extra bersama MBB – Tranche 2 – (JPX MBB – Tranche 2);
- Jaminan Potfolio-i Maybank Islam Pelanggan Baru & Sedia ada – Tranche 2 – (JP-i MIB Tranche 2);
- Jaminan Potfolio Maybank Pelanggan Baru dan Sedia ada – Tranche 3 – (JP MBB – Tranche 3);

### KEGIATAN UTAMA (SAMBUNGAN)

Syarikat memberi jaminan terhadap kemudahan-kemudahan kredit yang diberikan oleh institusi-institusi kewangan kepada peminjam-peminjam/pelanggan-pelanggan di bawah skim-skim berikut: (SAMBUNGAN)

- Jaminan Potfolio Bumi-i Maybank Islamic – Tranche 3 – (JP Bumi-i Tranche 3);
- Jaminan Potfolio bersama OCBC – Tranche 1 – (JP OCBC – Tranche 1);
- Jaminan Potfolio bersama PBB – Tranche 1 – (JP PBB – Tranche 1);
- Jaminan Potfolio bersama RHB – Tranche 1 – (JP RHB – Tranche 1);
- Jaminan Potfolio Islam bersama Standard Chartered Saadiq – Tranche 1 – (JP Islam Saadiq – Tranche 1);
- “SmallBiz” Ekspres – (Konvensional – SBE);
- “SmallBiz” Ekspres – (Islam – SBE-i); dan
- Tabung Projek Usahawan Bumiputera – Islam (Semakan) – (TPUB-i (SEMAKAN)).

Berikut adalah skim-skim yang telah ditamatkan operasinya, tetapi masih belum dilupuskan sepenuhnya:

- Skim Jaminan Laluan Terus – SJLT;
- Skim Jaminan Laluan Terus – Skim Kemudahan Bantuan PKS (Konvensional) – (SJLT – SKB PKS);
- “Enhancer” Terus;
- Dana Pinjaman bagi TPK’90 – (TPPK’90);
- Jaminan Potfolio bersama Standard Chartered Bank – Tranche 1 – (JP SCB – Tranche 1);
- Jaminan Potfolio bersama Standard Chartered Bank – Tranche 2 – (JP SCB – Tranche 2);
- Jaminan Potfolio bersama Standard Chartered Bank – Tranche 3 – (JP SCB – Tranche 3);
- Jaminan Potfolio bersama Standard Chartered Bank – Tranche 4 – (JP SCB – Tranche 4);
- Jaminan Potfolio bersama Standard Chartered Bank – Tranche 5 – (JP SCB – Tranche 5);
- Jaminan Potfolio bersama Standard Chartered Bank – Tranche 6 – (JP SCB – Tranche 6);
- Skim Jaminan Usahawan Kecil – (SJUK);
- Skim Jaminan Usahawan Kecil – BUMI – (SJUK – B);
- Skim Jaminan Usahawan Kecil (Semakan) – (SJUK (SEMAKAN));
- Skim Jaminan Usahawan Kecil – Bumi (Semakan) – (SJUK – Bumi (SEMAKAN));
- Kemudahan Bantuan PKS – Konvensional (SKB PKS – Konvensional);
- Kemudahan Bantuan PKS – Islam (SKB PKS-i);
- Skim Bantuan Jaminan PKS – Konvensional (SBJ PKS);
- Skim Bantuan Jaminan PKS – Islam (SBJ PKS-i);
- Skim Kemudahan Permodenan PKS (Konvensional) – (SKP PKS Konvensional); dan
- Skim Kemudahan Permodenan PKS – Islam (SKP PKS-i).

## HASIL KEWANGAN

|                                       | Kumpulan<br>RM'000 | Syarikat<br>RM'000 |
|---------------------------------------|--------------------|--------------------|
| Keuntungan bersih bagi tahun kewangan | 173,147            | 121,063            |

## DIVIDEN

Sehingga tahun kewangan yang lepas, Syarikat tidak mengistiharkan atau membayar sebarang dividen. Para pengarah tidak mencadangkan sebarang bayaran dividen bagi tahun kewangan berakhir 31 Disember 2013.

## RIZAB DAN PERUNTUKAN

### (a) Rizab

Para pengarah telah meluluskan pindahan sebanyak RM37,574,000 dari pendapatan terkumpul Syarikat pada tahun ini ke rizab-rizab berikut:

|                                 | RM'000 |
|---------------------------------|--------|
| Rizab Program Khas (Nota 18(a)) | 8,194  |
| Rizab SPI (Nota 18 (b))         | (327)  |
| Rizab Khas (Nota 18 (c))        | 29,707 |
|                                 | 37,574 |

### (b) Peruntukan untuk tuntutan-tuntutan di bawah Skim-skim Jaminan

Bagi tahun ini, peruntukan sebanyak RM61,776,000 yang mewakili tuntutan yang mungkin dibuat terhadap Syarikat, telah dicajkan ke atas penyata pendapatan komprehensif.

## HUTANG LAPUK DAN HUTANG RAGU

Sebelum penyata kewangan Kumpulan dan Syarikat disediakan, para pengarah telah mengambil langkah-langkah yang sewajarnya untuk menentukan tindakan telah diambil berhubung dengan penghapusan hutang lapuk dan penyediaan peruntukan hutang ragu, dan telah berpuas hati bahawa semua hutang lapuk telah dihapuskan dan peruntukan hutang ragu dan pembiayaan yang mencukupi telah disediakan.

Pada tarikh laporan ini, para pengarah tidak mengetahui tentang sebarang keadaan yang memerlukan mana-mana hutang dihapuskan sebagai hutang lapuk atau jumlah peruntukan hutang ragu yang disediakan di dalam penyata kewangan Kumpulan dan Syarikat tidak mencukupi pada tahap yang ketara.

### ASET SEMASA

Sebelum penyata kewangan Kumpulan dan Syarikat disediakan, para pengarah telah mengambil langkah-langkah yang sewajarnya untuk memastikan bahawa harta semasa, yang tidak berkemungkinan menunjukkan nilai buku yang sebenar dalam urusan perniagaan biasa Kumpulan dan Syarikat, telah diturun nilai ke paras yang dijangka dapat dihasilkan.

Pada tarikh laporan ini, para pengarah tidak mengetahui tentang sebarang keadaan di mana nilai harta semasa Kumpulan dan Syarikat di dalam penyata kewangan disalah tafsirkan.

### KAEDAH MENILAI

Pada tarikh laporan ini, para pengarah tidak mengetahui tentang sebarang keadaan yang wujud berkaitan dengan kaedah penilaian harta atau tanggungan Kumpulan dan Syarikat yang boleh mengelirukan atau tidak tepat.

### LIABILITI LUARJANGKA DAN LAIN-LAIN LIABILITI

Pada tarikh laporan ini, tidak terdapat:

- (a) sebarang gadaian ke atas harta Kumpulan dan Syarikat yang timbul sejak akhir tahun kewangan bagi menjamin liabiliti mana-mana pihak lain; dan
- (b) apa-apa liabiliti luarjangka ke atas Kumpulan dan Syarikat yang timbul sejak akhir tahun kewangan selain daripada perjalanan biasa perniagaan atau aktiviti-aktiviti Kumpulan.

Tidak ada liabiliti luarjangka atau lain-lain liabiliti Kumpulan dan Syarikat yang telah atau mungkin dituntut dalam jangkamasa dua belas bulan selepas akhir tahun kewangan yang mana, mengikut pendapat para pengarah, akan atau boleh menjejaskan keupayaan Kumpulan dan Syarikat dalam memenuhi tanggungan apabila tiba masanya.

### PERUBAHAN KEADAAN

Pada tarikh laporan ini, para pengarah tidak mengetahui tentang sebarang keadaan yang tidak dinyatakan dalam laporan ini atau penyata kewangan Kumpulan dan Syarikat yang boleh membuat jumlah yang dinyatakan di dalam penyata kewangan Kumpulan dan Syarikat mengelirukan atau tidak sesuai.



## PERKARA-PERKARA YANG LUARBIASA

Mengikut pendapat para pengarah:

- (a) hasil dari operasi Kumpulan dan Syarikat bagi tahun kewangan tidak terjejas dengan ketara oleh sebarang butiran, transaksi atau kejadian penting dan luarbiasa; dan
- (b) tiada butiran, urusaniaga atau kejadian penting dan luarbiasa yang berbangkit di antara akhir tahun kewangan hingga tarikh laporan ini, yang akan menjejaskan dengan nyata hasil operasi Kumpulan dan Syarikat bagi tahun kewangan yang mana laporan ini dihasilkan.

## PENGARAH-PENGARAH

Pengarah-pengarah Syarikat yang memegang jawatan semenjak tarikh laporan yang terakhir sehingga tarikh laporan ini adalah seperti berikut:

Dato' Agil Natt (Pengerusi) – Dilantik pada 18 Jun 2013

Datuk Wan Azhar Wan Ahmad – Pengarah Eksekutif

Encik Md. Yusof Hussin

Dato' Mohd Hanif Sher Mohamed

Datuk P. Kasi

Datuk Zaiton Mohd Hassan

Datuk David Chua Kok Tee

Encik Chew Sun Teong

Dato' Syed Moheeb Syed Kamarulzaman – Dilantik pada 15 Januari 2014

Datuk Mohd Nasir Ahmad – Dilantik pada 3 Mac 2014

Encik Mohamed Rashdi Mohamed Ghazalli – Dilantik pada 3 Mac 2014

Dato' Sri Abdul Hamidy Abdul Hafiz (Pengerusi) – Meletak jawatan pada 1 Jun 2013

## KEPENTINGAN PENGARAH

Mengikut pendaftaran pemegang saham Pengarah, tidak ada pengarah yang memiliki kepentingan di dalam saham, atau debentur Syarikat dan syarikat-syarikat berkaitan pada tahun kewangan.

### FAEDAH PENGARAH

Semenjak penghujung tahun kewangan yang lepas, tidak ada pengarah Syarikat yang telah menerima atau berkecualan menerima apa-apa faedah (selain dari faedah saraan pengarah seperti dinyatakan dalam Nota 41 pada penyata-penyata kewangan) mengikut kontrak yang dibuat oleh Syarikat dengan pengarah atau dengan firma di mana pengarah itu adalah ahli, atau dengan syarikat lain di mana pengarah mempunyai kepentingan kewangan yang ketara.

Sepanjang dan pada akhir tahun kewangan, Syarikat tidak terlibat dalam sebarang perancangan yang bertujuan membolehkan pengarah memperoleh manfaat melalui pembelian saham atau debentur Syarikat atau mana-mana syarikat lain.

### JURUAUDIT

Juruaudit, PricewaterhouseCoopers, telah menyatakan kesanggupan mereka untuk meneruskan perkhidmatan.

Ditandatangani bagi pihak Lembaga Pengarah mengikut resolusi bertarikh 28 Mei 2014.



**DATO' AGIL NATT**  
Pengerusi

Kuala Lumpur  
28 Mei 2014



**DATUK ZAITON MOHD HASSAN**  
Pengarah

# PENYATA KEDUDUKAN KEWANGAN

PADA 31 DISEMBER 2013

Laporan Tahunan  
2013

Powering Malaysian SMEs

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|   |      | Kumpulan             |                      |                      | Syarikat             |                      |                      |
|---|------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|   | Nota | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 |
| <b>ASET-ASET</b>  |      |                      |                      |                      |                      |                      |                      |
| Hartanah, loji dan peralatan  | 4    | 19,961               | 25,926               | 32,791               | 19,809               | 25,554               | 32,109               |
| Aset-aset tidak ketara  | 5    | 14,546               | 12,192               | 14,683               | 8,300                | 6,212                | 9,056                |
| Pelaburan dalam subsidiari  | 6    | –                    | –                    | –                    | 9,900                | 9,900                | 9,900                |
| Pelaburan dalam syarikat bersekutu  | 7    | 618,888              | 570,068              | 526,656              | 500,200              | 500,200              | 500,200              |
| Dana pelaburan: sedia untuk jualan ("AFS")                                    | 8    | 30,943               | 24,356               | 24,205               | 30,943               | 24,356               | 24,205               |
| Produk berstruktur: Nilai saksama melalui untung atau rugi ("FVTPL")          | 9    | 669,195              | 676,362              | 629,499              | 669,195              | 676,362              | 629,499              |
| Aset kewangan: AFS  | 10   | 400,652              | 446,869              | 556,014              | 400,652              | 446,869              | 556,014              |
| Pelaburan di dalam sekuriti: Nilai saksama melalui untung atau rugi ("FVTPL") | 11   | 774,359              | 941,505              | 862,319              | 774,359              | 941,505              | 862,319              |
| Simpanan tetap  | 12   | 1,582,169            | 2,016,385            | 1,850,677            | 1,582,169            | 2,016,385            | 1,850,677            |
| Pinjaman, pendahuluan dan pembiayaan  | 13   | 303,717              | 349,173              | 391,034              | 303,717              | 349,173              | 391,034              |
| Pinjaman belum dibayar daripada subsidiari                                    | 14   | –                    | –                    | –                    | 1,243                | 1,265                | 896                  |
| Jumlah belum dibayar daripada subsidiari                                      | 14   | –                    | –                    | –                    | 950                  | 830                  | 2                    |
| Jumlah belum dibayar daripada Bank Negara Malaysia ("BNM")                    | 15   | 6,624                | 6,123                | 19,933               | 6,624                | 6,123                | 19,933               |
| Penghutang perniagaan dan lain-lain penghutang                                | 16   | 8,500                | 4,454                | 34,071               | 5,866                | 2,952                | 33,189               |
| Aset cukai tertunda   | 37   | 1,043                | –                    | –                    | –                    | –                    | –                    |
| Tunai dan setara tunai  |      | 65,916               | 37,899               | 23,281               | 65,545               | 37,303               | 22,953               |
| <b>JUMLAH ASET-ASET</b>   |      | <b>4,496,513</b>     | <b>5,111,312</b>     | <b>4,965,163</b>     | <b>4,379,472</b>     | <b>5,044,989</b>     | <b>4,941,986</b>     |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan.

# PENYATA KEDUDUKAN KEWANGAN

PADA 31 DISEMBER 2013

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|  | Nota | Kumpulan             |                      |                      | Syarikat             |                      |                      |
|--|------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|  |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 01.01.2012<br>RM'000 |
| <b>EKUITI DAN LIABILITI-LIABILITI</b>                                |      |                      |                      |                      |                      |                      |                      |
| <b>Ekuiti Yang Diagihkan Kepada Pemegang-pemegang Saham Syarikat</b> |      |                      |                      |                      |                      |                      |                      |
| Modal Saham  | 17   | 1,585,600            | 1,585,600            | 1,585,600            | 1,585,600            | 1,585,600            | 1,585,600            |
| Rizab-rizab  | 18   | 1,195,496            | 1,022,349            | 801,988              | 1,081,593            | 960,530              | 783,800              |
| Rizab sedia untuk jualan   | 19   | 5,188                | 5,367                | 4,971                | 7,500                | 5,013                | 4,232                |
|  |      | <b>2,786,284</b>     | 2,613,316            | 2,392,559            | <b>2,674,693</b>     | 2,551,143            | 2,373,632            |
| Kepentingan tidak dikawal  |      | 2,296                | 2,010                | 1,944                | –                    | –                    | –                    |
| <b>JUMLAH EKUITI</b>   |      | <b>2,788,580</b>     | 2,615,326            | 2,394,503            | <b>2,674,693</b>     | 2,551,143            | 2,373,632            |
| <b>LIABILITI-LIABILITI</b>   |      |                      |                      |                      |                      |                      |                      |
| Pinjaman daripada Bank Negara Malaysia                               | 20   | 800,000              | 800,000              | 800,000              | 800,000              | 800,000              | 800,000              |
| Skim Jaminan Usahawan Kecil  | 21   | 55,479               | 57,313               | 59,079               | 55,479               | 57,313               | 59,079               |
| Tabung Usahawan Kecil  | 22   | 32,609               | 31,319               | 30,079               | 32,609               | 31,319               | 30,079               |
| Dana-dana Kerajaan   | 23   | 152,842              | 151,842              | 151,842              | 152,842              | 151,842              | 151,842              |
| Saham Keutamaan  | 24   | 200,000              | 200,000              | 200,000              | 200,000              | 200,000              | 200,000              |
| Skim Kemudahan Permodenan dan Bantuan PKS                            | 25   | 150,000              | 850,000              | 850,000              | 150,000              | 850,000              | 850,000              |
| Tabung Pembiayaan Usahawan Kecil                                     | 26   | 11,075               | 11,108               | 12,424               | 11,075               | 11,108               | 12,424               |
| Pinjaman daripada kepentingan tidak dikawal                          | 28   | 564                  | 575                  | 407                  | –                    | –                    | –                    |
| Jumlah belum berbayar kepada subsidiari                              | 14   | –                    | –                    | –                    | –                    | –                    | 740                  |
| Peruntukan tuntutan bagi Skim-skim Jaminan                           | 27   | 47,239               | 68,159               | 187,834              | 47,239               | 68,159               | 187,834              |
| Tuntutan-tuntutan pemiutang  |      | 105,250              | 177,824              | 153,478              | 105,250              | 177,824              | 153,478              |
| Lain-lain pemiutang  | 28   | 152,875              | 147,846              | 125,517              | 150,285              | 146,281              | 122,878              |
| <b>JUMLAH LIABILITI-LIABILITI</b>                                    |      | <b>1,707,933</b>     | 2,495,986            | 2,570,660            | <b>1,704,779</b>     | 2,493,846            | 2,568,354            |
| <b>JUMLAH EKUITI DAN LIABILITI-LIABILITI</b>                         |      | <b>4,496,513</b>     | 5,111,312            | 4,965,163            | <b>4,379,472</b>     | 5,044,989            | 4,941,986            |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan.

# PENYATA PENDAPATAN KOMPREHENSIF

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|  | Nota | Kumpulan       |                | Syarikat       |                |
|--|------|----------------|----------------|----------------|----------------|
|  |      | 2013<br>RM'000 | 2012<br>RM'000 | 2013<br>RM'000 | 2012<br>RM'000 |
| Pendapatan   | 32   | 123,682        | 149,554        | 116,819        | 142,537        |
| Pendapatan daripada pelaburan  | 33   | 105,640        | 197,195        | 105,640        | 197,189        |
|  |      | 229,322        | 346,749        | 222,459        | 339,726        |
| Lain-lain pendapatan operasi   | 34   | 58,912         | 65,150         | 59,275         | 65,435         |
| <b>Jumlah pendapatan</b>   |      | <b>288,234</b> | <b>411,899</b> | <b>281,734</b> | <b>405,161</b> |
| Perbelanjaan kakitangan  | 35   | 39,987         | 40,485         | 38,268         | 38,765         |
| Susut nilai hartanah, loji dan peralatan   |      | 3,963          | 4,592          | 3,666          | 4,196          |
| Pelunasan aset-aset tidak ketara   |      | 5,402          | 6,375          | 3,458          | 4,318          |
| Peruntukan tuntutan di bawah Skim-skim Jaminan (bersih)                            |      | 61,776         | 81,269         | 61,776         | 81,269         |
| Peruntukan kemerosotan ke atas nilai pinjaman, pendahuluan dan pembiayaan (bersih) |      | 25,207         | 71,320         | 25,207         | 71,320         |
| Perbelanjaan faedah ke atas pinjaman daripada Kerajaan                             |      | 4,500          | 4,500          | 4,500          | 4,500          |
| Lain-lain perbelanjaan operasi   |      | 26,778         | 26,792         | 23,796         | 24,063         |
| <b>Jumlah perbelanjaan operasi</b>   |      | <b>167,613</b> | <b>235,333</b> | <b>160,671</b> | <b>228,431</b> |
| Perkongsi hasil keuntungan selepas cukai daripada syarikat bersekutu               |      | 51,486         | 43,797         | -              | -              |
| <b>Keuntungan sebelum cukai</b>  | 36   | <b>172,107</b> | 220,363        | <b>121,063</b> | 176,730        |
| Cukai  | 37   | 1,040          | (2)            | -              | -              |
| <b>Keuntungan bersih bagi tahun kewangan</b>                                       |      | <b>173,147</b> | 220,361        | <b>121,063</b> | 176,730        |
| <b>Pendapatan komprehensif yang lain:</b>  |      |                |                |                |                |
| <b>Perkara yang boleh dikelaskan semula kepada keuntungan atau kerugian</b>        |      |                |                |                |                |
| Rizab sedia untuk jualan   |      |                |                |                |                |
| - Keuntungan nilai saksama bersih ke atas aset kewangan sedia untuk jualan         |      | 2,487          | 781            | 2,487          | 781            |
| - Perkongsian lain-lain pendapatan komprehensif dari syarikat bersekutu            |      | (2,666)        | (385)          | -              | -              |
| <b>Pendapatan komprehensif yang lain bagi tahun</b>                                |      | <b>(179)</b>   | 396            | <b>2,487</b>   | 781            |
| <b>Jumlah pendapatan komprehensif bagi tahun kewangan</b>                          |      | <b>172,968</b> | 220,757        | <b>123,550</b> | 177,511        |
| Keuntungan bersih tahun kewangan boleh diagihkan kepada:                           |      |                |                |                |                |
| Pemegang Ekuiti Syarikat   |      | 172,861        | 220,295        | 121,063        | 176,730        |
| Kepentingan tidak dikawal  |      | 286            | 66             | -              | -              |
|  |      | <b>173,147</b> | 220,361        | <b>121,063</b> | 176,730        |
| Jumlah pendapatan komprehensif bagi tahun kewangan boleh diagihkan kepada:         |      |                |                |                |                |
| Pemegang Ekuiti Syarikat   |      | 172,682        | 220,691        | 123,550        | 177,511        |
| Kepentingan tidak dikawal  |      | 286            | 66             | -              | -              |
|  |      | <b>172,968</b> | 220,757        | <b>123,550</b> | 177,511        |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan

# PENYATA PERUBAHAN EKUITI

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| Kumpulan   | Nota | ← Boleh diagihkan kepada pemegang ekuiti Syarikat → |                              |  |                      |                     |                                |                                     | Jumlah Ekuiti<br>RM'000 |
|--|------|---|------------------------------|--|----------------------|---------------------|--------------------------------|-------------------------------------|-------------------------|
|  |      | RM'000  | Rizab Program Khas<br>RM'000 | Rizab Skim Perbankan Islam ("SPI")<br>RM'000 | Rizab Khas<br>RM'000 | Rizab AFS<br>RM'000 | Pendapatan Berkumpul<br>RM'000 | Kepentingan Tidak Dikawal<br>RM'000 |                         |
| Baki pada 1 Januari 2012                           |      |   |                              |  |                      |                     |                                |                                     |                         |
| – seperti yang telah dinyatakan                    |      | 1,585,600   | 206,839                      | 19,337                                       | 277,656              | 8,604               | 292,723                        | 2,201                               | 2,392,960               |
| Pelarasan tahun lepas                              | 44   | –   | 6,708                        | 356  | 19,677               | (3,633)             | (21,308)                       | (257)                               | 1,543                   |
| Baki pada 1 Januari 2012                           |      |   |                              |  |                      |                     |                                |                                     |                         |
| – dinyatakan semula                                |      | 1,585,600   | 213,547                      | 19,693                                       | 297,333              | 4,971               | 271,415                        | 1,944                               | 2,394,503               |
| Jumlah pendapatan komprehensif bagi tahun kewangan |      | –   | –                            | –  | –                    | 396                 | 220,361                        | 66                                  | 220,823                 |
| Pindahan di antara rizab-rizab                     | 18   | –   | 12,208                       | (4,327)                                      | 44,579               | –                   | (52,460)                       | –                                   | –                       |
| Baki pada 31 Disember 2012                         |      | 1,585,600   | 225,755                      | 15,366                                       | 341,912              | 5,367               | 439,316                        | 2,010                               | 2,615,326               |
| Baki pada 1 Januari 2013                           |      |   |                              |  |                      |                     |                                |                                     |                         |
| – seperti yang telah dinyatakan                    |      | 1,585,600   | 213,092                      | 14,584                                       | 300,261              | (36)                | 467,566                        | 2,354                               | 2,583,421               |
| Pelarasan tahun lepas                              | 44   | –   | 12,663                       | 782  | 41,651               | 5,403               | (28,250)                       | (344)                               | 31,905                  |
| Baki pada 1 Januari 2013                           |      |   |                              |  |                      |                     |                                |                                     |                         |
| – dinyatakan semula                                |      | 1,585,600   | 225,755                      | 15,366                                       | 341,912              | 5,367               | 439,316                        | 2,010                               | 2,615,326               |
| Jumlah pendapatan komprehensif bagi tahun kewangan |      | –   | –                            | –  | –                    | (179)               | 173,147                        | 286                                 | 173,254                 |
| Pindahan di antara rizab-rizab                     | 18   | –   | 8,194                        | (327)  | 29,707               | –                   | (37,574)                       | –                                   | –                       |
| Baki pada 31 Disember 2013                         |      | 1,585,600   | 233,949                      | 15,039                                       | 371,619              | 5,188               | 574,889                        | 2,296                               | 2,788,580               |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan

# PENYATA PERUBAHAN EKUITI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2013

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| Syarikat   | Nota | Modal Saham<br>RM'000 | Tidak Boleh Diagihkan        |  |                      | Boleh Diagihkan     |                                | Jumlah Ekuiti<br>RM'000 |
|--|------|-----------------------|------------------------------|--|----------------------|---------------------|--------------------------------|-------------------------|
|  |      |                       | Rizab Program Khas<br>RM'000 | Rizab Skim Perbankan Islam ("SPI")<br>RM'000 | Rizab Khas<br>RM'000 | Rizab AFS<br>RM'000 | Pendapatan Berkumpul<br>RM'000 |                         |
| Baki pada 1 Januari 2012                           |      |                       |                              |  |                      |                     |                                |                         |
| – seperti yang telah dinyatakan                    |      | 1,585,600             | 206,839                      | 19,337                                       | 277,656              | 8,604               | 273,898                        | 2,371,934               |
| Pelarasan tahun lepas                              | 44   | –                     | 6,708                        | 356  | 19,677               | (4,372)             | (20,671)                       | 1,698                   |
| Baki pada 1 Januari 2012                           |      |                       |                              |  |                      |                     |                                |                         |
| – dinyatakan semula                                |      | 1,585,600             | 213,547                      | 19,693                                       | 297,333              | 4,232               | 253,227                        | 2,373,632               |
| Jumlah pendapatan komprehensif bagi tahun kewangan |      | –                     | –                            | –  | –                    | 781                 | 176,730                        | 177,511                 |
| Pindahan di antara rizab-rizab                     | 18   | –                     | 12,208                       | (4,327)                                      | 44,579               | –                   | (52,460)                       | –                       |
| Baki pada 31 Disember 2012                         |      | 1,585,600             | 225,755                      | 15,366                                       | 341,912              | 5,013               | 377,497                        | 2,551,143               |
| Baki pada 1 Januari 2013                           |      |                       |                              |  |                      |                     |                                |                         |
| – seperti yang telah dinyatakan                    |      | 1,585,600             | 213,092                      | 14,584                                       | 300,261              | (36)                | 410,587                        | 2,524,088               |
| Pelarasan tahun lepas                              | 44   | –                     | 12,663                       | 782  | 41,651               | 5,049               | (33,090)                       | 27,055                  |
| Baki pada 1 Januari 2013                           |      |                       |                              |  |                      |                     |                                |                         |
| – dinyatakan semula                                |      | 1,585,600             | 225,755                      | 15,366                                       | 341,912              | 5,013               | 377,497                        | 2,551,143               |
| Jumlah pendapatan komprehensif bagi tahun kewangan |      | –                     | –                            | –  | –                    | 2,487               | 121,063                        | 123,550                 |
| Pindahan di antara rizab-rizab                     | 18   | –                     | 8,194                        | (327)  | 29,707               | –                   | (37,574)                       | –                       |
| Baki pada 31 Disember 2013                         |      | 1,585,600             | 233,949                      | 15,039                                       | 371,619              | 7,500               | 460,986                        | 2,674,693               |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan.

# PENYATA ALIRAN TUNAI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2013

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|   | Kumpulan       |                | Syarikat       |                |
|---|----------------|----------------|----------------|----------------|
|   | 2013<br>RM'000 | 2012<br>RM'000 | 2013<br>RM'000 | 2012<br>RM'000 |
| <b>ALIRAN TUNAI DARI AKTIVITI OPERASI</b>   |                |                |                |                |
| <b>Keuntungan bersih bagi tahun kewangan</b>  | <b>173,147</b> | 220,361        | <b>121,063</b> | 176,730        |
| <i>Pelarasan untuk:</i>   |                |                |                |                |
| Susut nilai hartanah, loji dan peralatan  | 3,963          | 4,592          | 3,666          | 4,196          |
| Pelunasan aset-aset tidak ketara  | 5,402          | 6,375          | 3,458          | 4,318          |
| Keuntungan bersih ke atas pelupusan hartanah, loji dan peralatan  | (98)           | (88)           | (98)           | (88)           |
| Hapus kira hartanah, loji dan peralatan   | -              | 2,647          | -              | 2,647          |
| Kerugian/(keuntungan) nilai saksama ke atas produk berstruktur  | 7,867          | (46,402)       | 7,867          | (46,402)       |
| Kerugian ke atas jualan pelaburan AFS   | 2,371          | 2,441          | 2,371          | 2,441          |
| Keuntungan ke atas jualan pelaburan FVTPL   | (9,657)        | (32,322)       | (9,657)        | (32,322)       |
| Kerugian/(keuntungan) belum perolehi atas penilaian pelaburan FVTPL   | 12,987         | (8,200)        | 12,987         | (8,200)        |
| Pertambahan diskaun ke atas pelaburan AFS   | (621)          | (887)          | (621)          | (887)          |
| Pelunasan premium ke atas pelaburan FVTPL   | 6,348          | 5,768          | 6,348          | 5,768          |
| Peruntukan tuntutan bagi Skim-skim Jaminan  | 61,776         | 81,269         | 61,776         | 81,269         |
| Peruntukan bagi kerugian rosot nilai atas pinjaman, pendahuluan dan pembiayaan  | 25,207         | 71,320         | 25,207         | 71,320         |
| Pelunasan pendapatan tertunda   | (3,456)        | (3,474)        | (3,456)        | (3,474)        |
| Pertambahan pinjaman Kerajaan   | 3,456          | 3,474          | 3,456          | 3,474          |
| Pendapatan faedah daripada subsidiari   | -              | -              | (62)           | (48)           |
| Perbelanjaan faedah ke atas pinjaman daripada Kerajaan  | 4,500          | 4,500          | 4,500          | 4,500          |
| Perkongsian keuntungan syarikat bersekutu   | (51,486)       | (43,797)       | -              | -              |
| Cukai   | (1,040)        | 2              | -              | -              |
| Perkongsian keuntungan kepentingan tidak dikawal  | 286            | 66             | -              | -              |
|   | <b>240,952</b> | 267,645        | <b>238,805</b> | 265,242        |
| Tambahan faedah akan diterima ke atas produk berstruktur (Tambahan)/kurangan dalam jumlah belum dibayar daripada subsidiari | (701)          | (461)          | (701)          | (461)          |
| (Tambahan)/kurangan dalam jumlah belum dibayar daripada BNM   | -              | -              | (120)          | (828)          |
| (Tambahan)/kurangan dalam jumlah belum dibayar daripada BNM   | (501)          | 13,810         | (501)          | 13,810         |
| Tambahan/(kurangan) penghutang perniagaan dan lain-lain penghutang  | (4,045)        | 29,618         | (2,913)        | 30,237         |
| Kurangan/(tambahan) dalam pinjaman, pendahuluan dan pembiayaan  | 20,249         | (29,459)       | 20,249         | (29,459)       |
| Kurangan ke atas tuntutan-tuntutan pemiutang  | (155,271)      | (176,598)      | (155,271)      | (176,598)      |
| Tambahan ke atas penghutang perniagaan dan lain-lain penghutang   | 8,486          | 25,803         | 7,461          | 26,876         |
| Kurangan dalam jumlah belum dibayar daripada subsidiari   | -              | -              | -              | (740)          |
| <b>Tunai dijana daripada/(digunakan dalam) aktiviti operasi</b>   | <b>109,169</b> | 130,358        | <b>107,009</b> | 128,079        |
| Cukai dibayar   | (2)            | (4)            | -              | -              |
| <b>Tunai bersih digunakan dalam aktiviti operasi</b>  | <b>109,167</b> | 130,354        | <b>107,009</b> | 128,079        |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan.



# PENYATA ALIRAN TUNAI

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|  | Kumpulan         |                  | Syarikat         |                  |
|--|------------------|------------------|------------------|------------------|
|  | 2013<br>RM'000   | 2012<br>RM'000   | 2013<br>RM'000   | 2012<br>RM'000   |
| <b>ALIRAN TUNAI DARIPADA AKTIVITI PELABURAN</b>                          |                  |                  |                  |                  |
| Perolehan daripada pelupusan hartanah, loji dan peralatan                | 203              | 180              | 203              | 180              |
| Pembelian hartanah, loji dan peralatan                                   | (3,650)          | (1,939)          | (3,572)          | (1,853)          |
| Pembelian aset-aset tidak ketara   | (2,210)          | (2,410)          | -                | -                |
| Pembayaran pinjaman belum dibayar daripada subsidiari                    | -                | 168              | 84               | -                |
| Pengeluaran pinjaman belum dibayar daripada subsidiari                   | -                | -                | -                | (321)            |
| Modal bersih (sumbangan)/pengagihan dalam dana pelaburan                 | (1,926)          | 2,235            | (1,926)          | 2,235            |
| Pembelian pelaburan AFS  | (160,140)        | -                | (160,140)        | -                |
| Pembelian pelaburan FVTPL  | (470,009)        | (1,402,739)      | (470,009)        | (1,402,739)      |
| Perolehan daripada penjualan pelaburan AFS                               | 202,433          | 105,986          | 202,433          | 105,986          |
| Perolehan dari penjualan pelaburan FVTPL                                 | 627,477          | 1,358,307        | 627,477          | 1,358,307        |
| Kurangan/(tambahan) simpanan tetap                                       | 434,216          | (165,708)        | 434,216          | (165,708)        |
| <b>Tunai bersih digunakan dalam/(dijana) daripada aktiviti pelaburan</b> | <b>626,394</b>   | <b>(105,920)</b> | <b>628,766</b>   | <b>(103,913)</b> |
| <b>ALIRAN TUNAI DARIPADA AKTIVITI PEMBIAYAAN</b>                         |                  |                  |                  |                  |
| Pembayaran balik pinjaman kepada kepentingan tidak dikawal               | (11)             | -                | -                | -                |
| Pembayaran balik Skim Jaminan Usahawan Kecil                             | (4,000)          | (4,000)          | (4,000)          | (4,000)          |
| Pembayaran balik Skim Kemudahan Permodenan dan Bantuan PKS               | (700,000)        | -                | (700,000)        | -                |
| Pembayaran balik dana-dana Kerajaan                                      | (3,500)          | (4,500)          | (3,500)          | (4,500)          |
| Pembayaran balik Tabung Pembiayaan Usahawan Kecil                        | (33)             | (1,316)          | (33)             | (1,316)          |
| <b>Tunai bersih digunakan dalam aktiviti pembiayaan</b>                  | <b>(707,544)</b> | <b>(9,816)</b>   | <b>(707,533)</b> | <b>(9,816)</b>   |
| <b>PENINGKATAN BERSIH TUNAI DAN SETARA TUNAI DALAM TAHUN KEWANGAN</b>    | <b>28,017</b>    | <b>14,618</b>    | <b>28,242</b>    | <b>14,350</b>    |
| <b>TUNAI DAN SETARA TUNAI PADA AWAL TAHUN KEWANGAN</b>                   | <b>37,899</b>    | <b>23,281</b>    | <b>37,303</b>    | <b>22,953</b>    |
| <b>TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN KEWANGAN</b>                  | <b>65,916</b>    | <b>37,899</b>    | <b>65,545</b>    | <b>37,303</b>    |
| Tunai dan setara tunai merangkumi:<br>Wang tunai dan baki dalam bank     | 65,916           | 37,899           | 65,545           | 37,303           |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

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### 1. MAKLUMAT AM

Kegiatan utama Syarikat adalah memberi jaminan, pinjaman dan pembiayaan. Aktiviti utama subsidiari adalah menyediakan perkhidmatan rujukan kredit, penilaian kredit serta perkhidmatan yang berkaitan dengan biro kredit. Tiada sebarang perubahan yang ketara dalam kegiatan utama sepanjang tahun kewangan.

Syaikat ini adalah syarikat awam yang mempunyai liabiliti terhadap, ditubuhkan dan bermastautin di Malaysia.

Alamat pejabat berdaftar Syarikat ialah di Aras 14, Bangunan CGC, Kelana Business Centre, No. 97, Jalan SS 7/2, 47301 Petaling Jaya, Selangor.

Tempat urusan perniagaan utama Syarikat ialah di Aras 8, Bangunan CGC, Kelana Business Centre, No. 97, Jalan SS 7/2, 47301 Petaling Jaya, Selangor.

Penyata kewangan telah diluluskan untuk diterbitkan dengan resolusi Lembaga Pengarah pada 28 Mei 2014.

### 2. DASAR-DASAR PERAKAUNAN UTAMA

Dasar-dasar perakaunan berikut telah digunakan secara konsisten dalam menangani perkara-perkara yang dianggap penting berhubung dengan penyata kewangan kecuali dinyatakan sebaliknya.

#### 2.1 Asas Penyediaan

Penyata kewangan Kumpulan dan Syarikat telah disediakan mengikut peruntukan Piawaian Laporan Kewangan Malaysia ("MFRS"), Piawaian Laporan Kewangan Antarabangsa ("IFRS"), dan keperluan dalam Akta Syarikat, 1965 di Malaysia.

Penyediaan penyata kewangan yang mematuhi MFRS memerlukan penggunaan anggaran perakaunan yang kritikal serta andaian yang memberi kesan kepada jumlah aset dan liabiliti dan pendedahan aset dan liabiliti luar jangka pada tarikh penyata kewangan, dan jumlah hasil dan perbelanjaan dalam tempoh yang dilaporkan. Pertimbangan para pengarah juga diperlukan dalam proses mengguna pakai dasar perakaunan Syarikat. Walaupun anggaran dan pertimbangan tersebut dibuat berdasarkan kebijaksanaan Pengarah-pengarah tentang peristiwa dan tindakan terkini, namun keputusan sebenar mungkin berbeza.

Perkara yang melibatkan tahap pertimbangan yang lebih tinggi atau kompleks, atau perkara yang andaian dan anggaran memberi impak yang ketara kepada penyata kewangan didedahkan dalam Nota 3.

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

### 2.1 Asas Penyediaan (sambungan)

(a) **Piawaian, pindaan kepada piawaian yang diumumkan dan interpretasi piawaian sedia ada yang terpakai dan berkuatkuasa bagi Kumpulan dan Syarikat**

Pada 1 Januari 2013, Kumpulan dan Syarikat menerima pakai piawaian mandatori berikut bagi tahun kewangan bermula pada atau selepas 1 Januari 2013:

- MFRS 10, 'Penyata Kewangan Disatukan'
- MFRS 12, 'Pendedahan Kepentingan dalam Entiti Lain'
- MFRS 13, 'Pengukuran Nilai Saksama'
- MFRS 127, 'Penyata Kewangan Berasingan'
- MFRS 128, 'Pelaburan dalam Syarikat Bersekutu dan Usahasama'
- Pindaan kepada MFRS 1, 'Pinjaman Kerajaan'
- Pindaan kepada MFRS 101, 'Pembentangan Butiran Lain-lain Pendapatan Komprehensif'
- Pindaan kepada MFRS 7, 'Instrumen Kewangan: Pendedahan'
- Penambahbaikan tahunan bagi Kitaran MFRS 2009 – 2011

Penggunaan dan penguatkuasaan piawaian, pindaan kepada piawaian yang diterbitkan dan tafsiran kepada piawaian sedia ada tidak memberi apa-apa kesan yang ketara kepada Kumpulan dan Syarikat selain daripada pendedahan yang lebih hebat kepada penyata kewangan.

(b) **Piawaian, pindaan kepada piawaian yang diterbitkan dan interpretasi kepada piawaian sedia ada yang terpakai bagi Kumpulan dan Syarikat tetapi masih belum efektif**

Kumpulan dan Syarikat akan mengguna pakai piawaian baru, pindaan kepada piawaian dan interpretasi dalam tempoh berikut:

- (i) Tahun kewangan bermula pada/selepas 1 Januari 2014
- Pindaan kepada MFRS 132 "Instrumen Kewangan: Pendedahan" (berkuatkuasa dari 1 Januari 2014) tidak mengubah modelimbangan semasa dalam MFRS 132. Ia menjelaskan maksud 'hak penguatkuasaan untuk kontra sekarang' bahawa hak untuk kontra mestilah hak yang ditetapkan pada hari ini (tidak pada peristiwa masa depan) dan mengikut penguatkuasaan undang-undang bagi semua urusan perniagaan. Ia menjelaskan bahawa beberapa mekanisme penyelesaian kasar dengan ciri-ciri yang berkesan bersamaan dengan penyelesaian bersih akan memenuhi pengimbangan kriteria MFRS 132.
  - Pindaan kepada MFRS 10, MFRS 12 dan MFRS 127 (berkuatkuasa dari 1 Januari 2014) memperkenalkan pengecualian kepada penyatuan entiti pelaburan. Entiti pelaburan adalah entiti yang perniagaannya bertujuan untuk melabur dana semata-mata untuk mendapatkan pulangan daripada peningkatan modal, pendapatan pelaburan atau kedua-duanya dan menilai prestasi pelaburan pada asas nilai saksama. Pindaan ini memerlukan entiti pelaburan mengukur prestasi pelaburan subsidiari mereka pada nilai saksama dan bukannya pada nilai penyatuan mereka.

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

### 2.1 Asas Penyediaan (sambungan)

#### (b) Piawaian, pindaan kepada piawaian yang diterbitkan dan interpretasi kepada piawaian sedia ada yang terpakai bagi Kumpulan dan Syarikat tetapi masih belum efektif (sambungan)

(ii) Tarikh penguatkuasaan belum ditentukan oleh Lembaga Piawaian Perakaunan Malaysia

- MFRS 9, 'Instrumen Kewangan – Klasifikasi dan Pengukuran Aset Kewangan dan Liabiliti Kewangan menggantikan bahagian MFRS 139 yang berkaitan dengan klasifikasi dan pengukuran instrumen kewangan. MFRS 9 memerlukan aset kewangan untuk diklasifikasikan kepada dua kategori pengukuran: yang diukur pada nilai saksama dan yang diukur pada kos pelunasan. Penentuan akan dibuat pada pengiktirafan awal. Pengelasan ini bergantung kepada model entiti perniagaan untuk menguruskan instrumen kewangannya dan ciri-ciri aliran tunai berkontrak instrumen tersebut. Bagi liabiliti kewangan, piawaian ini mengekalkan sebahagian besar keperluan MFRS 139. Perubahan utama adalah, dalam kes-kes di mana pilihan nilai saksama diambil bagi liabiliti kewangan, sebahagian daripada perubahan nilai saksama kerana risiko kredit entiti itu sendiri adalah direkodkan dalam pendapatan komprehensif lain dan bukan penyata pendapatan, melainkan jika ia mewujudkan perakaunan yang tidak sepadan. Kumpulan dan Syarikat masih belum boleh menilai kesan penuh MFRS 9 ini. Kumpulan dan Syarikat juga akan mempertimbangkan kesan fasa seterusnya MFRS 9 apabila piawaian itu digunapakai dan dilaksanakan.

Kumpulan dan Syarikat akan menggunakan piawaian ini apabila berkuatkuasa. Penerimaan pakai piawaian, pindaan kepada piawaian yang diterbitkan dan tafsiran kepada piawaian sedia ada tidak dijangka mempunyai sebarang kesan ketara ke atas penyata kewangan Kumpulan dan Syarikat kecuali kepada MFRS 9. Kesan kewangan kepada gunapakai MFRS 9 masih lagi dinilai oleh Kumpulan dan Syarikat.

### 2.2 Penyatuan, subsidiari dan syarikat bersekutu

#### (a) Subsidiari-subsidiari

Subsidiari-subsidiari adalah semua entiti yang mana Kumpulan mempunyai kawalan ke atasnya. Kumpulan mengawal entiti tersebut apabila terdedah kepada, atau mempunyai hak untuk pulangan yang berubah-ubah dari penglibatannya dengan entiti dan mempunyai keupayaan untuk memberi kesan kepada pulangan tersebut melalui kuasanya ke atas entiti. Subsidiari disatukan sepenuhnya dari tarikh di mana kawalan dipindahkan kepada kumpulan. Mereka diasingkan pada tarikh kawalan tersebut tamat.

Kumpulan menggunakan kaedah pengambilalihan bagi melaporkan penggabungan perniagaan. Pertimbangan yang dipindahkan untuk pembelian subsidiari ialah nilai-nilai saksama aset yang dipindahkan, liabiliti yang ditanggung bekas pemilik syarikat diambil alih dan kepentingan ekuiti yang diterbitkan oleh Kumpulan. Pertimbangan yang dipindahkan termasuklah nilai saksama sebarang aset atau liabiliti akibat daripada susunan pertimbangan luar jangka. Aset dikenalpasti yang diambilalih dan liabiliti dan liabiliti luar jangka yang ditanggung dalam gabungan perniagaan adalah diukur pada mulanya menurut nilai saksama pada tarikh pengambilalihan.

Kumpulan mengiktiraf sebarang kepentingan tidak dikawal dalam syarikat yang diambilalih mengikut kes demi kes, sama ada pada nilai saksama atau pada sebahagian saham kepentingan tidak dikawal bagi jumlah yang diambilkira ke atas aset bersih yang boleh dikenalpasti.

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

### 2.2 Penyatuan, subsidiari dan syarikat bersekutu (sambungan)

#### (a) Subsidiari-subsidiari (sambungan)

Kos berkaitan pengambilalihan dibelanjakan apabila ianya berlaku.

Jika penyatuan perniagaan tersebut dicapai secara berperingkat, nilai saksama pada tarikh pengambilalihan yang sebelum ini dipegang secara kepentingan ekuiti syarikat yang dibeli adalah dinilai semula berdasarkan nilai saksama pada tarikh pengambilalihan melalui penyata pendapatan.

Sebarang pertimbangan luar jangka yang akan dipindahkan oleh Kumpulan dinyatakan pada nilai saksama pada tarikh pengambilalihan. Perubahan seterusnya kepada nilai saksama bagi pertimbangan luar jangka yang disifatkan sebagai sesuatu aset atau liabiliti diambilkira menurut MFRS 139, sama ada dalam penyata pendapatan atau sebagai perubahan kepada pendapatan komprehensif yang lain. Pertimbangan luar jangka yang dikelaskan sebagai ekuiti tidak diukur semula dan penyelesaian berikutnya diambilkira di dalam ekuiti.

Lebih nilai yang dipindahkan, jumlah sebarang kepentingan tidak dikawal yang diambil alih dan nilai saksama tarikh pengambilalihan dalam kepentingan ekuiti terdahulu yang diambilalih ke atas nilai saksama aset bersih yang boleh dikenalpasti adalah dinyatakan sebagai muhibah. Jika jumlah nilai yang dipindahkan, kepentingan luar jangka yang dinyatakan dan yang dipegang setelah diukur adalah kurang daripada aset bersih syarikat subsidiari yang diperolehi dalam kes pembelian yang rendah, perbezaannya dinyatakan secara langsung dalam penyata pendapatan.

Urusniaga antara syarikat, baki-baki dan keuntungan/(kerugian) belum direalisasi ke atas urusniaga antara syarikat-syarikat dalam Kumpulan adalah dihapuskan semasa penyatuan. Apabila perlu, jumlah yang dilaporkan oleh subsidiari akan diselaraskan bagi mematuhi dasar-dasar perakaunan Kumpulan.

#### (b) Syarikat bersekutu

Syarikat-syarikat bersekutu merupakan semua entiti yang mana Kumpulan mempunyai pengaruh yang ketara tetapi bukan kawalan terhadapnya, secara umumnya disertai dengan pegangan saham antara 20% dan 50% daripada hak mengundi. Pengaruh yang ketara adalah kuasa untuk terlibat dalam polisi kewangan dan operasi melalui wakil di dalam Lembaga Pengarah tetapi tidak berkuasa untuk mengawal polisi-polisi tersebut.

Pelaburan dalam syarikat bersekutu diambilkira menggunakan kaedah perakaunan ekuiti. Di bawah kaedah ekuiti, pelaburan pada mulanya dinyatakan pada kos, dan nilai bawaan akan bertambah atau berkurang untuk mengiktiraf saham pelabur daripada untung atau rugi syarikat yang dilabur berkenaan selepas tarikh pengambilalihan. Pelaburan Kumpulan dalam syarikat bersekutu meliputi muhibah yang dikenal pasti daripada pengambilalihan.

Jika kepentingan pemilikan dalam sesebuah syarikat bersekutu dikurangkan tetapi pengaruh ketara dikekalkan, hanya bahagian tertentu sahaja daripada jumlah saham yang sebelum ini dinyatakan dalam pendapatan komprehensif lain diklasifikasi semula kepada penyata pendapatan yang mana sesuai.

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

### 2.2 Penyatuan, subsidiari dan syarikat bersekutu (sambungan)

#### (b) Syarikat bersekutu (sambungan)

Bahagian Kumpulan ke atas untung atau rugi selepas pengambilalihan diiktiraf dalam penyata pendapatan, dan bahagiannya dalam pergerakan lain-lain pendapatan komprehensif selepas pengambilalihan diambilkira dalam lain-lain pendapatan komprehensif dengan pelarasan berkaitan kepada jumlah bawaan pelaburan tersebut. Apabila bahagian Kumpulan merupakan kerugian dalam syarikat bersekutu yang bersamaan atau melebihi kepentingannya dalam syarikat bersekutu berkenaan, termasuk sebarang hutang-hutang lain yang tidak bercagar, Kumpulan tidak mengiktiraf kerugian lanjutan, kecuali ia telah melibatkan tanggungan yang menurut undang-undang atau secara tersusun atau bayaran dibuat bagi pihak syarikat bersekutu.

Kumpulan menentukan pada setiap tarikh laporan sama ada terdapat sebarang bukti objektif bahawa pelaburan dalam syarikat bersekutu telah rosot nilai. Jika ini berlaku, Kumpulan mengira jumlah ini sebagai perbezaan di antara jumlah boleh diperolehi semula oleh syarikat bersekutu dan nilai bawaannya dan mengiktiraf jumlah yang tersebut kepada bahagian keuntungan/(kerugian) syarikat bersekutu dalam penyata pendapatan.

Untung dan rugi yang terhasil daripada urusan di antara kumpulan dan syarikat bersekutunya adalah diiktiraf di dalam penyata kewangan Kumpulan itu hanya setakat kepentingan pelabur yang tidak berkaitan di dalam syarikat bersekutu. Kerugian tidak direalisasikan adalah dihapuskan melainkan urusan berkenaan menunjukkan bukti rosot nilai aset yang dipindahkan. Polisi-polisi perakaunan syarikat-syarikat bersekutu telah diubah di mana perlu bagi memastikan ketekalan dengan polisi-polisi yang digunakan oleh Kumpulan.

Kecairan keuntungan dan kerugian yang wujud daripada pelaburan dalam syarikat bersekutu adalah dinyatakan dalam penyata pendapatan.

#### (c) Pelaburan dalam subsidiari dan syarikat bersekutu

Dalam penyata kewangan Syarikat yang berasingan, pelaburan dalam syarikat subsidiari dan syarikat bersekutu adalah dinyatakan pada kos tolak kerugian rosot nilai terkumpul. Pada akhir tempoh setiap pelaporan, Kumpulan menilai samada wujud sebarang tanda rosot nilai. Apabila tanda rosot nilai wujud, nilai bawaan pelaburan tersebut dinilai dan dikurang catatkan serta-merta menurut jumlah yang boleh diperolehi semula. Sila lihat polisi perakaunan Nota 2.6 bagi rosot nilai aset-aset bukan kewangan.

Semasa penjualan pelaburan dalam subsidiari dan syarikat bersekutu, perbezaan di antara hasil pelupusan dan nilai bawaan pelaburan dinyatakan dalam penyata pendapatan.

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

### 2.3 Hartanah, loji dan peralatan

Hartanah, loji dan peralatan adalah dinyatakan pada kos ditolak susut nilai terkumpul dan kerugian rosot nilai terkumpul. Kos ini termasuk perbelanjaan secara langsung yang boleh dikaitkan kepada pengambilalihan aset.

Kos seterusnya dimasukkan dalam jumlah nilai bawaan aset atau dinyatakan sebagai aset berasingan, mengikut kesesuaian, hanya apabila terdapat kemungkinan bahawa faedah ekonomi masa hadapan yang berkaitan dengan perkara tersebut akan diperolehi oleh Kumpulan dan Syarikat, dan kos yang ditanggung tersebut boleh diukur dengan munasabah. Nilai bawaan bagi bahagian yang diganti adalah dinyah-iktiraf. Semua pembaikan dan penyelenggaraan lain adalah dinyatakan sebagai perbelanjaan dalam penyata pendapatan dalam tempoh kewangan di mana ia berlaku.

Hartanah, loji dan peralatan adalah disusutnilaikan menggunakan kaedah garis lurus, untuk mengagihkan kos aset ke atas anggaran hayat berguna, diringkaskan seperti berikut:

|                                  |                              |
|----------------------------------|------------------------------|
| Bangunan                         | 25 tahun                     |
| Tanah pajakan                    | mengikut baki tempoh pajakan |
| Kenderaan bermotor               | 5 tahun                      |
| Peralatan pejabat                | 5 tahun                      |
| Perabot, kelengkapan dan lekapan | 5 tahun                      |
| Pengubahsuaian                   | 5 tahun                      |
| Pekakasan perisian               | 5 tahun                      |

Nilai sisa dan hayat berguna aset adalah dikaji semula dan diselaraskan jika sesuai, pada setiap tarikh penyata kedudukan kewangan.

Pada akhir tempoh laporan, Kumpulan dan Syarikat menilai sama ada wujud sebarang petunjuk rosot nilai. Sekiranya wujud, analisa dilakukan untuk menilai sama ada nilai bawaan aset boleh ditebus semula sepenuhnya. Pelupusan dibuat jika nilai bawaan melebihi jumlah boleh diperolehi semula. Sila lihat dasar perakaunan Nota 2.6 mengenai penurunan nilai aset bukan kewangan.

Keuntungan dan kerugian atas pelupusan adalah ditentukan dengan membandingkan hasil dengan nilai bawaan dan dikreditkan atau dicajkan kepada penyata pendapatan.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

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

### 2.4 Aset-aset tidak ketara

Aset-aset tidak ketara terdiri daripada kos data yang dipermodalkan dan perisian aplikasi.

Aset-aset tidak ketara dengan usia guna yang terhad, dinyatakan pada nilai kos dan ditolak darinya pelunasan terkumpul dan sebarang kerugian rosot nilai terkumpul.

Perbelanjaan seterusnya hanya akan dipermodalkan jika ianya meningkatkan faedah-faedah ekonomi pada masa hadapan daripada aset-aset tertentu yang berhubung kait dengannya. Semua perbelanjaan lain akan diambilkira di dalam penyata pendapatan apabila ianya berlaku.

Aset tidak ketara dengan jangka hayat penggunaan yang terhad akan dilunaskan pada tarikh ia sedia untuk digunakan.

Pelunasan dinyatakan di dalam penyata pendapatan berasaskan garis lurus sepanjang tempoh hayat aset-aset tidak ketara, seperti berikut:

|                             |         |
|-----------------------------|---------|
| Kos data yang dipermodalkan | 5 tahun |
| Perisian aplikasi           | 5 tahun |

Kaedah-kaedah pelunasan, usia guna dan nilai bakian disemak semula pada setiap akhir tempoh laporan dan diubah, jika perlu.

Pada akhir tempoh laporan, Kumpulan dan Syarikat menilai samada wujud sebarang petunjuk rosot nilai. Sekiranya wujud, analisa dilakukan untuk menilai sama ada nilai bawaan aset boleh ditebus semula sepenuhnya. Pelupusan dibuat jika nilai bawaan melebihi jumlah boleh diperolehi semula. Sila lihat dasar perakaunan Nota 2.6 penurunan nilai aset bukan kewangan.

Perbelanjaan yang berlaku bagi pembangunan perisian adalah dinyatakan sebagai perbelanjaan pembangunan sehingga perisian tersebut sudah sedia untuk digunakan. Perbelanjaan ini termasuk kos perisian, gaji dan kos pinjaman berkaitan dengan pembangunan tersebut.

### 2.5 Aset-aset kewangan

#### (a) Pengelasan

Kumpulan dan Syarikat mengklasifikasikan aset kewangannya melalui kategori berikut: Aset kewangan pada nilai saksama menerusi keuntungan atau kerugian, pinjaman dan penghutang dan pelaburan kewangan sedia untuk jualan. Pengelasan ini bergantung kepada tujuan yang mana aset kewangan telah diperolehi. Pihak pengurusan menentukan klasifikasi pada awal pengiktirafan.

#### (i) Aset kewangan pada nilai saksama melalui untung atau rugi (FVTPL)

Aset kewangan "FVTPL" adalah aset kewangan yang dipegang untuk urusan niaga. Aset kewangan diklasikan dalam kategori ini apabila ianya diperolehi atau dibeli terutamanya bagi tujuan jualan atau pembelian semula dalam tempoh terdekat. Aset-aset dalam kategori ini adalah diklasikan sebagai aset semasa jika ianya dijangka akan diselesaikan dalam tempoh 12 bulan; jika tidak, ia diklasikan sebagai bukan semasa.



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

### 2.5 Aset-aset kewangan (sambungan)

#### (a) Pengklasan (sambungan)

##### (ii) Pinjaman dan penghutang

Pinjaman dan hutang belum terima adalah aset kewangan bukan derivatif dengan bayaran tetap atau boleh ditentukan yang tidak disebut dalam pasaran aktif. Ia termasuk dalam aset semasa, kecuali bagi tempoh matang yang lebih daripada 12 bulan dari tarikh akhir tempoh laporan. Semua ini adalah diklasifikasikan sebagai aset bukan semasa.

Pinjaman dan penghutang Kumpulan dan Syarikat adalah terdiri daripada 'simpanan tetap', 'pinjaman, pendahuluan dan pembiayaan', 'pinjaman terhutang dari subsidiari', 'jumlah terhutang daripada subsidiari', 'jumlah terhutang oleh Bank Negara Malaysia', 'penghutang perdagangan dan lain-lain penghutang' dan 'wang tunai dan setara tunai' dinyatakan dalam penyata kedudukan kewangan.

##### (iii) Pelaburan kewangan AFS

Pelaburan kewangan AFS adalah bukan derivatif, sama ada yang ditetapkan dalam kategori ini atau tidak diklasikan dalam mana-mana kategori yang lain. Ia dimasukkan dalam aset bukan semasa kecuali pelaburan itu matang atau pihak pengurusan berhasrat untuk melupuskannya dalam tempoh 12 bulan dari akhir tempoh laporan.

#### (b) Pengiktirafan dan pengukuran awal

Aset kewangan dinyatakan pada awalnya mengikut nilai saksama termasuk kos urus niaga untuk semua aset kewangan yang tidak dibawa pada nilai saksama menerusi untung atau rugi. Aset kewangan FVTPL pada awalnya diiktiraf pada nilai saksama, dan kos urusniaga dibelanjakan dalam penyata pendapatan.

#### (c) Pengukuran seterusnya – keuntungan dan kerugian

Aset kewangan FVPTL and AFS kemudiannya dikira pada nilai saksama.

Pinjaman dan penghutang seterusnya dikira pada pelunasan kos menggunakan kaedah faedah efektif.

Perubahan dalam nilai saksama aset kewangan FVPTL, termasuklah kesan terjemahan mata wang, faedah dan pendapatan dividen dinyatakan dalam penyata pendapatan dalam tempoh di mana perubahan itu muncul.

Perubahan dalam nilai saksama aset AFS dinyatakan dalam lain-lain pendapatan komprehensif, kecuali untuk kerugian rosot nilai (lihat polisi perakaunan Nota 2.5 (d)) dan keuntungan dan kerugian pertukaran asing. Perbezaan pertukaran bagi aset-aset kewangan dinyatakan dalam penyata pendapatan.

Pendapatan dividen dan faedah atas aset kewangan AFS adalah dinyatakan secara berasingan dalam penyata pendapatan. Faedah atas sekuriti hutang AFS dikira menggunakan kaedah faedah efektif dan dinyatakan dalam penyata pendapatan. Pendapatan dividen atas instrumen ekuiti AFS dinyatakan dalam penyata pendapatan apabila hak Kumpulan dan Syarikat untuk menerima bayaran telah ditentukan.

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

### 2.5 Aset-aset kewangan (sambungan)

#### (d) Pengukuran seterusnya – rosot nilai aset kewangan

##### Aset-aset yang dibawa pada kos pelunasan

Kumpulan dan Syarikat akan menilai pada penghujung tempoh laporan sama ada terdapat bukti objektif bahawa aset kewangan atau sekumpulan aset kewangan merosot nilai. Aset kewangan atau sekumpulan aset kewangan rosot nilai dan kerugian rosot nilai berlaku hanya jika terdapat bukti objektif rosot nilai akibat daripada satu atau lebih peristiwa-peristiwa yang berlaku selepas pengiktirafan awal aset (satu 'kejadian kerugian') dan kejadian kerugian tersebut (atau kejadian-kejadian) mempunyai kesan ke atas anggaran aliran tunai masa hadapan bagi aset kewangan atau sekumpulan aset kewangan yang boleh dianggarkan dengan pasti.

Bukti rosot nilai ini boleh termasuk tanda-tanda bahawa peminjam atau sekumpulan peminjam mengalami masalah kewangan yang ketara, kebarangkalian bahawa mereka akan mufliis atau penyusunan semula, keingkaran dalam bayaran faedah atau pokok atau di mana data menunjukkan bahawa terdapat pengurangan dalam jangkaan aliran tunai masa depan, seperti perubahan ekonomi yang berhubung kait dengan kegagalan bayaran.

Jumlah kerugian adalah diukur sebagai perbezaan antara nilai bawaan aset dan nilai semasa anggaran aliran tunai masa hadapan (tidak termasuk kerugian kredit yang belum dialami) didiskaunkan pada kadar faedah efektif asal aset kewangan tersebut. Nilai bawaan aset adalah dikurangkan dan jumlah kerugian dinyatakan dalam penyata pendapatan. Jika 'pinjaman dan penghutang' mempunyai kadar faedah yang berubah-ubah, kadar diskaun untuk mengukur sebarang kerugian rosot nilai adalah kadar faedah efektif semasa yang ditentukan di bawah kontrak. Sebagai sesuatu yang efektif, Kumpulan dan Syarikat boleh mengukur rosot nilai atas asas nilai saksama instrumen menggunakan harga pasaran pemerhati.

Jika, dalam tempoh berikutnya, jumlah kerugian rosot nilai berkurangan dan pengurangan itu boleh dikaitkan secara objektif kepada peristiwa yang berlaku selepas rosot nilai dinyatakan (seperti peningkatan dalam penarafan kredit penghutang), pembalikan kerugian rosot nilai dinyatakan sebelum ini adalah dinyatakan dalam penyata pendapatan.

Apabila sesuatu aset tidak boleh dikutip, ia akan dihapus kira daripada akaun peruntukan yang berkaitan. Aset tersebut adalah dihapus kira selepas semua prosedur yang perlu telah sempurna dan jumlah kerugian telah ditentukan.

#### (i) Taksiran individu

Kumpulan dan Syarikat akan menilai samada wujudnya bukti rosot nilai dalam pinjaman, pendahuluan dan pembiayaan yang disifatkan menjadi ketara secara individu.

Jika terdapat bukti objektif bahawa kerugian rosot nilai telah berlaku, jumlah kerugian adalah diukur sebagai perbezaan antara jumlah pinjaman dan nilai semasa aliran tunai masa hadapan didiskaun pada kadar faedah efektif asal pinjaman. Nilai bawaan pinjaman dikurangkan melalui akaun peruntukan dan jumlah kerugian adalah dinyatakan dalam penyata pendapatan.

Semua pinjaman lain, pendahuluan dan pembiayaan yang telah ditaksir secara individu, tetapi tidak dianggap rosot nilai secara individu, dinilai sebagai rosot nilai kolektif.

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

### 2.5 Aset-aset kewangan (sambungan)

#### (d) Pengukuran seterusnya – rosot nilai aset kewangan (sambungan)

##### Aset-aset yang dibawa pada kos pelunasan (sambungan)

##### (ii) Taksiran kolektif

Pinjaman, pendahuluan, pembiayaan dan akaun belum terima yang tidak penting secara individu dan pinjaman yang telah dinilai secara individu tanpa ada sebarang bukti bagi rosot nilai adalah dikumpulkan bersama untuk tafsiran rosot nilai kolektif. Pinjaman ini dikumpulkan dalam ciri-ciri risiko kredit yang sama untuk penilaian kolektif, di mana data daripada portfolio pinjaman (seperti kualiti kredit, tahap tunggakan, penggunaan kredit, pinjaman kepada nisbah cagaran, dan lain-lain) dan penumpuan risiko (seperti prestasi kumpulan individu berlainan) adalah diambil kira.

Aliran tunai masa depan di dalam kumpulan aset kewangan yang dinilai secara kolektif untuk rosot nilai adalah dianggarkan berdasarkan pengalaman lalu kerugian Kumpulan dan Syarikat. Pengalaman kerugian diselaraskan berdasarkan data diperhatikan semasa untuk mencerminkan kesan keadaan semasa yang tidak memberi kesan tempoh di mana pengalaman kerugian bersejarah didasarkan dan untuk menghapuskan kesan keadaan dalam tempoh sejarah yang pada masa ini tidak wujud.

Anggaran perubahan dalam aliran tunai masa hadapan bagi kumpulan aset haruslah berarah selaras dengan perubahan dalam data pemerhatian yang berkaitan dari semasa ke semasa. Metodologi dan andaian yang digunakan untuk menganggar aliran tunai masa hadapan disemak dengan kerap oleh Kumpulan dan Syarikat untuk mengurangkan perbezaan antara anggaran kerugian dan pengalaman kerugian sebenar.

##### Aset-aset yang dikelaskan sebagai aset sedia untuk jualan ("AFS").

Kumpulan dan Syarikat akan menilai pada akhir tempoh pelaporan sama ada terdapat bukti objektif bahan aset kewangan atau kumpulan aset kewangan ini mengalami rosot nilai.

Bagi sekuriti hutang, Kumpulan dan Syarikat menggunakan kriteria pengukuran rosot nilai kerugian yang diguna pakai untuk "aset yang dibawa pada kos pelunasan" di atas.

Dalam sekuriti ekuiti yang dikelaskan sebagai "sedia untuk jualan", sebagai tambahan kepada kriteria bagi 'aset yang dibawa pada kos pelunasan' di atas, penurunan yang ketara atau berpanjangan dalam nilai saksama sekuriti di bawah kosnya juga dianggap sebagai petunjuk bahawa aset ini rosot nilai. Jika bukti tersebut wujud bagi aset kewangan sedia untuk jualan, kerugian terkumpul yang telah dinyatakan secara langsung dalam ekuiti dikeluarkan daripada ekuiti dan dinyatakan dalam penyata pendapatan. Jumlah kerugian terkumpul yang dikelaskan semula kepada penyata pendapatan adalah perbezaan di antara kos perolehan dan nilai saksama semasa, ditolak sebarang kerugian rosot nilai ke atas aset kewangan yang sebelumnya dinyatakan dalam penyata pendapatan. Kerugian rosot nilai dinyatakan dalam penyata pendapatan ke atas instrumen ekuiti yang dikelaskan sebagai sedia untuk jualan dan bukan melalui penyata pendapatan.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2013

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

### 2.5 Aset-aset kewangan (sambungan)

#### (e) Penyahiktirafan

Aset kewangan dinyahiktiraf apabila hak bagi menerima aliran tunai daripada aset kewangan telah tamat tempoh atau telah dipindahkan dan Kumpulan dan Syarikat telah memindahkan sebahagian besar risiko dan ganjaran pemilikan tersebut.

Apabila penjualan pelaburan kewangan "sedia untuk jualan" dilakukan, maka penyelarasan nilai saksama terkumpul yang dinyatakan di dalam pendapatan komprehensif yang lain akan diklasifikasikan semula kepada penyata pendapatan.

### 2.6 Rosot nilai aset-aset bukan kewangan

Aset yang mempunyai jangka hayat yang tidak jelas, sebagai contoh aset tidak ketara belum sedia untuk digunakan, tidak tertakluk kepada pelunasan dan diuji setiap tahun untuk rosot nilainya. Aset yang tertakluk kepada pelunasan disemak untuk rosot nilai apabila peristiwa atau perubahan dalam keadaan yang menunjukkan nilai bawaan mungkin tidak boleh diperolehi semula. Kerugian rosot nilai dinyatakan jumlahnya apabila nilai bawaan aset melebihi jumlah yang boleh diperolehi semula. Jumlah yang boleh diperolehi semula adalah nilai lebih tinggi daripada nilai saksama aset ditolak kos jualan dan nilai dalam penggunaan. Bagi tujuan penilaian rosot nilai, aset-aset dikumpulkan pada tahap terendah di mana aliran tunai yang boleh dikenal pasti (unit penajaan tunai). Aset bukan kewangan selain daripada muhibah yang mengalami rosot nilai disemak bagi kemungkinan pembalikan rosot nilai pada setiap tarikh laporan.

Kerugian rosot nilai dicajkan kepada penyata pendapatan melainkan jika ia bertentangan dengan penilaian semula sebelumnya, yang mana ia dicaj kepada lebih penilaian semula. Kerugian rosot nilai atas muhibah tidak boleh dinilai semula. Berhubung dengan aset lain, sebarang peningkatan dalam jumlah yang boleh diperolehi semula dinyatakan dalam penyata pendapatan kecuali kerugian rosot nilai ke atas aset yang dinilai semula yang mana ia akan dibawa kepada lebih rizab penilaian semula.

### 2.7 Liabiliti kewangan

Liabiliti kewangan dinilai pada kos pelunasan, kecuali liabiliti urusniaga yang telah ditetapkan pada nilai saksama, yang mana ianya dipegang pada nilai saksama melalui untung atau rugi. Bagi semua liabiliti kewangan yang tidak dibawa pada nilai saksama melalui untung dan rugi, pada mulanya mereka dikenalpasti mengikut nilai saksama termasuk kos urusniaganya. Liabiliti kewangan yang telah dinyatakan pada nilai saksama melalui untung atau rugi pada mulanya dikenalpasti mengikut nilai saksama, dan kos urusniaga akan dicajkan di dalam penyata pendapatan. Liabiliti kewangan ini akan mengalami penyahiktirafan apabila ianya dihapuskan.

#### (a) Liabiliti kewangan pada nilai saksama melalui untung atau rugi

Kategori ini terdiri daripada dua sub-kategori: liabiliti kewangan dipegang untuk urus niaga ("HFT") dan liabiliti kewangan yang ditetapkan pada nilai saksama melalui untung atau rugi pada pengiktirafan awal.

Liabiliti kewangan diklasifikasikan sebagai HFT jika ianya diperolehi atau kewujudannya berlaku dengan tujuan utama untuk penjualan atau pembelian semula dalam tempoh terdekat atau jika ianya adalah sebahagian daripada portfolio untuk instrumen kewangan yang dikenal pasti yang diuruskan bersama-sama dan terdapatnya bukti corak sebenar pengambilan untung jangka pendek. Derivatif juga dikategorikan sebagai HFT melainkan ianya wujud sebagai perlindungan.

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

### 2.7 Liabiliti kewangan (sambungan)

#### (b) Lain-lain liabiliti kewangan diukur pada kos pelunasan

Lain-lain liabiliti kewangan pada awalnya dinyatakan pada nilai saksama termasuk kos urusniaga. Selepas itu, liabiliti kewangan yang lain diukur semula pada kos pelunasan menggunakan kadar faedah efektif.

Lain-lain liabiliti kewangan diukur pada kos pelunasan adalah 'jumlah terhutang kepada Bank Negara Malaysia', 'Skim Jaminan Usahawan Kecil', 'Tabung Usahawan Kecil', 'Dana Kerajaan', 'Saham Keutamaan', 'Skim Kemudahan Permodenan dan Bantuan PKS', 'Bantuan Kemudahan PKS', 'Dana Pembiayaan Usahawan Kecil', pinjaman terhutang kepada kepentingan tidak dikawal', 'jumlah terhutang kepada subsidiari', 'tuntutan-tuntutan pemiutang' dan 'lain-lain pemiutang'.

### 2.8 Instrumen kewangan derivatif

Pada mulanya derivatif dinyatakan pada nilai saksama pada tarikh kontrak derivatif dimasuki dan kemudiannya diukur semula pada nilai saksama. Nilai saksama diperolehi daripada siarharga nilai pasaran dalam pasaran aktif termasuk pasaran urusniaga yang terkini dan teknik penilaian, termasuk modal aliran tunai berdiskaun dan modal penetapan harga opsyen yang mana bersesuaian. Kesemua derivatif dibawa sebagai aset apabila nilai saksama adalah positif dan sebagai liabiliti apabila nilai saksama adalah negatif.

Bukti terbaik bagi nilai saksama derivatif pada pengiktirafan awal adalah harga urusniaga (iaitu nilai saksama bayaran yang diberi atau diterima) kecuali nilai saksama instrumen ini mempunyai bukti perbandingan dengan urusniaga yang boleh dilihat dari pasaran semasa yang lain di dalam instrumen yang sama (iaitu tanpa pengubahsuaian atau penukaran semula) atau berdasarkan teknik penilaian yang mana pembolehubahnya termasuk hanya data daripada pasaran yang boleh dilihat.

Keputusan kaedah mengiktirafkan nilai saksama kerugian atau keuntungan bergantung sama ada derivatif itu adalah instrumen lindung nilai, dan jika benar, jenis derivatif akan dilindung nilai.

### 2.9 Pajakan operasi

Pajakan operasi merupakan pajakan aset yang mana sebahagian besar risiko dan ganjaran pemilikan dikekalkan oleh pemajak. Pembayaran yang dibuat ke atas pajakan operasi dicajkan kepada penyata pendapatan menggunakan kaedah garis lurus sepanjang tempoh pajakan.

Apabila pajakan operasi dihentikan sebelum tamat tempoh, sebarang pembayaran penalti yang perlu dibuat kepada pemajak diiktiraf sebagai perbelanjaan dalam tahun kewangan di mana penamatan tersebut berlaku.

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

### 2.10 Wang tunai dan setara wang tunai

Wang tunai dan setara tunai merangkumi tunai di tangan dan baki di bank, tidak termasuk simpanan tetap yang dipegang bagi tujuan pelaburan.

### 2.11 Modal saham

#### *Saham biasa*

Saham biasa adalah dikelaskan sebagai ekuiti. Kenaikan kos secara langsung yang berkaitan dengan penerbitan saham baru dan opsyen adalah dinyatakan dalam ekuiti sebagai potongan selepas cukai, daripada hasil.

#### *Saham keutamaan*

Saham keutamaan dikelaskan sebagai liabiliti jika ia boleh ditebus pada tarikh tertentu, atau mengikut pilihan pemegang saham keutamaan, atau jika bayaran dividen tidak ditetapkan. Dividen akan diiktiraf sebagai belanja faedah dalam penyata pendapatan.

### 2.12 Cukai pendapatan semasa dan cukai pendapatan tertunda

#### *Cukai semasa*

Caj cukai pendapatan semasa dikira berdasarkan undang-undang percukaian Malaysia yang telah digubal atau digubal sebahagian besarnya pada akhir tempoh pelaporan dan dinyatakan dalam penyata pendapatan.

Pihak pengurusan secara berkala menilai kedudukan yang perlu diambil dalam pulangan cukai terhadap situasi di mana peraturan cukai yang dikenakan adalah tertakluk kepada tafsiran. Berdasarkan ini, peruntukan yang bersesuaian dibuat ke atas jumlah anggaran bayaran kepada pihak percukaian. Liabiliti ini dikira menggunakan keputusan anggaran yang terbaik.

#### *Cukai tertunda*

Cukai tertunda dikenalpasti menggunakan kaedah liabiliti iaitu perbezaan sementara yang wujud di antara jumlah aset dan liabiliti untuk tujuan percukaian dan jumlah bawaan di dalam penyata kewangan. Walau bagaimanapun, cukai tertunda ini tidak akan diambil kira jika ia wujud hasil daripada pengiktirafan awal sesuatu aset atau liabiliti dalam urusanniaga selain daripada kombinasi perniagaan yang mana urusanniaga pada masa itu tidak akan menjejaskan sama ada perakaunan atau cukai keuntungan dan kerugian.

Cukai tertunda ditentukan dengan menggunakan kadar percukaian (dan undang-undang cukai) yang telah digubal atau sebahagian besarnya digubal pada akhir tempoh pelaporan dan dijangka akan digunakan apabila aset cukai tertunda berkaitan dikenalpasti atau liabiliti cukai tertunda ini sudah diselesaikan.

Aset cukai tertunda dinyatakan pada tahap di mana terdapat kemungkinan akan wujudnya keuntungan bercukai di mana perbezaan sementara yang dibenarkan atau kerugian cukai yang belum digunakan boleh ditolak daripadanya.

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

### 2.12 Cukai pendapatan semasa dan cukai pendapatan tertunda (sambungan)

#### *Cukai tertunda (sambungan)*

Aset dan liabiliti daripada cukai pendapatan tertunda dan cukai pendapatan akan dikontrakan apabila terdapat hak yang boleh dikuatkuasakan untuk mengimbangi aset cukai semasa dengan liabiliti cukai semasa dan apabila aset dan liabiliti cukai pendapatan tertunda yang berkaitan dengan cukai yang dikenakan oleh pihak berkuasa percukaian yang sama kepada entiti yang sama boleh cukai atau entiti yang berbeza boleh cukai di mana terdapatnya hasrat untuk menyelesaikan baki bersih cukai.

Cukai tertunda diiktiraf di dalam penyata pendapatan kecuali apabila ia berlaku daripada urusniaga yang diiktiraf dalam pendapatan komprehensif yang lain, di dalam kes ini, cukai tertunda juga dicajkan atau dikreditkan ke pendapatan komprehensif yang lain.

### 2.13 Kebajikan pekerja

#### *Kebajikan pekerja jangka pendek*

Upah, gaji, cuti tahunan berbayar dan cuti sakit, bonus dan manfaat bukan kewangan adalah diakru dalam tempoh tahun kewangan yang mana perkhidmatan tersebut telah diberikan oleh kakitangan Kumpulan dan Syarikat.

#### *Pelan caruman wajib*

Kumpulan dan Syarikat menyumbang kepada Kumpulan Wang Simpanan Pekerja iaitu pelan caruman yang ditetapkan. Caruman Kumpulan dan Syarikat kepada pelan caruman ini dicajkan kepada penyata pendapatan tahun kewangan berkenaan. Apabila caruman telah dibayar, Kumpulan dan Syarikat tidak lagi mempunyai obligasi atas pembayaran tersebut.

### 2.14 Geran kerajaan

Manfaat dari pinjaman Kerajaan pada kadar faedah di bawah paras pasaran diambilkira sebagai pemberian Kerajaan. Pinjaman Kerajaan diiktiraf sebagai liabiliti kewangan, dan diukur mengikut MFRS 139 'Instrumen Kewangan: Pengiktirafan dan Pengukuran'. Pemberian Kerajaan diukur sebagai perbezaan di antara nilai bawaan permulaan pinjaman Kerajaan yang ditentukan mengikut MFRS 139 dan jumlah yang diterima. Pemberian Kerajaan dipaparkan sebagai pendapatan tertunda dalam penyata kedudukan kewangan.

Pemberian Kerajaan dikenalpasti apabila terdapat jaminan yang berpatutan di mana pemberian tersebut akan diterima, dan Kumpulan dan Syarikat akan mematuhi syarat-syarat yang dilampirkan bersama pemberian tersebut. Pemberian Kerajaan diiktiraf dalam penyata pendapatan secara teratur ke atas tempoh di mana Kumpulan dan Syarikat mengiktirafnya sebagai perbelanjaan bagi kos yang berkaitan dengan tujuan pemberian diberikan.

Kumpulan dan Syarikat telah menggunakan peruntukan transisi dalam MFRS 120 'Perakaunan bagi Pemberian Kerajaan dan Pendedahan bagi Bantuan Kerajaan' dan Pindaan bagi MFRS 1 'Adaptasi Pertama Piawaian Pelaporan Kewangan Malaysia' ke atas Pinjaman Kerajaan di mana peruntukan perakaunan MFRS 120 patut digunakan secara prospektif untuk pemberian yang belum terima atau kena bayar balik setelah tarikh efektif piawaian tersebut.

Pinjaman Kerajaan yang wujud pada tarikh transisi adalah 'jumlah terutang kepada Bank Negara' bagi Tabung Projek Usahawan Bumiputera-i dan saham Danajamin Nasional Berhad yang dilanggan, 'Dana Kerajaan', 'Saham Keutamaan', 'Kemudahan Permodenan dan Bantuan PKS' dan 'Dana Kewangan Usahawan Kecil'. Pinjaman Kerajaan ini dinyatakan pada nilai bawaannya yang dahulu.

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

### 2.15 Peruntukan bagi tuntutan di bawah Skim Jaminan

Peruntukan bagi tuntutan untuk pendedahan Kumpulan dan Syarikat terhadap jaminan yang diberi berdasarkan notis daripada institusi kewangan apabila akaun dikelaskan sebagai tidak berbayar dan apabila tuntutan dibuat oleh institusi kewangan.

Peruntukan bagi tuntutan diambilkira secara langsung kepada penyata pendapatan. Pindahan lebihan atau kurangan yang melibatkan rizab khas dibuat melalui pendapatan terkumpul.

### 2.16 Peruntukan

Peruntukan dinyatakan oleh Kumpulan dan Syarikat apabila semua syarat berikut dipenuhi:

- (i) Kumpulan dan Syarikat mempunyai obligasi undang-undang semasa, atau obligasi konstruktif hasil daripada peristiwa yang lepas;
- (ii) terdapat kemungkinan bahawa aliran keluar sumber diperlukan untuk menyelesaikan obligasi tersebut; dan
- (iii) anggaran jumlah obligasi boleh dibuat.

### 2.17 Pendapatan tertunda (tidak termasuk pemberian Kerajaan)

Pendapatan tertunda terdiri daripada yuran langganan terdahulu dan yuran daripada pakej prabayar. Pendapatan tertunda diiktiraf sebagai pendapatan dalam penyata pendapatan apabila perkhidmatan diberikan.

### 2.18 Liabiliti Luar Jangka

Kumpulan dan Syarikat tidak mengiktirafkan aset dan liabiliti luar jangka, tetapi mendedahkan kewujudannya dalam penyata kewangan. Liabiliti luar jangka adalah obligasi yang mungkin timbul daripada peristiwa terdahulu yang mana kewujudannya akan disahkan oleh kejadian atau tidak terjadinya satu atau lebih kejadian di luar kawalan Kumpulan dan Syarikat atau obligasi semasa yang tidak diiktiraf kerana aliran keluar sumber tidak diperlukan untuk menyelesaikan obligasi tersebut. Liabiliti luar jangka juga timbul dalam keadaan yang luar biasa di mana terdapat liabiliti yang tidak boleh diiktiraf kerana ia tidak boleh diukur dengan pasti. Walau bagaimanapun, liabiliti luar jangka tidak termasuk kontrak jaminan kewangan.

Aset luar jangka adalah aset yang mungkin timbul daripada peristiwa terdahulu yang mana kewujudannya akan disahkan oleh kejadian atau tidak terjadinya satu atau lebih kejadian akan datang di luar kawalan Kumpulan dan Syarikat. Kumpulan dan Syarikat tidak mengiktiraf aset luar jangka tetapi mendedahkan kewujudannya apabila pengaliran aliran masuk faedah ekonomi berkemungkinannya wujud, tetapi tidak semestinya berlaku.



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

### 2.19 Pengiktirafan hasil

- (i) Yuran jaminan dikenalpasti menggunakan asas akruan sepanjang tempoh masa jaminan-jaminan yang telah diberikan.
- (ii) Pendapatan faedah dikenalpasti menggunakan kaedah faedah efektif. Apabila pinjaman dan akaun penerimaan belum terima ini merosot, Kumpulan dan Syarikat akan mengurangkan nilai bawaan kepada nilai yang boleh diperolehi, yang mana aliran tunai masa depan yang dianggarkan akan didiskaunkan pada kadar faedah instrumen asal, dan terus didiskaunkan sebagai pendapatan faedah. Pendapatan faedah ke atas pinjaman merosot dan belum terima diiktiraf menggunakan kadar faedah efektif yang asal.
- (iii) Pendapatan daripada urusan Perbankan Islam diambilkira menurut asas akrual berpandukan prinsip Syariah.
- (iv) Pendapatan faedah lain, termasuk pelunasan premium atau pemberian diskaun, diiktiraf berdasarkan pembahagian masa yang mengambilkira unjuran efektif aset tersebut.
- (v) Pendapatan dividen diiktiraf apabila hak untuk menerima pembayaran dikenalpasti.
- (vi) Pendapatan sewa diiktiraf mengikut kadar masa kecuali apabila kegagalan bayaran sewa telah berlaku dan sewa tertunggak masih belum dijelaskan, di mana pengiktirafan pendapatan sewa digantung. Selepas digantung, pendapatan sewa diiktiraf berasaskan penerimaan bayaran sehingga kesemua tunggakan habis dibayar.
- (vii) Pendapatan lain diiktiraf apabila jumlah pendapatan dapat diukur dengan pasti dan berkemungkinan manfaat ekonomi masa hadapan akan mengalir kepada entiti. Pendapatan subsidiari diiktiraf apabila perkhidmatan diberi dan diterima oleh pelanggan.

### 2.20 Matawang asing

#### (a) Fungsi dan pendedahan matawang asing

Butiran yang dimasukkan ke dalam penyata kewangan bagi setiap Kumpulan dan entiti syarikat diukur menggunakan mata wang utama persekitaran ekonomi di mana entiti tersebut beroperasi ("mata wang fungsian"). Penyata kewangan penyatuan akan dibentangkan dalam Ringgit Malaysia di mana Kumpulan dan Syarikat itu beroperasi.

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

### 2.20 Matawang asing (sambungan)

#### (b) Urusniaga dan baki matawang asing

Urusniaga mata wang asing adalah ditukarkan kepada mata wang fungsian menggunakan kadar pertukaran semasa mengikut tarikh urusniaga atau nilai di mana barangan itu dinilai semula. Keuntungan dan kerugian daripada urusniaga-urusniaga tersebut dan daripada terjemahan kepada kadar pertukaran akhir tahun bagi aset dan liabiliti kewangan akan dinyatakan dalam penyata pendapatan.

Perubahan dalam nilai saksama sekuriti kewangan yang didominasi di dalam mata wang asing diklasifikasikan sebagai pelaburan kewangan AFS dianalisis antara perbezaan pertukaran yang terhasil daripada pertukaran sekuriti dalam kos pelunasan dan pertukaran yang lain dalam nilai bawaan bagi sekuriti. Perbezaan pertukaran yang berkaitan dengan perubahan dalam kos pelunasan dinyatakan di dalam penyata pendapatan, dan perubahan yang lain dalam nilai bawaan dinyatakan di dalam pendapatan komprehensif yang lain.

Perbezaan pertukaran ke atas aset dan liabiliti seperti ekuiti yang dipegang pada nilai saksama melalui keuntungan atau kerugian akan dinyatakan di dalam keuntungan atau kerugian sebagai sebahagian daripada keuntungan nilai saksama atau kerugian. Perbezaan pertukaran ke atas aset kewangan bukan kewangan, seperti ekuiti yang dikelaskan sebagai sedia untuk jualan, akan dimasukkan ke dalam pendapatan komprehensif yang lain.

### 2.21 Anggaran nilai saksama untuk tujuan pendedahan

Asas anggaran nilai saksama bagi instrumen kewangan adalah seperti berikut:

- (i) Nilai saksama bagi Sekuriti Kerajaan Malaysia, Terbitan Pelaburan Kerajaan Malaysia, nota kredit-berkait, bon Cagamas dan sekuriti hutang swasta tidak disiar harga adalah berdasarkan harga pasaran indikatif.
- (ii) Nilai saksama bagi sekuriti ekuiti yang disiar harga adalah berdasarkan harga pasaran disebut harga.
- (iii) Nilai saksama bagi pinjaman berkadar tetap, pendahuluan dan pembiayaan, Skim Jaminan Usahawan Kecil, Tabung Usahawan Kecil, Dana Kerajaan, saham keutamaan, Kemudahan Permodenan dan Bantuan PKS, Dana Pembiayaan Usahawan Kecil dan pinjaman dan kepentingan bukan kawalan adalah dianggarkan melalui pendiskaunan masa depan jangkaan aliran wang tunai tersebut, dengan mengambil kira keadaan pasaran dan syarat kontrak pinjaman tersebut.
- (iv) Amaun bawaan bagi aset dan liabiliti kewangan yang lain dengan tempoh matang kurang dari satu tahun diandaikan hampir dengan nilai saksamanya.

Ukuran nilai saksama dikelaskan menggunakan hierarki nilai saksama berdasarkan pemerhatian bagi input yang digunakan dalam pengukuran nilai saksama.

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

### 2.21 Anggaran nilai saksama untuk tujuan pendedahan (sambungan)

Tahap untuk setiap pengukuran nilai saksama adalah berdasarkan input paras terendah yang penting kepada pengukuran nilai saksama keseluruhannya. Hierarki tiga tahap ditakrifkan seperti berikut:

- Tahap 1 Ukuran nilai saksama yang tidak diubah, berdasarkan aset dan liabiliti yang sama disiar harga dalam pasaran yang aktif di mana Kumpulan dan Syarikat mempunyai keupayaan untuk mengaksesnya pada tarikh pengukuran. Penilaian adalah berdasarkan pada harga siaran yang mencerminkan transaksi pasaran yang melibatkan aset atau liabiliti yang sama dengan yang diukur.
- Tahap 2 Ukuran nilai saksama yang menggunakan input selain daripada harga siaran yang termasuk dalam Tahap 1 bagi aset atau liabiliti, sama ada secara langsung atau tidak langsung. Hanya termasuk harga siaran untuk aset dan liabiliti yang sama dalam pasaran-pasaran tidak aktif, siaran harga bagi aset dan liabiliti yang dikenalpasti di pasaran tidak aktif, input pemerhatian yang tidak ada harga (seperti kadar faedah, risiko kredit, dan lain-lain) dan input yang diperolehi atau disokong oleh data pasaran disebut.
- Tahap 3 Ukuran nilai saksama menggunakan input penting bukan pasaran yang boleh dilihat. Ini termasuk penilaian bagi aset dan liabiliti yang diperolehi menggunakan data, sebahagian atau semua pasaran yang tidak diperhatikan, termasuk andaian mengenai risiko.

## 3. ANGGARAN DAN PENILAIAN PERAKAUNAN YANG KRITIKAL

Anggaran dan asas andaian akan disemak secara berterusan. Semakan ke atas anggaran perakaunan adalah dinyatakan dalam tempoh itu, atau dalam tempoh semakan dan tempoh masa depan jika semakan memberi kesan kepada kedua-dua tempoh semasa dan akan datang.

Kumpulan dan Syarikat membuat anggaran dan andaian mengenai masa hadapan. Anggaran perakaunan yang terhasil akan, mengikut definisinya jarang menyamai keputusan sebenar. Anggaran dan andaian yang berisiko tinggi menyebabkan pelarasan ketara kepada jumlah bawaan aset dan liabiliti pada tahun kewangan yang akan datang adalah seperti berikut.

### (a) Nilai saksama produk berstruktur dan instrumen kewangan lain

Nilai saksama instrumen kewangan yang tidak diniagakan dalam pasaran aktif (contohnya, "over-the-counter" derivatif) ditentukan dengan menggunakan teknik penilaian. Kumpulan menggunakan pertimbangan untuk memilih pelbagai kaedah dan membuat anggaran terutamanya yang berdasarkan kepada keadaan pasaran yang wujud pada akhir setiap tempoh pelaporan. Sila lihat Nota 43(d) untuk andaian penting yang digunakan bagi menganggarkan nilai saksama instrumen kewangan.

### 3. ANGGARAN DAN PENILAIAN PERAKAUNAN YANG KRITIKAL (SAMBUNGAN)

#### (b) Peruntukan kerugian pinjaman, pendahuluan dan pembiayaan

Anggaran dan pertimbangan perakaunan yang berkaitan dengan rosot nilai pinjaman dan peruntukan bagi kedudukan kunci kira-kira adalah anggaran perakaunan yang kritikal kerana andaian asas yang digunakan untuk kedua-dua nilai rosot nilai secara individu dan kolektif boleh berubah dari semasa ke semasa dan boleh memberi kesan kepada keputusan operasi Kumpulan dan syarikat.

Dalam penilaian rosot nilai bagi aset, pertimbangan pihak pengurusan diperlukan. Penentuan peruntukan rosot nilai yang diperlukan bagi pinjaman yang dikira penting secara individu memerlukan penggunaan pertimbangan pengurusan yang besar mengenai perkara-perkara seperti keadaan ekonomi tempatan, prestasi kewangan pihak berkaitan dan nilai cagaran yang dipegang, yang mana pasaran yang boleh diakses belum tersedia. Jumlah sebenar aliran tunai masa hadapan mungkin akan berbeza daripada anggaran yang digunakan oleh pihak pengurusan dan seterusnya akan menyebabkan kerugian sebenar akan berbeza daripada dilaporkan.

Elaun rosot nilai bagi pinjaman yang secara individunya adalah penting tetapi tidak ada bukti objektif yang rosot nilai nilai wujud akan ditentukan secara kolektif. Peruntukan rosot nilai kolektif dikira berasaskan portfolio menggunakan model statistik yang menggabungkan banyak anggaran dan pertimbangan, oleh itu ianya tertakluk kepada ketidakpastian anggaran. Kumpulan dan Syarikat kerap melakukan kajian semula model dan data dan andaian setakat yang mungkin bagi mencerminkan keadaan ekonomi semasa. Kebarangkalian kelalaian, kerugian mungkir, dan tempoh kehilangan pengenalan, antara lain, semua ini akan diambil kira semasa kajian ini dilakukan.

#### (c) Aset cukai tertunda

Pertimbangan berat diperlukan dalam menentukan keuntungan boleh cukai masa hadapan oleh kerana ianya melibatkan aset cukai tertunda, dan elaun modal yang terhasil tidak akan diserap dan kerugian cukai yang tidak digunakan perniagaan adalah tertakluk kepada persetujuan dengan pihak berkuasa percukaian. Di mana keputusan akhir keuntungan boleh cukai masa depan adalah berbeza daripada jumlah yang pada mulanya dianggarkan, perbezaan tersebut akan memberi kesan kepada aset dan liabiliti cukai tertunda dalam tahun kewangan di mana penentuan tersebut dibuat.

#### (d) Peruntukan bagi tuntutan di bawah skim jaminan

Peruntukan bagi tuntutan oleh institusi kewangan di bawah Skim Jaminan dibuat berdasarkan notis pinjaman tidak berbayar dan penyerah tuntutan simpanan oleh institusi kewangan dengan menggunakan peratusan jumlah pinjaman yang tidak berbayar dan penyerahan tuntutan berdasarkan pengalaman yang lepas.

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## 4. HARTANAH, LOJI DAN PERALATAN

| Kumpulan   | Bangunan<br>RM'000 | Tanah<br>pegangan<br>pajak<br>jangka<br>panjang<br>RM'000 | Kenderaan<br>bermotor<br>RM'000 | Peralatan<br>pejabat<br>RM'000 | Perabot<br>dan<br>kelengkapan<br>RM'000 | Pengubahsuaian<br>RM'000 | Peralatan<br>komputer<br>RM'000 | Kerja<br>dalam<br>kemajuan<br>RM'000 | Jumlah<br>RM'000 |
|--|--------------------|---|---------------------------------|--------------------------------|---|--------------------------|---------------------------------|--------------------------------------|------------------|
| <b>Kos</b>                                       |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2013                              | 39,081             | 5,010   | 547                             | 2,353                          | 3,371                                   | 7,735                    | 12,837                          | 4,673                                | 75,607           |
| Tambahan   | -                  | -   | -                               | 80                             | 58                                      | 796                      | 1,110                           | 1,606                                | 3,650            |
| Pelupusan  | -                  | -   | -                               | (88)                           | (68)                                    | (3,305)                  | (1,238)                         | -                                    | (4,699)          |
| Pengkelasan kepada aset tidak<br>ketara (Nota 5) | -                  | -   | -                               | -                              | -                                       | -                        | -                               | (5,574)                              | (5,574)          |
| Pada 31 Disember 2013                            | 39,081             | 5,010   | 547                             | 2,345                          | 3,361                                   | 5,226                    | 12,709                          | 705                                  | 68,984           |
| <b>Tolak: Susutnilai terkumpul</b>               |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2013                              | 25,011             | 2,214   | 251                             | 1,745                          | 2,938                                   | 6,641                    | 10,882                          | -                                    | 49,682           |
| Caj tahun semasa                                 | 1,563              | 35  | 100                             | 245                            | 211                                     | 589                      | 1,220                           | -                                    | 3,963            |
| Pelupusan  | -                  | -   | -                               | (81)                           | (63)                                    | (3,240)                  | (1,238)                         | -                                    | (4,622)          |
| Pada 31 Disember 2013                            | 26,574             | 2,249   | 351                             | 1,909                          | 3,086                                   | 3,990                    | 10,864                          | -                                    | 49,023           |
| <b>Nilai buku bersih:</b>                        |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 31 Disember 2013                            | 12,507             | 2,761   | 196                             | 436                            | 275                                     | 1,236                    | 1,845                           | 705                                  | 19,961           |

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### 4. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

| Kumpulan  | Bangunan<br>RM'000 | Tanah<br>pegangan<br>pajak<br>jangka<br>panjang<br>RM'000 | Kenderaan<br>bermotor<br>RM'000 | Peralatan<br>pejabat<br>RM'000 | Perabot<br>dan<br>kelengkapan<br>RM'000 | Pengubahsuaian<br>RM'000 | Peralatan<br>komputer<br>RM'000 | Kerja<br>dalam<br>kemajuan<br>RM'000 | Jumlah<br>RM'000 |
|---|--------------------|---|---------------------------------|--------------------------------|---|--------------------------|---------------------------------|--------------------------------------|------------------|
| <b>Kos</b>  |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2012<br>(seperti dilaporkan terdahulu) | 39,081             | 5,010   | 547                             | 2,108                          | 12,691                                  | 324                      | 12,771                          | 4,570                                | 77,102           |
| Pelarasan-pelarasan tahun sebelum                     | -                  | -   | -                               | 321                            | (9,239)                                 | 8,918                    | -                               | 2,647                                | 2,647            |
| Pada 1 Januari 2012<br>(seperti dinyatakan semula)    | 39,081             | 5,010   | 547                             | 2,429                          | 3,452                                   | 9,242                    | 12,771                          | 7,217                                | 79,749           |
| Tambahan  | -                  | -   | -                               | 214                            | 32                                      | 50                       | 66                              | 1,577                                | 1,939            |
| Pelupusan   | -                  | -   | -                               | (290)                          | (113)                                   | (1,557)                  | -                               | -                                    | (1,960)          |
| Hapus kira  | -                  | -   | -                               | -                              | -                                       | -                        | -                               | (2,647)                              | (2,647)          |
| Pengkelasan kepada aset tidak<br>ketara (Nota 5)      | -                  | -   | -                               | -                              | -                                       | -                        | -                               | (1,474)                              | (1,474)          |
| Pada 31 Disember 2012                                 | 39,081             | 5,010   | 547                             | 2,353                          | 3,371                                   | 7,735                    | 12,837                          | 4,673                                | 75,607           |
| <b>Tolak: Susutnilai terkumpul</b>                    |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2012<br>(seperti dilaporkan terdahulu) | 23,448             | 2,179   | 142                             | 1,553                          | 10,227                                  | 210                      | 17,677                          | -                                    | 55,436           |
| Pelarasan-pelarasan tahun sebelum                     | -                  | -   | -                               | 216                            | (7,419)                                 | 7,203                    | (8,478)                         | -                                    | (8,478)          |
| Pada 1 Januari 2012<br>(seperti dinyatakan semula)    | 23,448             | 2,179   | 142                             | 1,769                          | 2,808                                   | 7,413                    | 9,199                           | -                                    | 46,958           |
| Caj tahun semasa                                      | 1,563              | 35  | 109                             | 264                            | 242                                     | 697                      | 1,682                           | -                                    | 4,592            |
| Pelupusan   | -                  | -   | -                               | (288)                          | (112)                                   | (1,469)                  | -                               | -                                    | (1,869)          |
| Pada 31 Disember 2012                                 | 25,011             | 2,214   | 251                             | 1,745                          | 2,938                                   | 6,641                    | 10,881                          | -                                    | 49,681           |
| <b>Nilai buku bersih:</b>                             |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 31 Disember 2012<br>(seperti dinyatakan semula)  | 14,070             | 2,796   | 296                             | 608                            | 433                                     | 1,094                    | 1,956                           | 4,673                                | 25,926           |
| Pada 1 Januari 2012<br>(seperti dinyatakan semula)    | 15,633             | 2,831   | 405                             | 660                            | 644                                     | 1,829                    | 3,572                           | 7,217                                | 32,791           |

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## 4. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

| Syarikat   | Bangunan<br>RM'000 | Tanah<br>pegangan<br>pajak<br>jangka<br>panjang<br>RM'000 | Kenderaan<br>bermotor<br>RM'000 | Peralatan<br>pejabat<br>RM'000 | Perabot<br>dan<br>kelengkapan<br>RM'000 | Pengubahsuaian<br>RM'000 | Peralatan<br>komputer<br>RM'000 | Kerja<br>dalam<br>kemajuan<br>RM'000 | Jumlah<br>RM'000 |
|--|--------------------|---|---------------------------------|--------------------------------|---|--------------------------|---------------------------------|--------------------------------------|------------------|
| <b>Kos</b>                                       |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2013                              | 39,081             | 5,010   | 547                             | 2,277                          | 3,221                                   | 7,392                    | 11,387                          | 4,673                                | 73,588           |
| Tambahan   | -                  | -   | -                               | 67                             | 57                                      | 796                      | 1,046                           | 1,606                                | 3,572            |
| Pelupusan  | -                  | -   | -                               | (88)                           | (68)                                    | (3,305)                  | (1,238)                         | -                                    | (4,699)          |
| Pengkelasan kepada aset tidak<br>ketara (Nota 5) | -                  | -   | -                               | -                              | -                                       | -                        | -                               | (5,574)                              | (5,574)          |
| Pada 31 Disember 2013                            | 39,081             | 5,010   | 547                             | 2,256                          | 3,210                                   | 4,883                    | 11,195                          | 705                                  | 66,887           |
| <b>Tolak: Susutnilai terkumpul</b>               |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2013                              | 25,011             | 2,214   | 251                             | 1,689                          | 2,828                                   | 6,364                    | 9,677                           | -                                    | 48,034           |
| Caj tahun semasa                                 | 1,563              | 35  | 100                             | 230                            | 187                                     | 537                      | 1,014                           | -                                    | 3,666            |
| Pelupusan  | -                  | -   | -                               | (81)                           | (63)                                    | (3,240)                  | (1,238)                         | -                                    | (4,622)          |
| Pada 31 Disember 2013                            | 26,574             | 2,249   | 351                             | 1,838                          | 2,952                                   | 3,661                    | 9,453                           | -                                    | 47,078           |
| <b>Nilai buku bersih:</b>                        |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 31 Disember 2013                            | 12,507             | 2,761   | 196                             | 418                            | 258                                     | 1,222                    | 1,742                           | 705                                  | 19,809           |

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### 4. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

| Syarikat  | Bangunan<br>RM'000 | Tanah<br>pegangan<br>pajak<br>jangka<br>panjang<br>RM'000 | Kenderaan<br>bermotor<br>RM'000 | Peralatan<br>pejabat<br>RM'000 | Perabot<br>dan<br>kelengkapan<br>RM'000 | Pengubahsuaian<br>RM'000 | Peralatan<br>komputer<br>RM'000 | Kerja<br>dalam<br>kemajuan<br>RM'000 | Jumlah<br>RM'000 |
|---|--------------------|---|---------------------------------|--------------------------------|---|--------------------------|---------------------------------|--------------------------------------|------------------|
| <b>Kos</b>  |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2012<br>(seperti dilaporkan terdahulu) | 39,081             | 5,010   | 547                             | 2,038                          | 12,564                                  | -                        | 11,359                          | 4,570                                | 75,169           |
| Pelarasan-pelarasan tahun sebelum                     | -                  | -   | -                               | 321                            | (9,239)                                 | 8,918                    | -                               | 2,647                                | 2,647            |
| Pada 1 Januari 2012<br>(seperti dinyatakan semula)    | 39,081             | 5,010   | 547                             | 2,359                          | 3,325                                   | 8,918                    | 11,359                          | 7,217                                | 77,816           |
| Tambahan  | -                  | -   | -                               | 208                            | 9                                       | 31                       | 28                              | 1,577                                | 1,853            |
| Pelupusan   | -                  | -   | -                               | (290)                          | (113)                                   | (1,557)                  | -                               | -                                    | (1,960)          |
| Hapus kira  | -                  | -   | -                               | -                              | -                                       | -                        | -                               | (2,647)                              | (2,647)          |
| Pengkelasan kepada aset tidak<br>ketara (Nota 5)      | -                  | -   | -                               | -                              | -                                       | -                        | -                               | (1,474)                              | (1,474)          |
| Pada 31 Disember 2012                                 | 39,081             | 5,010   | 547                             | 2,277                          | 3,221                                   | 7,392                    | 11,387                          | 4,673                                | 73,588           |
| <b>Tolak: Susutnilai terkumpul</b>                    |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 1 Januari 2012<br>(seperti dilaporkan terdahulu) | 23,448             | 2,179   | 142                             | 1,512                          | 10,145                                  | -                        | 16,759                          | -                                    | 54,185           |
| Pelarasan-pelarasan tahun sebelum                     | -                  | -   | -                               | 216                            | (7,419)                                 | 7,203                    | (8,478)                         | -                                    | (8,478)          |
| Pada 1 Januari 2012<br>(seperti dinyatakan semula)    | 23,448             | 2,179   | 142                             | 1,728                          | 2,726                                   | 7,203                    | 8,281                           | -                                    | 45,707           |
| Caj tahun semasa                                      | 1,563              | 35  | 109                             | 249                            | 214                                     | 630                      | 1,396                           | -                                    | 4,196            |
| Pelupusan   | -                  | -   | -                               | (288)                          | (112)                                   | (1,469)                  | -                               | -                                    | (1,869)          |
| Pada 31 Disember 2012                                 | 25,011             | 2,214   | 251                             | 1,689                          | 2,828                                   | 6,364                    | 9,677                           | -                                    | 48,034           |
| <b>Nilai buku bersih:</b>                             |                    |   |                                 |                                |   |                          |                                 |                                      |                  |
| Pada 31 Disember 2012<br>(seperti dinyatakan semula)  | 14,070             | 2,796   | 296                             | 588                            | 393                                     | 1,028                    | 1,710                           | 4,673                                | 25,554           |
| Pada 1 Januari 2012<br>(seperti dinyatakan semula)    | 15,633             | 2,831   | 405                             | 631                            | 599                                     | 1,715                    | 3,078                           | 7,217                                | 32,109           |



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## 5. ASET-ASET TIDAK KETARA

| Kumpulan   | Perisian dan<br>kos lain<br>RM'000 | Perbelanjaan<br>pembangunan<br>RM'000 | Jumlah<br>RM'000 |
|--|------------------------------------|---------------------------------------|------------------|
| <b>Kos</b>   |                                    |                                       |                  |
| Pada 1 Januari 2013  | 46,817                             | 2,460                                 | 49,277           |
| Tambahan   | 1,505                              | 705                                   | 2,210            |
| Pengkelasan daripada hartanah, loji dan peralatan (Nota 4) | 5,574                              | –                                     | 5,574            |
| Pelupusan  | (9,296)                            | –                                     | (9,296)          |
| Pada 31 Disember 2013                                      | 44,600                             | 3,165                                 | 47,765           |
| <b>Tolak: Pelunasan terkumpul</b>                          |                                    |                                       |                  |
| Pada 1 Januari 2013  | 37,085                             | –                                     | 37,085           |
| Caj pelunasan dalam tahun                                  | 5,402                              | –                                     | 5,402            |
| Pelupusan  | (9,268)                            | –                                     | (9,268)          |
| Pada 31 Disember 2013                                      | 33,219                             | –                                     | 33,219           |
| <b>Nilai buku bersih pada 31 Disember 2013</b>             | <b>11,381</b>                      | <b>3,165</b>                          | <b>14,546</b>    |
| <b>Kos</b>   |                                    |                                       |                  |
| Pada 1 Januari 2012 (seperti dilaporkan sebelum)           | 33,370                             | 1,135                                 | 34,505           |
| Pelarasan tahun terdahulu                                  | 10,888                             | –                                     | 10,888           |
| Pada 1 Januari 2012 (seperti dinyatakan semula)            | 44,258                             | 1,135                                 | 45,393           |
| Tambahan   | 1,085                              | 1,325                                 | 2,410            |
| Pengkelasan daripada hartanah, loji dan peralatan (Nota 4) | 1,474                              | –                                     | 1,474            |
| Pada 31 Disember 2012                                      | 46,817                             | 2,460                                 | 49,277           |
| <b>Tolak: Pelunasan terkumpul</b>                          |                                    |                                       |                  |
| Pada 1 Januari 2012 (seperti dilaporkan sebelum)           | 22,468                             | –                                     | 22,468           |
| Pelarasan tahun terdahulu                                  | 8,242                              | –                                     | 8,242            |
| Pada 1 Januari 2012 (seperti dinyatakan semula)            | 30,710                             | –                                     | 30,710           |
| Caj pelunasan dalam tahun                                  | 6,375                              | –                                     | 6,375            |
| Pada 31 Disember 2012                                      | 37,085                             | –                                     | 37,085           |
| <b>Nilai buku bersih</b>                                   |                                    |                                       |                  |
| Pada 31 Disember 2012 (seperti dinyatakan semula)          | 9,732                              | 2,460                                 | 12,192           |
| Pada 1 Januari 2012 (seperti dinyatakan semula)            | 13,548                             | 1,135                                 | 14,683           |

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### 5. ASET-ASET TIDAK KETARA (BERSAMBUNG)

| Syarikat   | Perisian dan<br>kos lain<br>RM'000 | Perbelanjaan<br>pembangunan<br>RM'000 | Jumlah<br>RM'000 |
|--|------------------------------------|---------------------------------------|------------------|
| <b>Kos</b>   |                                    |                                       |                  |
| Pada 1 Januari 2013  | 35,972                             | –                                     | 35,972           |
| Pengkelasan daripada hartanah, loji dan peralatan (Nota 4) | 5,574                              | –                                     | 5,574            |
| Pelupusan  | (9,296)                            | –                                     | (9,296)          |
| Pada 31 Disember 2013                                      | 32,250                             | –                                     | 32,250           |
| <b>Tolak: Pelunasan terkumpul</b>                          |                                    |                                       |                  |
| Pada 1 Januari 2013  | 29,760                             | –                                     | 29,760           |
| Caj pelunasan dalam tahun                                  | 3,458                              | –                                     | 3,458            |
| Pelupusan  | (9,268)                            | –                                     | (9,268)          |
| Pada 31 Disember 2013                                      | 23,950                             | –                                     | 23,950           |
| <b>Nilai buku bersih:</b>                                  |                                    |                                       |                  |
| pada 31 Disember 2013                                      | 8,300                              | –                                     | 8,300            |
| <b>Kos</b>   |                                    |                                       |                  |
| Pada 1 Januari 2012 (seperti dilaporkan sebelum)           | 23,610                             | –                                     | 23,610           |
| Pelarasan tahun terdahulu                                  | 10,888                             | –                                     | 10,888           |
| Pada 1 Januari 2012 (seperti dinyatakan semula)            | 34,498                             | –                                     | 34,498           |
| Pengkelasan daripada hartanah, loji dan peralatan (Nota 4) | 1,474                              | –                                     | 1,474            |
| Pada 31 Disember 2012                                      | 35,972                             | –                                     | 35,972           |
| Pelunasan terkumpul:                                       |                                    |                                       |                  |
| Pada 1 Januari 2012 (seperti dilaporkan sebelum)           | 17,200                             | –                                     | 17,200           |
| Pelarasan tahun terdahulu                                  | 8,242                              | –                                     | 8,242            |
| Pada 1 Januari 2012 (seperti dinyatakan semula)            | 25,442                             | –                                     | 25,442           |
| Caj pelunasan tahunan                                      | 4,318                              | –                                     | 4,318            |
| Pada 31 Disember 2012                                      | 29,760                             | –                                     | 29,760           |
| <b>Nilai buku bersih</b>                                   |                                    |                                       |                  |
| Pada 31 Disember 2012 (seperti dinyatakan semula)          | 6,212                              | –                                     | 6,212            |
| Pada 1 Januari 2012 (seperti dinyatakan semula)            | 9,056                              | –                                     | 9,056            |

Perbelanjaan pembangunan telah dibuat ke atas Sistem Operasi Biro Pengguna syarikat subsidiari dan ianya masih dalam pembangunan pada akhir tahun kewangan semasa.

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## 6. PELABURAN DALAM SUBSIDIARI

|   | 31.12.2013<br>RM'000 | Syarikat<br>31.12.2012<br>RM'000 | 1.1.2011<br>RM'000 |
|---|----------------------|----------------------------------|--------------------|
| Saham-saham tidak tersiar harga, pada kos | 9,900                | 9,900                            | 9,900              |

Butiran terperinci syarikat subsidiari yang ditubuhkan di Malaysia adalah seperti berikut:

| Nama Subsidiari                          | Aktiviti Utama   | Peratusan Pegangan Ekuiti |            |          |
|--|--|---------------------------|------------|----------|
|  |  | 31.12.2013                | 31.12.2012 | 1.1.2011 |
| Credit Bureau Malaysia Sdn. Bhd. ("CBM") | Penyediaan perkhidmatan rujukan kredit, penilaian kredit dan perkhidmatan berkaitan dengan biro kredit | 55%                       | 55%        | 55%      |

Berikut adalah ringkasan maklumat kewangan subsidiari yang mempunyai kepentingan tidak dikawal yang ketara bagi Kumpulan. Ringkasan maklumat kewangan di bawah mewakili jumlah sebelum pelunasan antara syarikat.

(i) Ringkasan penyata kedudukan kewangan

|                                      | CBM                  |                      |
|--------------------------------------|----------------------|----------------------|
|                                      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| <b>Semasa</b>                        |                      |                      |
| Aset-aset                            | 3,007                | 2,100                |
| Liabiliti-liabiliti                  | (4,845)              | (2,184)              |
| Jumlah bersih liabiliti semasa       | (1,838)              | (84)                 |
| <b>Bukan Semasa</b>                  |                      |                      |
| Aset-aset                            | 7,439                | 6,351                |
| Liabiliti-liabiliti                  | (500)                | (1,800)              |
| Jumlah bersih liabiliti bukan semasa | 6,939                | 4,551                |
| <b>Nilai bersih aset-aset</b>        | <b>5,101</b>         | <b>4,467</b>         |

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### 6. PELABURAN DALAM SUBSIDIARI (SAMBUNGAN)

(ii) Ringkasan penyata pendapatan komprehensif

|  | CBM        |            |
|--|------------|------------|
|  | 31.12.2013 | 31.12.2012 |
|  | RM'000     | RM'000     |
| Pendapatan   | 7,041      | 7,136      |
| (Kerugian)/keuntungan sebelum cukai  | (406)      | 149        |
| Cukai  | 1,041      | (2)        |
| Keuntungan bersih dan jumlah pendapatan komprehensif bagi tahun kewangan             | 635        | 147        |
| <b>Jumlah pendapatan komprehensif diperuntukkan kepada kepentingan tidak dikawal</b> | <b>286</b> | <b>66</b>  |

(iii) Ringkasan penyata aliran tunai

|   | CBM          |            |
|---|--------------|------------|
|   | 31.12.2013   | 31.12.2012 |
|   | RM'000       | RM'000     |
| <b>Aliran tunai daripada kegiatan operasi</b>                         |              |            |
| Wang tunai dihasilkan dari operasi                                    | 2,095        | 2,230      |
| Bayaran cukai   | (2)          | (3)        |
| Wang tunai bersih dihasilkan daripada kegiatan operasi                | 2,093        | 2,227      |
| Wang tunai bersih digunakan dalam kegiatan pelaburan                  | (2,197)      | (2,426)    |
| Wang tunai bersih (digunakan)/dihasilkan daripada kegiatan pembiayaan | (122)        | 467        |
| <b>(Pengurangan)/peningkatan bersih wang tunai dan setara tunai</b>   | <b>(226)</b> | <b>268</b> |
| Wang tunai dan setara tunai pada awal tahun kewangan                  | 596          | 328        |
| Wang tunai dan setara tunai pada akhir tahun kewangan                 | 370          | 596        |

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## 7. PELABURAN DALAM SYARIKAT BERSEKUTU

Tempat utama perniagaan dan tempat diperbadankan syarikat bersekutu adalah Malaysia. Kesemua syarikat bersekutu diukur menggunakan kaedah ekuiti. Tiada harga pasaran yang tersiar bagi syarikat-syarikat bersekutu.

|   | Kumpulan<br>Dinyatakan semula |                      |                    | Syarikat             |                      |                    |
|---|-------------------------------|----------------------|--------------------|----------------------|----------------------|--------------------|
|   | 31.12.2013<br>RM'000          | 31.12.2012<br>RM'000 | 1.1.2011<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2011<br>RM'000 |
| Saham-saham tidak tersiar harga pada kos                      | 500,200                       | 500,200              | 500,200            | 500,200              | 500,200              | 500,200            |
| Bahagian daripada keuntungan komprehensif bagi tahun kewangan | 118,688                       | 69,868               | 26,456             | –                    | –                    | –                  |
|   | 618,888                       | 570,068              | 526,656            | 500,200              | 500,200              | 500,200            |

Butiran terperinci syarikat bersekutu adalah seperti berikut:

| Nama syarikat bersekutu                      | Aktiviti Utama                       | Peratusan Pegangan Ekuiti |            |          |
|--|--------------------------------------|---------------------------|------------|----------|
|  |                                      | 31.12.2013                | 31.12.2012 | 1.1.2011 |
| Aureos CGC Advisers Sdn. Bhd. ("Aureos CGC") | Perkhidmatan khidmat nasihat         | 40%                       | 40%        | 40%      |
| Danajamin Nasional Berhad ("Danajamin")      | Menyediakan insuran jaminan kewangan | 50%                       | 50%        | 50%      |

(a) Ringkasan maklumat kewangan syarikat-syarikat bersekutu yang diambil kira dengan menggunakan kaedah ekuiti adalah seperti berikut:

(i) Ringkasan penyata kedudukan kewangan

|                                  | Danajamin            |                      | Aureos CGC           |                      | Jumlah               |                      |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| <b>Aset-aset</b>                 |                      |                      |                      |                      |                      |                      |
| Aset-aset semasa                 | 993,741              | 1,027,745            | 1,055                | 901                  | 994,796              | 1,028,646            |
| Aset-aset bukan semasa           | 920,767              | 614,222              | 13                   | 19                   | 920,780              | 614,241              |
| Jumlah aset-aset                 | 1,914,508            | 1,641,967            | 1,068                | 920                  | 1,915,576            | 1,642,887            |
| <b>Liabiliti-liabiliti</b>       |                      |                      |                      |                      |                      |                      |
| Liabiliti-liabiliti semasa       | (104,258)            | (74,828)             | (514)                | (204)                | (104,772)            | (75,032)             |
| Liabiliti-liabiliti bukan semasa | (572,907)            | (427,564)            | (13)                 | (13)                 | (572,920)            | (427,577)            |
| Jumlah liabiliti-liabiliti       | (677,165)            | (502,392)            | (527)                | (218)                | (677,692)            | (502,610)            |
| <b>Nilai bersih aset-aset</b>    | 1,237,343            | 1,139,575            | 541                  | 702                  | 1,237,884            | 1,140,277            |

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## 7. PELABURAN DALAM SYARIKAT BERSEKUTU (SAMBUNGAN)

(a) Ringkasan maklumat kewangan syarikat-syarikat bersekutu yang diambilkira dengan menggunakan kaedah ekuiti adalah seperti berikut: (sambungan)

(ii) Ringkasan penyata pendapatan komprehensif

|  | Danajamin            |                      | Aureos CGC           |                      | Jumlah               |                      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Pendapatan   | 132,577              | 102,862              | 1,287                | 1,669                | 133,864              | 104,531              |
| Keuntungan/(kerugian)<br>bersih bagi tahun<br>kewangan   | 103,099              | 75,861               | (161)                | 45                   | 102,938              | 75,906               |
| Jumlah pendapatan<br>komprehensif bagi tahun<br>kewangan | 97,768               | 75,092               | (161)                | 45                   | 97,607               | 75,137               |

(b) Penyelarasan ringkasan maklumat kewangan kepada jumlah bawaan bagi kepentingan dalam syarikat bersekutu:

|   | Danajamin            |                      | Aureos CGC           |                      | Jumlah               |                      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Nilai bersih aset-aset 1 Januari                    | 1,139,575            | 1,064,483            | 702                  | 657                  | 1,140,277            | 1,065,140            |
| Keuntungan/(kerugian) bersih<br>bagi tahun kewangan | 103,099              | 75,861               | (161)                | 45                   | 102,938              | 75,906               |
| Kerugian komprehensif lain<br>bagi tahun kewangan   | (5,331)              | (769)                | -                    | -                    | (5,331)              | (769)                |
| Nilai bersih aset-aset pada<br>31 Disember          | 1,237,343            | 1,139,575            | 541                  | 702                  | 1,237,884            | 1,140,277            |
| <b>Nilai bawaan</b>                                 | <b>618,672</b>       | <b>569,787</b>       | <b>216</b>           | <b>281</b>           | <b>618,888</b>       | <b>570,068</b>       |

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## 8. DANA PELABURAN: AFS

Pada tahun 2007, Syarikat telah memeterai Perjanjian Pemegang Saham dengan Aureos Malaysia Tabung LLC ("AMF"), Aureos South-East Asia Ltd (Manager) dan lain-lain (Pelabur). Perjanjian itu memperuntukkan bahawa setiap satu daripada pelabur, termasuk Syarikat hendaklah melanggan beberapa Saham-saham Biasa Kelas A dalam AMF dan membayar sumbangan modal pada jumlah yang ditentukan yang mungkin akan dipanggil secara agregat yang mana telah dipersetujui di dalam perjanjian tersebut.

Syarikat memegang 40% (2012: 40%) kepentingan dalam Saham Biasa Kelas A sebanyak USD1 sesaham dalam AMF.

Syarikat tidak mempunyai kuasa untuk terlibat dalam atau mempengaruhi keputusan kewangan dan pelaburan AMF kerana kuasa itu dimiliki Pengurus. Oleh itu, pelaburan tersebut tidak dikelaskan sebagai syarikat bersekutu kerana tiada pengaruh yang ketara tetapi diambilkira sebagai pelaburan AFS.

Syarikat mempunyai komitmen untuk melanggan 10,000,000 Saham Biasa Kelas A USD1 sesaham. Pada 31 Disember 2013, Syarikat telah melanggan dan membayar sejumlah USD9,429,600 (2012: USD7,963,800) Saham Biasa Kelas A USD1 sesaham yang bersamaan dengan RM30,943,000 (2012: RM24,356,000).

Dana pelaburan akan digunakan untuk membiayai pelaburan-pelaburan di Malaysia (tidak kurang daripada 70%) dan negara-negara ASEAN yang lain (sehingga 30%).

Pada tahun ini, penebusan sebanyak USD89,900 (RM281,000) adalah pengagihan yang dibayar oleh dana. Pengagihan akan dilaksanakan dengan cara penebusan Saham Biasa Kelas A.

Perubahan dalam dana pelaburan:

|   | Kumpulan/Syarikat |            |
|---|-------------------|------------|
|   | 31.12.2013        | 31.12.2012 |
|   | RM'000            | RM'000     |
| <b>Kos:</b>   |                   |            |
| Pada 1 Januari                                      | 23,662            | 24,205     |
| Dilanggan dan dibayar dalam tahun kewangan          | 2,207             | 521        |
| Tolak: Penebusan dalam tahun kewangan               | (281)             | (1,064)    |
| Pada 31 Disember                                    | 25,588            | 23,662     |
| Keuntungan nilai saksama rizab AFS pada 31 Disember | 5,355             | 694        |
| Nilai saksama pada 31 Disember                      | 30,943            | 24,356     |

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### 9. PRODUK BERSTRUKTUR: FVTPL

|   | Kumpulan/Syarikat |                                 |                               |
|---|-------------------|---------------------------------|-------------------------------|
|   | 31.12.2013        | Dinyatakan semula<br>31.12.2012 | Dinyatakan semula<br>1.1.2012 |
|   | RM'000            | RM'000                          | RM'000                        |
| <b>Pada nilai saksama:</b>                        |                   |                                 |                               |
| Produk berstruktur, tidak disiarharga di Malaysia | 658,728           | 658,028                         | 657,567                       |
| Keuntungan nilai saksama/(kerugian)               | 10,467            | 18,334                          | (28,068)                      |
|   | 669,195           | 676,362                         | 629,499                       |

|  | Kumpulan/Syarikat |                                 |                               |
|--|-------------------|---------------------------------|-------------------------------|
|  | 31.12.2013        | Dinyatakan semula<br>31.12.2012 | Dinyatakan semula<br>1.1.2012 |
|  | RM'000            | RM'000                          | RM'000                        |
| <b>Keuntungan/(kerugian) nilai saksama:</b>                        |                   |                                 |                               |
| Pada 1 Januari   | 18,334            | (28,068)                        | 1,991                         |
| Keuntungan nilai saksama/(kerugian) dalam tahun kewangan (Nota 33) | (7,867)           | 46,402                          | (30,059)                      |
| Pada 31 Disember   | 10,467            | 18,334                          | (28,068)                      |
| Permulaan kerugian nilai saksama belum dilunaskan pada 31 Disember | 15,448            | 21,560                          | 27,672                        |

### 10. PELABURAN KEWANGAN: AFS

|                                    | Kumpulan/Syarikat |            |          |
|------------------------------------|-------------------|------------|----------|
|                                    | 31.12.2013        | 31.12.2012 | 1.1.2012 |
|                                    | RM'000            | RM'000     | RM'000   |
| <b>Pada nilai saksama</b>          |                   |            |          |
| <b>Instrumen pasaran wang:</b>     |                   |            |          |
| <u>Tidak disiarharga:</u>          |                   |            |          |
| Bon Cagamas                        | 75,477            | 76,205     | 121,676  |
| <b>Sekuriti tidak disiarharga:</b> |                   |            |          |
| <u>Dalam Malaysia</u>              |                   |            |          |
| Sekuriti hutang swasta             | 325,175           | 370,664    | 434,338  |
|                                    | 400,652           | 446,869    | 556,014  |



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## 11. PELABURAN DI DALAM SEKURITI: FVTPL

|                                      | Kumpulan/Syarikat    |                      |                    |
|--------------------------------------|----------------------|----------------------|--------------------|
|                                      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| <b>Pada nilai saksama</b>            |                      |                      |                    |
| <b>Instrumen pasaran wang:</b>       |                      |                      |                    |
| <u>Tidak disiarharga:</u>            |                      |                      |                    |
| Sekuriti Kerajaan Malaysia           | –                    | 10,097               | –                  |
| Terbitan Pelaburan Kerajaan Malaysia | 10,120               | 10,279               | –                  |
| Nota kredit-berkait                  | 10,017               | 20,109               | 50,951             |
|                                      | 20,137               | 40,485               | 50,951             |
| <b>Sekuriti disiarharga:</b>         |                      |                      |                    |
| <u>Dalam Malaysia</u>                |                      |                      |                    |
| Saham-saham                          | –                    | –                    | 123,067            |
|                                      | –                    | –                    | 123,067            |
| <b>Sekuriti tidak disiarharga:</b>   |                      |                      |                    |
| <u>Dalam Malaysia</u>                |                      |                      |                    |
| Sekuriti hutang swasta               | 546,183              | 682,325              | 529,634            |
| <u>Luar Malaysia</u>                 |                      |                      |                    |
| Sekuriti hutang swasta               | 208,039              | 218,695              | 158,667            |
|                                      | 754,222              | 901,020              | 688,301            |
|                                      | 774,359              | 941,505              | 862,319            |

## 12. SIMPANAN TETAP

|  | Kumpulan/Syarikat    |                      |                    |
|--|----------------------|----------------------|--------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Bank-bank berlesen                     | 1,258,990            | 1,266,023            | 1,270,082          |
| Institusi-institusi kewangan yang lain | 323,179              | 750,362              | 580,595            |
|  | 1,582,169            | 2,016,385            | 1,850,677          |

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### 13. PINJAMAN, PENDAHULUAN DAN PEMBIAYAAN

#### (i) Mengikut skim

|   |                | Kumpulan/Syarikat |                   |
|---|----------------|-------------------|-------------------|
|   | 31.12.2013     | Dinyatakan semula | Dinyatakan semula |
|   | RM'000         | 31.12.2012        | 1.1.2012          |
|   |                | RM'000            | RM'000            |
| Tabung Usahawan Kecil ("TUK")                             | -              | 428               | 428               |
| Skim Jaminan Laluan Terus ("DAGS")                        | 400,498        | 428,938           | 387,988           |
| Tabung Pemulihan dan Pembangunan Usahawan ("TPPU")        | 2,428          | 2,587             | 3,194             |
| Tabung Pemulihan Peniaga Kecil ("TPPK")                   | 284            | 315               | 311               |
| Tabung Pemulihan Usahawan ("TPU")                         | -              | 245               | 798               |
| Tabung Projek Usahawan Bumiputra-i ("TPUB-i")             | 44,589         | 35,412            | 46,074            |
| Pinjaman kakitangan                                       | 1,729          | 1,852             | 1,525             |
| <b>Pinjaman kasar, pendahuluan dan pembiayaan</b>         | <b>449,528</b> | <b>469,777</b>    | <b>440,318</b>    |
| Tolak: Peruntukan bagi rosot nilai                        |                |                   |                   |
| - individu  | (118,190)      | (90,447)          | (43,752)          |
| - kolektif  | (27,621)       | (30,157)          | (5,532)           |
| <b>Jumlah bersih pinjaman, pendahuluan dan pembiayaan</b> | <b>303,717</b> | <b>349,173</b>    | <b>391,034</b>    |

#### (ii) Mengikut struktur tempoh matang

|                                |                | Kumpulan/Syarikat |                   |
|--------------------------------|----------------|-------------------|-------------------|
|                                | 31.12.2013     | Dinyatakan semula | Dinyatakan semula |
|                                | RM'000         | 31.12.2012        | 1.1.2012          |
|                                |                | RM'000            | RM'000            |
| Matang dalam tempoh satu tahun | 8,521          | 5,344             | 4,446             |
| Satu tahun hingga tiga tahun   | 119,716        | 112,817           | 96,354            |
| Tiga tahun hingga lima tahun   | 103,280        | 107,785           | 107,625           |
| Selepas lima tahun             | 218,011        | 243,831           | 231,893           |
|                                | <b>449,528</b> | <b>469,777</b>    | <b>440,318</b>    |

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## 13. PINJAMAN, PENDAHULUAN DAN PEMBIAYAAN (SAMBUNGAN)

### (iii) Mengikut kadar faedah/keuntungan sensitiviti

|   | Kumpulan/Syarikat |                                 |                               |
|---|-------------------|---------------------------------|-------------------------------|
|   | 31.12.2013        | Dinyatakan Semula<br>31.12.2012 | Dinyatakan Semula<br>1.1.2012 |
|   | RM'000            | RM'000                          | RM'000                        |
| Kadar Tetap                                 |                   |                                 |                               |
| – Tabung Usahawan Kecil                     | –                 | 428                             | 428                           |
| – Skim Jaminan Laluan Terus                 | 400,498           | 428,938                         | 387,988                       |
| – Tabung Pemulihan dan Pembangunan Usahawan | 2,398             | 2,832                           | 3,194                         |
| – Tabung Pemulihan Peniaga Kecil            | 314               | 315                             | 311                           |
| – Tabung Pemulihan Usahawan                 | –                 | –                               | 798                           |
| – Tabung Projek Usahawan Bumiputra-i        | 44,589            | 35,412                          | 46,074                        |
| – Pinjaman pekerja                          | 1,729             | 1,852                           | 1,525                         |
|   | 449,528           | 469,777                         | 440,318                       |

### (iv) Mengikut sektor ekonomi

|   | Kumpulan/Syarikat |                                 |                               |
|---|-------------------|---------------------------------|-------------------------------|
|   | 31.12.2013        | Dinyatakan Semula<br>31.12.2012 | Dinyatakan Semula<br>1.1.2012 |
|   | RM'000            | RM'000                          | RM'000                        |
| Pertanian, pemburuan, perhutanan dan perikanan          | 5,001             | 6,059                           | 4,801                         |
| Perkhidmatan masyarakat, sosial dan peribadi            | 7,197             | 8,106                           | 8,617                         |
| Pembinaan   | 98,089            | 95,714                          | 90,138                        |
| Elektrik, gas dan air                                   | 675               | 719                             | 681                           |
| Kewangan, insuran, hartanah dan perkhidmatan perniagaan | 17,225            | 18,022                          | 30,690                        |
| Pengilangan   | 93,012            | 100,811                         | 97,261                        |
| Perlombongan dan kuari                                  | 716               | 974                             | 580                           |
| Lain-lain   | 4,441             | 5,427                           | 6,254                         |
| Pengangkutan, penyimpanan dan perhubungan               | 8,485             | 11,072                          | 9,930                         |
| Perdagangan borong dan runcit dan restoran dan hotel    | 214,687           | 222,873                         | 191,367                       |
|   | 449,528           | 469,777                         | 440,318                       |

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### 13. PINJAMAN, PENDAHULUAN DAN PEMBIAYAAN (SAMBUNGAN)

#### (v) Mengikut tujuan ekonomi

|             | 31.12.2013<br>RM'000 | Kumpulan/Syarikat | Dinyatakan |
|-------------|----------------------|-------------------|------------|
|             |                      | Dinyatakan        | Dinyatakan |
|             |                      | Semula            | Semula     |
|             |                      | 31.12.2012        | 1.1.2012   |
|             |                      | RM'000            | RM'000     |
| Modal kerja | 447,799              | 467,925           | 438,793    |
| Lain-lain   | 1,729                | 1,852             | 1,525      |
|             | 449,528              | 469,777           | 440,318    |

#### (vi) Mengikut taburan geografi

|                                  | 31.12.2013<br>RM'000 | Kumpulan/Syarikat | Dinyatakan |
|----------------------------------|----------------------|-------------------|------------|
|                                  |                      | Dinyatakan        | Dinyatakan |
|                                  |                      | Semula            | Semula     |
|                                  |                      | 31.12.2012        | 1.1.2012   |
|                                  |                      | RM'000            | RM'000     |
| Johor                            | 74,484               | 82,349            | 81,833     |
| Kedah                            | 20,971               | 21,439            | 19,754     |
| Kelantan                         | 10,736               | 12,153            | 9,622      |
| Wilayah Persekutuan Kuala Lumpur | 39,619               | 42,320            | 36,385     |
| Melaka                           | 22,287               | 26,752            | 24,965     |
| Negeri Sembilan                  | 40,291               | 44,059            | 42,329     |
| Pahang                           | 12,025               | 11,312            | 11,832     |
| Perak                            | 14,322               | 14,747            | 13,689     |
| Pulau Pinang                     | 34,482               | 32,474            | 30,646     |
| Sabah                            | 23,014               | 24,046            | 20,959     |
| Sarawak                          | 43,958               | 42,380            | 43,499     |
| Selangor                         | 98,794               | 103,392           | 92,277     |
| Terengganu                       | 14,545               | 12,352            | 12,528     |
|                                  | 449,528              | 469,777           | 440,318    |

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## 13. PINJAMAN, PENDAHULUAN DAN PEMBIAYAAN (SAMBUNGAN)

(vii) Pergerakan pinjaman, pendahuluan dan pembiayaan yang rosot nilai

|  | 31.12.2013<br>RM'000 | Kumpulan/Syarikat                            |  |
|--|----------------------|--|--|
|  |                      | Dinyatakan<br>Semula<br>31.12.2012<br>RM'000 | Dinyatakan<br>Semula<br>1.1.2012<br>RM'000 |
| Baki pada 1 Januari                            | 192,941              | 88,750                                       | 58,835                                     |
| Tambah: Diklasifikasi sebagai rosot nilai      | 27,321               | 152,849                                      | 43,708                                     |
| Tolak: Diklasifikasi sebagai tidak rosot nilai | (64,009)             | (47,489)                                     | (13,793)                                   |
| Tolak: Jumlah dimasukkan kira semula           | (9,377)              | (1,169)                                      | –  |
| Baki pada 31 Disember                          | 146,876              | 192,941                                      | 88,750                                     |

(viii) Pinjaman, pendahuluan dan pembiayaan yang rosot nilai mengikut tujuan ekonomi

|             | 31.12.2013<br>RM'000 | Kumpulan/Syarikat                            |  |
|-------------|----------------------|--|--|
|             |                      | Dinyatakan<br>Semula<br>31.12.2012<br>RM'000 | Dinyatakan<br>Semula<br>1.1.2012<br>RM'000 |
| Modal kerja | 146,654              | 192,785                                      | 88,594                                     |
| Lain-lain   | 222                  | 156  | 156  |
|             | 146,876              | 192,941                                      | 88,750                                     |

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### 13. PINJAMAN, PENDAHULUAN DAN PEMBIAYAAN (SAMBUNGAN)

(ix) Pinjaman, pendahuluan dan pembiayaan yang rosot nilai mengikut taburan geografi

|                                  | Kumpulan/Syarikat |                                 |                               |
|----------------------------------|-------------------|---------------------------------|-------------------------------|
|                                  | 31.12.2013        | Dinyatakan Semula<br>31.12.2012 | Dinyatakan Semula<br>1.1.2012 |
|                                  | RM'000            | RM'000                          | RM'000                        |
| Johor                            | 20,345            | 3,810                           | 2,798                         |
| Kedah                            | 7,647             | 5,622                           | 18,227                        |
| Kelantan                         | 3,284             | 1,694                           | 2,206                         |
| Melaka                           | 4,604             | 1,095                           | 534                           |
| Negeri Sembilan                  | 12,012            | 2,166                           | 1,130                         |
| Pahang                           | 947               | 2,288                           | 2,035                         |
| Perak                            | 6,887             | 4,048                           | 595                           |
| Pulau Pinang                     | 8,165             | 3,636                           | 506                           |
| Sabah                            | 9,896             | 42,965                          | 22,165                        |
| Sarawak                          | 22,706            | 1,860                           | 6,888                         |
| Selangor                         | 32,845            | 5,607                           | 2,551                         |
| Terengganu                       | 6,026             | 118,150                         | 29,115                        |
| Wilayah Persekutuan Kuala Lumpur | 11,514            | -                               | -                             |
|                                  | 146,876           | 192,941                         | 88,750                        |

(x) Pergerakan di dalam peruntukan pinjaman, pendahuluan dan pembiayaan yang rosot nilai

|  | Kumpulan/Syarikat |                                 |                               |
|--|-------------------|---------------------------------|-------------------------------|
|  | 31.12.2013        | Dinyatakan Semula<br>31.12.2012 | Dinyatakan Semula<br>1.1.2012 |
|  | RM'000            | RM'000                          | RM'000                        |
| <b>Peruntukan kemerosotan nilai individu</b> |                   |                                 |                               |
| Baki pada awal tahun kewangan                | 90,447            | 43,752                          | 20,663                        |
| Peruntukan dibuat dalam tahun kewangan       | 46,366            | 78,173                          | 46,069                        |
| Jumlah diperolehi balik dalam tahun kewangan | (18,623)          | (31,478)                        | (22,980)                      |
| Baki pada akhir tahun kewangan               | 118,190           | 90,447                          | 43,752                        |
| <b>Peruntukan kemerosotan nilai kolektif</b> |                   |                                 |                               |
| Baki pada awal tahun kewangan                | 30,158            | 5,532                           | 2,990                         |
| Peruntukan dibuat dalam tahun kewangan       | -                 | 24,625                          | 2,542                         |
| Jumlah diperolehi balik dalam tahun kewangan | (2,537)           | -                               | -                             |
| Baki pada akhir tahun kewangan               | 27,621            | 30,157                          | 5,532                         |

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## 14. PINJAMAN/JUMLAH BELUM BERBAYAR DARI/(KEPADA) SUBSIDIARI

|  | 31.12.2013<br>RM'000 | Syarikat<br>31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
|--|----------------------|----------------------------------|--------------------|
| Pinjaman belum dibayar daripada subsidiari | 1,243                | 1,265                            | 896                |
| Jumlah belum dibayar daripada subsidiari   | 950                  | 830                              | 2                  |
| Jumlah belum dibayar kepada subsidiari     | -                    | -                                | (740)              |

Pada 1 Mei 2011, Syarikat menandatangani perjanjian dengan subsidiari untuk memberi pinjaman dalam jumlah pokok RM5,000,000 ("Pinjaman").

Tempoh pinjaman adalah tiga tahun dari tarikh-tarikh pengeluaran pinjaman dan bayaran faedah hendaklah dibuat secara tertunggak pada setiap tarikh ulang tahun 6 bulan daripada tarikh pengeluaran pinjaman masing-masing. Bayaran balik pokok adalah pada tarikh ulang tahun ketiga pengeluaran masing-masing. Faedah dikenakan ke atas baki yang belum dijelaskan seperti berikut:

- (i) Untuk pinjaman permulaan sebanyak RM4,000,000, faedah 5% akan dikenakan setahun;
- (ii) Untuk baki pinjaman sebanyak RM1,000,000, faedah 7% akan dikenakan setahun.

Pada 31 Disember 2013, jumlah pengeluaran yang dibuat oleh subsidiari adalah RM1.8 juta (2012: RM1.8 juta).

Struktur tempoh matang pinjaman adalah seperti berikut:

|   | 31.12.2013<br>RM'000 | Kumpulan/Syarikat<br>31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
|---|----------------------|---|--------------------|
| Matang:                                   |                      |   |                    |
| - tidak lebih setahun                     | 899                  | 27  | 2                  |
| - lebih setahun dan tidak lebih dua tahun | 344                  | -   | -                  |
| - lebih dua tahun                         | -                    | 1,238                                     | 894                |
|   | 1,243                | 1,265                                     | 896                |

Jumlah belum dibayar daripada/(kepada) subsidiari adalah tidak bercagar dan perlu dibayar apabila diminta.

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### 15. JUMLAH BELUM BERBAYAR DARI BANK NEGARA MALAYSIA ("BNM")

Jumlah belum membayar dari BNM terdiri daripada:

- (a) Pembayaran balik tuntutan yang telah dibayar oleh Syarikat bagi Skim Kemudahan Jaminan Khas (KJK) dan Skim Kemudahan Jaminan Khas 2 (KJK-2), di mana akan dibayar balik oleh BNM; dan
- (b) Yuran pengurusan belum membayar oleh BNM untuk perkhidmatan yang diberikan oleh Syarikat dalam mentadbir Skim Jaminan Bantuan PKS (PKS SJB).

Jumlah belum membayar dari BNM adalah tidak bercagar, tidak dikenakan faedah dan mempunyai tempoh 21 hari.

### 16. PENGHUTANG PERNIAGAAN DAN LAIN-LAIN

|   | 31.12.2013 | Kumpulan<br>Dinyatakan<br>Semula | Dinyatakan<br>Semula | 31.12.2013           | Syarikat<br>Dinyatakan<br>Semula | Dinyatakan<br>Semula |
|---|------------|----------------------------------|----------------------|----------------------|----------------------------------|----------------------|
|   | RM'000     | 31.12.2012<br>RM'000             | 1.1.2012<br>RM'000   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000             | 1.1.2012<br>RM'000   |
| Penghutang perniagaan   | 930        | 1,392                            | 694                  | –                    | –                                | –                    |
| Yuran belum diterima  | –          | 234                              | 8,736                | –                    | 234                              | 8,736                |
| Amaun terhutang daripada broker   | –          | –                                | 8,182                | –                    | –                                | 8,182                |
| Lain-lain penghutang  | 7,545      | 2,700                            | 11,095               | 5,841                | 2,591                            | 10,907               |
| Jumlah belum membayar daripada institusi kewangan                         | –          | –                                | 4,907                | –                    | –                                | 4,907                |
| Jumlah belum membayar daripada Entrepreneur Rehabilitation Fund Sdn. Bhd. | 25         | 127                              | 457                  | 25                   | 127                              | 457                  |
| Cukai dipulih semula  | –          | 1                                | –                    | –                    | –                                | –                    |
|   | 8,500      | 4,454                            | 34,071               | 5,866                | 2,952                            | 33,189               |

Penghutang perniagaan tidak dikenakan faedah dan kebanyakannya mengikut terma 30 hari (2012: 30 hari). Mereka direalisasikan pada jumlah asal invoice yang mewakili nilai saksama atas pengiktirafan awal.



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## 17. MODAL SAHAM

|   | Nota | Kumpulan/Syarikat    |                      | 1.1.2012<br>RM'000 |
|---|------|----------------------|----------------------|--------------------|
|   |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| <b>Dibenarkan:</b>  |      |                      |                      |                    |
| Saham biasa bernilai RM1.00 setiap satu<br>Pada 1 Januari/31 Disember |      | 2,500,000            | 2,500,000            | 2,500,000          |
| Saham biasa yang dibenarkan terdiri dari:                             |      |                      |                      |                    |
| Klas A  | (a)  | 1,500,000            | 1,500,000            | 1,500,000          |
| Klas B  | (b)  | 750,000              | 750,000              | 750,000            |
| Klas C  | (c)  | 250,000              | 250,000              | 250,000            |
| Jumlah saham biasa yang dibenarkan                                    |      | 2,500,000            | 2,500,000            | 2,500,000          |

(a) Saham Klas A terdiri dari saham biasa bernilai RM1.00 setiap satu yang didaftarkan kepada BNM.

(b) Saham Klas B mengandungi semua saham biasa bernilai RM1.00 setiap satu yang didaftarkan kepada pemegang-pemegang saham yang menjalankan perniagaan perbankan.

(c) Saham-saham yang tidak diklasifikasikan sebagai saham Klas A atau saham Klas B adalah saham Klas C.

Semua jenis saham biasa bertaraf setara tanpa sebarang kecenderungan atau keutamaan sesama satu sama lain.

|  | Kumpulan/Syarikat    |                      | 1.1.2012<br>RM'000 |
|--|----------------------|----------------------|--------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| <b>Diterbitkan dan Dibayar Penuh:</b>                  |                      |                      |                    |
| Saham biasa bernilai RM1 setiap satu<br>Pada 1 Januari | 1,585,600            | 1,585,600            | 1,435,600          |
| Saham diterbitkan dalam tahun kewangan                 | –                    | –                    | 150,000            |
| Pada 31 Disember                                       | 1,585,600            | 1,585,600            | 1,585,600          |

Pada 18 Mac 2011, Syarikat telah menerbitkan 150,000,000 saham biasa Klas A yang berharga RM1 setiap satu sebagai pelunasan penuh pinjaman dari BNM sebanyak RM150,000,000 di bawah skim Tabung Usahawan Kecil (Nota 22).

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### 17. MODAL SAHAM (SAMBUNGAN)

Modal saham biasa yang diterbitkan dan dibayar sepenuhnya terdiri dari:

|                          | Kumpulan/Syarikat    |                      |                    |
|--------------------------|----------------------|----------------------|--------------------|
|                          | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Klas A                   | 1,247,096            | 1,247,096            | 1,247,096          |
| Klas B                   | 336,746              | 336,746              | 336,746            |
| Klas C                   | 1,758                | 1,758                | 1,758              |
| Jumlah modal saham biasa | 1,585,600            | 1,585,600            | 1,585,600          |

### 18. RIZAB-RIZAB

|                        | Kumpulan             |  |  | Syarikat             |  |  |
|------------------------|----------------------|--|--|----------------------|--|--|
|                        | 31.12.2013<br>RM'000 | Dinyatakan<br>Semula<br>31.12.2012<br>RM'000 | Dinyatakan<br>Semula<br>1.1.2012<br>RM'000 | 31.12.2013<br>RM'000 | Dinyatakan<br>Semula<br>31.12.2012<br>RM'000 | Dinyatakan<br>Semula<br>1.1.2012<br>RM'000 |
| Rizab Program Khas (a) | 233,949              | 225,755                                      | 213,547                                    | 233,949              | 225,755                                      | 213,547                                    |
| Rizab SPI (b)          | 15,039               | 15,366                                       | 19,693                                     | 15,039               | 15,366                                       | 19,693                                     |
| Rizab Khas (c)         | 371,619              | 341,912                                      | 297,333                                    | 371,619              | 341,912                                      | 297,333                                    |
|                        | 620,607              | 583,033                                      | 530,573                                    | 620,607              | 583,033                                      | 530,573                                    |
| Pendapatan terkumpul   | 574,889              | 439,316                                      | 271,415                                    | 460,986              | 377,497                                      | 253,227                                    |
|                        | 1,195,496            | 1,022,349                                    | 801,988                                    | 1,081,593            | 960,530                                      | 783,800                                    |

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## 18. RIZAB-RIZAB (SAMBUNGAN)

### (a) Rizab Program Khas

|  | Kumpulan/Syarikat |                                 |
|--|-------------------|---------------------------------|
|  | 31.12.2013        | Dinyatakan Semula<br>31.12.2012 |
|  | RM'000            | RM'000                          |
| Pada 1 Januari   | 225,755           | 213,547                         |
| Dipindahkan dari pendapatan terkumpul dalam tahun kewangan | 8,194             | 12,208                          |
| Pada 31 Disember   | 233,949           | 225,755                         |

Rizab Program Khas diwujudkan untuk menampung kerugian yang mungkin dialami dari pinjaman-pinjaman yang diluluskan di bawah TUK, TPUK, AIM, Skim Dana Pembiayaan Francais (SPF), Tabung Ekonomi Belia (TEB) dan PROSPER dan bukan untuk diagihkan sebagai dividen tunai seperti yang ditetapkan oleh Lembaga Pengarah Syarikat. Ini termasuk tabung jaminan sebanyak RM40,000,000 yang disediakan oleh Kementerian Pembangunan Usahawan dan Koperasi (MECD) dalam tahun 1997 bagi menyerap kerugian yang mungkin dialami di atas pinjaman yang diberikan di bawah TPUK (Nota 26).

### (b) Rizab SPI

|   | Kumpulan/Syarikat |                                 |
|---|-------------------|---------------------------------|
|   | 31.12.2013        | Dinyatakan Semula<br>31.12.2012 |
|   | RM'000            | RM'000                          |
| Pada 1 Januari  | 15,366            | 19,693                          |
| Pindahan kepada pendapatan terkumpul dalam tahun kewangan | (327)             | (4,327)                         |
| Pada 31 Disember  | 15,039            | 15,366                          |

Rizab Skim Perbankan Islam (SPI) diwujudkan untuk memenuhi tuntutan luarjangka bagi skim SPI di bawah jaminan secara Islam dan bukan untuk dibahagikan sebagai dividen tunai seperti yang ditetapkan oleh Lembaga Pengarah Syarikat.

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### 18. RIZAB-RIZAB (SAMBUNGAN)

(c) Rizab Khas

|   | Kumpulan/Syarikat |                   |
|---|-------------------|-------------------|
|   | 31.12.2013        | Dinyatakan Semula |
|   | RM'000            | 31.12.2012        |
|   |                   | RM'000            |
| Pada 1 Januari  | 341,912           | 297,333           |
| Pindahan kepada pendapatan terkumpul dalam tahun kewangan | 29,707            | 44,579            |
| Pada 31 Disember  | 371,619           | 341,912           |

Rizab Khas ini diwujudkan untuk memenuhi tuntutan luarjangka di atas pinjaman-pinjaman yang dijamin oleh Syarikat di bawah skim-skim yang lain dan bukan untuk dibahagikan sebagai dividen tunai seperti yang ditetapkan oleh Lembaga Pengarah Syarikat. Rizab Khas juga boleh digunakan bagi membayar tuntutan luarjangka bagi skim-skim lain jika diperlukan.

### 19. RIZAB AFS

|  | Kumpulan   |                   |                   | Syarikat   |                   |                   |
|--|------------|-------------------|-------------------|------------|-------------------|-------------------|
|  | 31.12.2013 | Dinyatakan Semula | Dinyatakan Semula | 31.12.2013 | Dinyatakan Semula | Dinyatakan Semula |
|  | RM'000     | 31.12.2012        | 1.1.2012          | RM'000     | 31.12.2012        | 1.1.2012          |
|  |            | RM'000            | RM'000            |            | RM'000            | RM'000            |
| Pada 1 Januari                                       | 5,367      | 4,971             | 8,604             | 5,013      | 4,232             | 8,604             |
| (Kerugian)/keuntungan pada nilai saksama dalam tahun | (179)      | 396               | (3,633)           | 2,487      | 781               | (4,372)           |
| Pada 31 Disember                                     | 5,188      | 5,367             | 4,971             | 7,500      | 5,013             | 4,232             |

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## 20. PINJAMAN DARI BANK NEGARA MALAYSIA

|                                       | Nota | Kumpulan/Syarikat    |                      | 1.1.2012<br>RM'000 |
|---------------------------------------|------|----------------------|----------------------|--------------------|
|                                       |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| Perlu dibayar dalam tempoh 12 bulan   | (a)  | 300,000              | –                    | –                  |
| Perlu dibayar selepas tempoh 12 bulan | (b)  | 500,000              | 800,000              | 800,000            |
|                                       |      | 800,000              | 800,000              | 800,000            |

Butiran-butiran baki pinjaman pada 31 Disember 2013 adalah seperti berikut:

(a) RM300 juta bagi Tabung Projek Usahawan Bumiputera-i (TPUB-i)

Dalam tahun 2009, Bank Negara Malaysia (BNM) bersetuju untuk menyumbangkan RM300 juta kepada tabung yang dikenali sebagai Tabung Projek Usahawan Bumiputera-i (TPUB-i), yang ditadbir mengikut "Syariah principle of qard". Pinjaman RM300 juta akan dibayar balik pada ulangtahun kelima tarikh pembayaran kecuali penangguhan untuk pembayaran diperolehi.

Pinjaman ini dikenakan caj perkhidmatan sebanyak RM3 juta setahun untuk caj pengurusan dan operasi ke atas jumlah pinjaman.

(b) RM500 juta untuk melanggan saham di dalam Danajamin Nasional Berhad

Dalam tahun 2009, BNM memberi pinjaman RM500 juta kepada Syarikat untuk menubuhkan dan melanggan saham di dalam Danajamin Nasional Berhad yang mana ianya dimiliki bersama oleh Kerajaan dan Syarikat untuk menjalankan perniagaan dalam penyediaan insuran jaminan kewangan.

Pinjaman RM500 juta ini perlu dibayar penuh dalam masa 14 hari sama ada selepas tamat tempoh pinjaman iaitu 30 tahun daripada 12 Mei 2009, atau tarikh di mana Syarikat melupuskan keseluruhan pegangan saham dalam Danajamin, seperti ditentukan oleh BNM, yang mana lebih awal.

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### 21. SKIM JAMINAN USAHAWAN KECIL ("SJUK")

|                                       | Kumpulan/Syarikat |            |          |
|---------------------------------------|-------------------|------------|----------|
|                                       | 31.12.2013        | 31.12.2012 | 1.1.2012 |
|                                       | RM'000            | RM'000     | RM'000   |
| Perlu dibayar dalam tempoh 12 bulan   | 4,000             | 4,000      | 4,000    |
| Perlu dibayar selepas tempoh 12 bulan | 51,479            | 53,313     | 55,079   |
|                                       | 55,479            | 57,313     | 59,079   |

Tujuan Skim ini adalah untuk membantu usahawan kecil untuk mendapatkan pembiayaan antara RM10,000 hingga RM50,000 untuk modal kerja dan/atau pemerolehan aset.

Pada 15 Mei 2002, Syarikat menandatangani perjanjian dengan Kementerian Kewangan ("MOF") yang menyumbang RM50 juta untuk memulakan dana jaminan dikenali sebagai SJUK untuk memenuhi kemungkinan kerugian pinjaman.

Dana ini adalah untuk dibayar balik sekaligus pada akhir tempoh 6 tahun dari tarikh pengeluaran pinjaman pada 14 November 2002 dan tertakluk kepada faedah sebanyak 3% setahun. Walau bagaimanapun, pada 30 Ogos 2005, MOF bersetuju untuk mengetepikan faedah yang sebelum ini dikenakan kepada Syarikat.

Pada 30 Ogos 2005, Syarikat menandatangani perjanjian lain dengan MOF bagi sumbangan tambahan RM29 juta. Ia merupakan sebuah dana tanpa faedah dan dibayar balik sekaligus pada akhir 6 tahun.

Pada 23 Disember 2010, MOF bersetuju untuk menjadualkan semula jumlah pembayaran balik sebanyak RM79 juta sehingga tahun 2025. Dana ini akan dibayar balik mengikut perjanjian pembayaran balik dengan pemberi dana.

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## 22. TABUNG USAHAWAN KECIL ("TUK")

|                                       | Kumpulan/Syarikat    |                      |                    |
|---------------------------------------|----------------------|----------------------|--------------------|
|                                       | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Perlu dibayar selepas tempoh 12 bulan | 32,609               | 31,319               | 30,079             |

Skim ini adalah untuk membantu usahawan-usahawan kecil mendapatkan pembiayaan di antara RM2,000 ke RM20,000 bagi tujuan modal pusingan dan/atau pembelian aset dengan pembiayaan bagi modal pusingan tidak melebihi RM10,000.

Pada 10 Disember 1998, Syarikat telah menandatangani perjanjian dengan kerajaan yang telah menyumbang sebanyak RM50 juta kepada tabung yang dikenali sebagai Tabung Usahawan Kecil (TUK). Pinjaman ini akan dibayar balik kesemuanya selepas 10 tahun atau apabila skim ini dimansuhkan, yang mana terdahulu.

Syarikat telah menamatkan pengeluaran pinjaman di bawah TUK sebagaimana yang telah diputuskan oleh Menteri Pembangunan Usahawan berkuatkuasa pada 1 Januari, 2000. Walau bagaimanapun, Syarikat terus mengendalikan pinjaman-pinjaman yang telah dikeluarkan di bawah skim ini sebelum tarikh tersebut.

Hasil pelaburan baki tabung yang belum digunakan telah dipindahkan ke Rizab Program Khas dan akan digunakan untuk menyerap kerugian yang mungkin dialami oleh pinjaman yang diberikan di bawah skim ini.

Pada 23 Disember 2010, MOF bersetuju untuk menjadualkan semula jumlah pembayaran balik sebanyak RM79 juta sehingga tahun 2025. Dana ini akan dibayar balik mengikut perjanjian pembayaran balik dengan pemberi dana.

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## 23. DANA-DANA KERAJAAN

|                      | Kumpulan/Syarikat    |                      |                    |
|----------------------|----------------------|----------------------|--------------------|
|                      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Pinjaman pokok       | 150,000              | 150,000              | 150,000            |
| Faedah belum dibayar | 2,842                | 1,842                | 1,842              |
|                      | <b>152,842</b>       | 151,842              | 151,842            |

Ini terdiri daripada pelbagai penempatan daripada BNM berjumlah RM150 juta, bertujuan untuk tabung pinjaman yang mana:

- (i) RM50 juta untuk TPPP 1992 dan dikenakan faedah 1% setahun; dan
- (ii) RM100 juta untuk Tabung Pelaburan Baru (TPB), yang perlu dibayar balik atas permintaan dan tertakluk kepada faedah 1% setahun.

Pada 14 Disember 2008, BNM telah bersetuju untuk menjadualkan semula pembayaran balik sehingga 2023.

## 24. SAHAM KEUTAMAAN

|   | Kumpulan/Syarikat    |                      |                    |
|---|----------------------|----------------------|--------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| <b>Dibenarkan:</b>  |                      |                      |                    |
| Saham-saham keutamaan RM1 setiap satu:<br>Pada 1 Januari/31 Disember  | 500,000              | 500,000              | 500,000            |
| <b>Diterbitkan dan dibayar penuh:</b>   |                      |                      |                    |
| 200,000,000 sepuluh tahun 1%, keutamaan boleh tebus bukan<br>kumulatif saham bernilai RM1 setiap satu<br>Pada 1 Januari/31 Disember | 200,000              | 200,000              | 200,000            |

Saham keutamaan telah dikeluarkan pada tahun 2008 kepada BNM dengan tempoh matang 10 tahun dari 10 September 2008 hingga 10 September 2018 untuk menebus saham keutamaan yang sedia ada sebanyak RM200 juta yang dipegang oleh BNM.

Saham keutamaan yang diterbitkan memberi pemegangnya hak untuk dividen keutamaan tidak-terkumpul pada 1% (ditolak cukai) atas modal, justeru akan dibayar dalam jangka masa dan atas terma bilamana Lembaga Pengarah dengan hak mutlaknya berpendapat sesuai untuk mengumumkan, membuat atau membayar dalam sebarang tahun kewangan tetapi tidak menganugerahkan hak untuk sebarang penglibatan lanjut dalam keuntungan. Belum ada dividen diumumkan sejak saham diterbitkan. Penebusan saham keutamaan adalah atas pilihan BNM.

Memandangkan syarat-syarat di atas, saham keutamaan tersebut telah diklasifikasikan sebagai liabiliti kewangan.



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## 25. SKIM KEMUDAHAN PERMODENAN DAN BANTUAN PKS

|                                       | Nota | Kumpulan/Syarikat    |                      | 1.1.2012<br>RM'000 |
|---------------------------------------|------|----------------------|----------------------|--------------------|
|                                       |      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |                    |
| Perlu dibayar dalam tempoh 12 bulan   | (a)  | –                    | 700,000              | –                  |
| Perlu dibayar selepas tempoh 12 bulan | (b)  | 150,000              | 150,000              | 850,000            |
|                                       |      | 150,000              | 850,000              | 850,000            |

Dalam tahun 2008, Syarikat telah menandatangani perjanjian dengan BNM yang telah bersetuju untuk menyalurkan RM850 juta ke dalam satu dana yang dikenali sebagai Skim Kemudahan Permodenan dan Bantuan PKS.

Pada tahun 2012, Syarikat memindahkan RM200 juta daripada Kemudahan Permodenan PKS ("SMF") untuk Kemudahan Bantuan PKS ("SAF") kerana jumlah pendahuluan untuk SAF telah digunakan sepenuhnya. Pemindahan itu telah dipersetujui oleh BNM.

### (a) Kemudahan Bantuan PKS – RM700 juta

- (i) RM100 juta akan dilaburkan dalam akaun-akaun simpanan tetap dengan institusi-institusi kewangan di Malaysia dan semua pendapatan yang diterima daripada pelaburan ini akan digunakan sebagai dana jaminan untuk melunaskan tuntutan ke atas jaminan yang dikeluarkan oleh Syarikat di bawah Skim Kemudahan Bantuan PKS; dan
- (ii) RM400 juta akan ditempatkan di dalam akaun-akaun simpanan tetap dengan institusi-institusi kewangan di Malaysia dan semua pendapatan daripada pelaburan ini akan disalurkan kepada Dana Pembayaran Balik yang bertujuan untuk membayar kembali kadar faedah 2.5% setahun ke atas baki pinjaman di bawah Skim Kemudahan Bantuan PKS.

### (b) Kemudahan Permodenan PKS – RM150 juta

- (i) RM50 juta akan ditempatkan di dalam akaun-akaun simpanan tetap dengan institusi-institusi kewangan di Malaysia dan semua pendapatan daripada pelaburan ini akan disalurkan kepada dana jaminan untuk melunaskan tuntutan ke atas jaminan yang dikeluarkan oleh Syarikat di bawah Skim Kemudahan Permodenan PKS; dan
- (ii) RM300 juta akan ditempatkan dalam akaun-akaun simpanan tetap dengan institusi-institusi kewangan di Malaysia dan semua pendapatan daripada pelaburan ini akan disalurkan kepada dana pembayaran balik yang bertujuan untuk membayar kembali kadar faedah 2.5% setahun ke atas baki pinjaman di bawah Skim Kemudahan Permodenan PKS.

Di dalam situasi di mana dana di bawah Kemudahan ini telah digunakan sepenuhnya, Syarikat boleh memohon untuk menambahkan dana dengan memindahkan jumlah yang ditentukan oleh BNM daripada Kemudahan lain kepada Kemudahan tersebut tertakluk kepada peraturan-peraturan dan syarat-syarat yang telah ditetapkan oleh BNM.

Pada 20 November 2013, Syarikat telah menebus sepenuhnya Kemudahan Bantuan PKS sebanyak RM700 juta daripada BNM.

CGC dikehendaki membayar balik kesemua pinjaman tanpa faedah kepada BNM sebanyak RM150 juta bagi SMF pada akhir 8 tahun dari tarikh pelaksanaan Perjanjian Pinjaman pada 18 November 2008.

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## 26. TABUNG PEMBIAYAAN USAHAWAN DANA KECIL ("TPUK")

|                                     | Kumpulan/Syarikat    |                      |
|-------------------------------------|----------------------|----------------------|
|                                     | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Pada 1 Januari                      | 11,108               | 12,424               |
| Pembayaran semula dalam tahun       | (33)                 | (1,316)              |
| Pada 31 Disember                    | 11,075               | 11,108               |
| Perlu dibayar dalam tempoh 12 bulan | 11,075               | 11,108               |

Tujuan tabung ini adalah untuk menyediakan satu lagi saluran untuk usahawan kecil untuk mendapatkan bantuan kewangan bagi penambahbaikan dan menaik taraf perniagaan mereka. Kadar faedah yang dikenakan ke atas pinjaman yang diberikan kepada usahawan kecil di bawah TPUK tidak boleh melebihi 6% setahun dan jumlah pinjaman bagi setiap usahawan kecil tidak boleh melebihi RM50,000.

Pada tahun 1996, Syarikat menandatangani perjanjian dengan Permodalan Nasional Berhad ("PNB") yang bersetuju untuk menyumbang sebanyak RM200 juta kepada dana dalam mana RM50 juta telah diterima pada tahun 1996. RM50 juta adalah tertakluk kepada pembayaran balik melalui 5 ansuran tahunan yang sama bermula pada ulang tahun ke-5 daripada pembayaran setiap pendahuluan. Pada tahun 2001, Syarikat telah memohon untuk melanjutkan pembayaran balik selama 5 tahun lagi. Pada tahun 2006, ansuran pertama berjumlah RM10 juta telah dibayar.

Selain di atas, MECD menyumbang dana jaminan sebanyak RM40 juta yang telah diterima pada tahun 1996 dan dimasukkan di bawah Program Rizab Khas untuk menyerap kemungkinan kerugian pinjaman yang diberi di bawah TPUK.

Sejajar dengan itu, pendapatan daripada bahagian yang tidak digunakan daripada dana itu dipindahkan ke Program Rizab Khas yang digunakan untuk menyerap kemungkinan kerugian ke atas pinjaman yang diberikan di bawah skim ini (Nota 18).

## 27. PERUNTUKAN UNTUK TUNTUTAN DI BAWAH SKIM-SKIM JAMINAN

|                                 | Kumpulan/Syarikat    |   |   |
|---------------------------------|----------------------|---|---|
|                                 | 31.12.2013<br>RM'000 | Dinyatakan Semula<br>31.12.2012<br>RM'000 | Dinyatakan Semula<br>1.1.2012<br>RM'000 |
| Pada 1 Januari                  | 68,159               | 187,834                                   | 192,697                                 |
| Peruntukan dalam tahun kewangan | 61,777               | 99,882                                    | 210,754                                 |
| Tuntutan perlu dibayar          | (82,697)             | (219,557)                                 | (215,617)                               |
| Pada 31 Disember                | 47,239               | 68,159                                    | 187,834                                 |

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## 28. PEMIUTANG-PEMIUTANG LAIN

|  | 31.12.2013<br>RM'000 | Kumpulan<br>Dinyatakan<br>Semula<br>31.12.2012<br>RM'000 | Dinyatakan<br>Semula<br>1.1.2012<br>RM'000 | Dinyatakan<br>Semula<br>31.12.2013<br>RM'000 | Syarikat<br>Dinyatakan<br>Semula<br>31.12.2012<br>RM'000 | Dinyatakan<br>semula<br>1.1.2012<br>RM'000 |
|--|----------------------|--|--|--|--|--|
| Pinjaman kepada kepentingan tidak dikawal    | 564                  | 575  | 407  | –  | –  | –  |
| Yuran jaminan belum boleh diterima hasil     | 20,358               | 34,755   | 47,632                                     | 20,358                                       | 34,755   | 47,632                                     |
| Pemulangan semula TPUB dan TPUB-i            | 5,123                | 3,017  | 1,990                                      | 5,123  | 3,017  | 1,990                                      |
| Dana terikat – TPUB-i                        | 3,019                | 2,947  | 879  | 3,019  | 2,947  | 879  |
| Pendapatan tertunda                          |                      |  |  |  |  |  |
| – ERF  | 39                   | 116  | 344  | 39   | 116  | 344  |
| – Pakej prabayar dan yuran langganan tahunan | 1,217                | 1,046  | 1,210                                      | –  | –  | –  |
| – Geran kerajaan                             | 28,912               | 32,368   | 35,842                                     | 28,912                                       | 32,368   | 35,842                                     |
| Lebih daripada operasi SAF dan SMF BNM       | 41,334               | 37,920   | 17,536                                     | 41,334                                       | 37,920   | 17,536                                     |
| Belum berbayar kepada institusi kewangan     | 5,683                | 14,430   | –  | 5,683  | 14,430   | –  |
| Skim Pembiayaan Teknologi Hijau              | 15,019               | –  | –  | 15,019                                       | –  | –  |
| Jumlah terhutang kepada BNM – ERF            | 5,850                | 4,103  | 3,177                                      | 5,850  | 4,103  | 3,177                                      |
| Pemiutang lain dan akruan                    | 26,321               | 17,144   | 16,906                                     | 24,948                                       | 16,625   | 15,478                                     |
| Peruntukan cukai                             | –                    | –  | 1  | –  | –  | –  |
|  | <b>152,875</b>       | 147,846  | 125,517                                    | <b>150,285</b>                               | 146,281  | 122,878                                    |

Butiran terperinci pinjaman kepada kepentingan tidak dikawal adalah serupa dengan terma dan syarat yang diberi kepada pinjaman untuk subsidiari seperti yang dipaparkan di nota 14 dalam penyata kewangan.

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### 29. TABUNG SKIM PEMBIAYAAN FRANCAIS ("SPF")

Pada 27 Oktober 1997, memorandum persefahaman telah ditandatangani di antara Syarikat, MECD dan tiga buah bank bertujuan untuk menggalakkan pertumbuhan perniagaan francais di bawah tabung yang dikenali sebagai Skim Pembiayaan Francais (SPF).

Maklumat terperinci berkaitan penerimaan pembayaran oleh Syarikat daripada MECD dalam bentuk dana jaminan dan subsidi ke atas faedah kepada peminjam-peminjam adalah seperti berikut:

| Tahun | Dana Jaminan<br>RM'000 | Subsidi Faedah<br>RM'000 | Jumlah<br>RM'000 |
|-------|------------------------|--------------------------|------------------|
| 1998  | 2,000                  | 2,000                    | 4,000            |
| 1999  | 2,000                  | –                        | 2,000            |
| 2000  | 7,197                  | 7,197                    | 14,394           |
| 2002  | 1,450                  | 1,450                    | 2,900            |
| 2003  | 15,000                 | –                        | 15,000           |

Program ini akan membolehkan usahawan-usahawan yang mengendalikan perniagaan francais yang berdaya maju mendapat akses kepada kemudahan kredit sehingga tahap maksima RM7.5 juta setiap seorang. Bank boleh mengenakan kadar faedah maksima KAP + 1.5% ke atas peminjam. Walau bagaimanapun, MECD melalui Syarikat akan memberi subsidi ke atas bayaran faedah bagi mengurangkan kos pinjaman peminjam.

### 30. PROGRAM PEMBANGUNAN EKONOMI BELIA ("TEB")

Program ini adalah usahasama di antara Kementerian Belia dan Sukan, Affin Bank Berhad dan Syarikat, bertujuan untuk menggalakkan belia di negara ini menceburi bidang perniagaan dan kegiatan-kegiatan ekonomi yang menguntungkan.

Memorandum persefahaman telah ditandatangani oleh tiga pihak pada 15 Julai 1997 di mana Kementerian Belia dan Sukan telah menyumbang sebanyak RM7.6 juta yang mana telah dimasukkan ke dalam Rizab Program Khas.

Program ini akan membolehkan belia-belia mendapatkan pinjaman kecil di antara RM5,000 ke RM50,000 dengan kadar faedah maksima sebanyak KAP + 2%. Walau bagaimanapun, kos kepada peminjam adalah 2% setahun sahaja. Perbezaan di antara kos yang dikenakan oleh bank dan kos kepada peminjam akan ditampung melalui subsidi dari kerajaan.

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## 31. PROJEK USAHAWAN BUMIPUTRA DALAM BIDANG PERUNCITAN ("PROSPER")

Skim PROSPER telah diperkenalkan pada Ogos 2000 dalam usaha untuk menggalakkan lebih penglibatan usahawan Bumiputra di dalam perniagaan peruncitan di seluruh Malaysia. Di bawah skim ini, empat pihak utama yang terlibat iaitu:

- (i) Perbadanan Usahawan Nasional Berhad (PUNB)
- (ii) TPPT Sdn. Bhd.
- (iii) Institusi Kewangan Terlibat (buat masa ini hanya Malayan Banking Berhad sahaja); dan
- (iv) CGC

Kemudahan-kemudahan skim PROSPER disediakan di bawah Skim Jaminan Anjal CGC dengan perlindungan jaminan 100%. Pada 3 Mac 2005, Syarikat telah menerima sejumlah RM30 juta sebagai geran daripada Kementerian Kewangan Malaysia. Dana ini akan digunakan untuk memenuhi kerugian pinjaman yang mungkin dihadapi di bawah skim ini.

## 32. HASIL

|  | Kumpulan             |                      | Syarikat             |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Yuran Jaminan                                    | 48,329               | 73,271               | 48,329               | 73,271               |
| Yuran Jaminan terhadap yuran jaminan berpotfolio | 14,754               | 15,350               | 14,754               | 15,350               |
| Pendapatan faedah – Skim Penebusan               | 40,310               | 40,891               | 40,310               | 40,891               |
| Pendapatan faedah – TPU                          | 2,181                | 2,841                | 2,181                | 2,841                |
| Pendapatan faedah – TPUB                         | 110                  | 73                   | 110                  | 73                   |
| Pendapatan faedah – TPUB (ERF)                   | 8,908                | 7,844                | 8,908                | 7,844                |
| Pendapatan keuntungan – TPUB-i                   | 2,227                | 2,267                | 2,227                | 2,267                |
| Yuran pakej prabayar                             | 5,133                | 5,210                | –                    | –                    |
| Pendapatan dari laporan                          | 592                  | 442                  | –                    | –                    |
| Perkhidmatan data                                | 567                  | –                    | –                    | –                    |
| Yuran perkhidmatan pemantauan                    | 292                  | 329                  | –                    | –                    |
| Yuran penyertaan                                 | 206                  | 226                  | –                    | –                    |
| Penjanaan "lead"                                 | 73                   | 810                  | –                    | –                    |
|  | 123,682              | 149,554              | 116,819              | 142,537              |

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### 33. PENDAPATAN PELABURAN

|  | Kumpulan             |                      | Syarikat             |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Pendapatan faedah  |                      |                      |                      |                      |
| – Simpanan tetap   | 35,171               | 31,028               | 35,171               | 31,022               |
| – Sekuriti hutang swasta   | 60,322               | 57,059               | 60,322               | 57,059               |
| – Produk berstruktur   | 29,442               | 29,506               | 29,442               | 29,506               |
|  | 124,935              | 117,593              | 124,935              | 117,587              |
| Keuntungan bersih yang timbul daripada aset kewangan FVTPL               |                      |                      |                      |                      |
| – Keuntungan direalisasi daripada sekuriti hutang swasta                 | 7,286                | 29,881               | 7,286                | 29,881               |
| – (Kerugian)/keuntungan tidak direalisasikan atas sekuriti hutang swasta | (12,987)             | 8,200                | (12,987)             | 8,200                |
|  | (5,701)              | 38,081               | (5,701)              | 38,081               |
| (Kerugian)/keuntungan produk berstruktur (Nota 9)                        | (7,867)              | 46,402               | (7,867)              | 46,402               |
| Pelunasan sekuriti hutang swasta   | (5,727)              | (4,881)              | (5,727)              | (4,881)              |
|  | 105,640              | 197,195              | 105,640              | 197,189              |

### 34. LAIN-LAIN PENDAPATAN KENDALIAN

|  | Kumpulan             |                      | Syarikat             |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Pendapatan sewa                                | 218                  | 218                  | 432                  | 359                  |
| Yuran pengurusan                               | 1,558                | 1,280                | 1,653                | 1,377                |
| Pendapatan faedah ke atas subsidiari           | –                    | –                    | 62                   | 48                   |
| Yuran tadbir – TPUB-i                          | 220                  | 252                  | 220                  | 252                  |
| Keuntungan dari pembelian pinjaman             | 77                   | 228                  | 77                   | 228                  |
| Dipungut semula dari jaminan yang diberi       | 53,460               | 59,010               | 53,460               | 59,010               |
| Pelunasan pendapatan tertunda – geran Kerajaan | 3,456                | 3,474                | 3,456                | 3,474                |
| Lain-lain pendapatan                           | (77)                 | 688                  | (85)                 | 687                  |
|  | 58,912               | 65,150               | 59,275               | 65,435               |

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## 35. KOS KAKITANGAN

|                                | Kumpulan             |                      | Syarikat             |                      |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Gaji                           | 25,356               | 25,399               | 24,227               | 24,109               |
| Bonus                          | 6,745                | 7,822                | 6,500                | 7,710                |
| Kumpulan Wang Simpanan Pekerja | 5,058                | 5,020                | 4,816                | 4,803                |
| Lain-lain                      | 2,828                | 2,244                | 2,725                | 2,143                |
|                                | 39,987               | 40,485               | 38,268               | 38,765               |

## 36. UNTUNG SEBELUM CUKAI

|   | Kumpulan             |                      | Syarikat             |                      |
|---|----------------------|----------------------|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Keuntungan ini diperolehi selepas ditolak/(ditambah):                     |                      |                      |                      |                      |
| Penyelenggaraan komputer  | 7,500                | 7,672                | 6,070                | 6,031                |
| Perbelanjaan pemulihan  | 5,056                | 2,895                | 5,056                | 2,895                |
| Perbelanjaan pengurus dana  | 2,811                | 2,072                | 2,811                | 2,072                |
| Sewa  | 1,313                | 1,229                | 1,186                | 1,106                |
| Elektrik  | 959                  | 956                  | 908                  | 909                  |
| Bayaran Pengarah-Pengarah   | 461                  | 344                  | 321                  | 204                  |
| Elaun mesyuarat Pengarah-Pengarah   | 444                  | 478                  | 240                  | 252                  |
| Bayaran Juruaudit – tahun kewangan semasa                                 | 189                  | 105                  | 169                  | 90                   |
| Keuntungan dari jualan hartanah, loji dan peralatan                       | (98)                 | (88)                 | (98)                 | (88)                 |
| Kos memproses data  | 893                  | 100                  | -                    | -                    |
| Pertambahan pinjaman Kerajaan   | 3,456                | 3,474                | 3,456                | 3,474                |
| Pelupusan hartanah, loji dan peralatan                                    | -                    | 2,647                | -                    | 2,647                |
| Perbelanjaan lain   | 3,794                | 4,908                | 3,677                | 4,471                |
| Susut nilai harta, hartanah dan peralatan (Nota 4)                        | 3,963                | 4,592                | 3,666                | 4,196                |
| Pelunasan aset tidak ketara (Nota 5)                                      | 5,402                | 6,375                | 3,458                | 4,318                |
| Peruntukan tuntutan di bawah Skim Jaminan (bersih)                        | 61,776               | 81,269               | 61,776               | 81,269               |
| Peruntukan rosot nilai bagi pinjaman, pendahuluan dan pembiayaan (bersih) | 25,207               | 71,320               | 25,207               | 71,320               |
| Perbelanjaan faedah bagi pinjaman Kerajaan                                | 4,500                | 4,500                | 4,500                | 4,500                |

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### 37. CUKAI

|                                      | Kumpulan             |                      |
|--------------------------------------|----------------------|----------------------|
|                                      | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Cukai pendapatan Malaysia:           |                      |                      |
| Cukai semasa – tahun kewangan semasa | 3                    | 2                    |
| Cukai tertunda                       | (1,043)              | –                    |
|                                      | (1,040)              | 2                    |

Penyesuaian berangka di antara kadar cukai di Malaysia dan kadar purata cukai efektif adalah seperti berikut:

|  | Kumpulan             |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| (Kerugian)/keuntungan sebelum cukai                                  | (405)                | 148                  |
| Pengiraan mengikut kadar cukai di Malaysia 25% (2012: 25%)           | (101)                | 37                   |
| Kesan cukai berhubung dengan:  |                      |                      |
| Perbelanjaan tidak boleh ditolak untuk tujuan cukai                  | 16                   | 21                   |
| Penggunaan elaun modal tidak diserap yang tidak diiktiraf sebelumnya | (955)                | (56)                 |
| Cukai  | (1,040)              | 2                    |

Syarikat telah diberikan pengecualian cukai pendapatan bagi tempoh 10 tahun dari tahun taksiran 2002 di bawah Seksyen 127(3)(b) Akta Cukai Pendapatan, 1967. Dalam tahun 2012, pengecualian daripada cukai diperolehi bagi 5 tahun lagi daripada tahun taksiran 2012 di bawah Seksyen 127(3A) Akta Cukai Pendapatan, 1967.



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## 37. CUKAI (SAMBUNGAN)

Aset dan liabiliti cukai tertunda diimbangi apabila terdapat hak yang boleh dikuatkuasakan untuk mengimbangi aset cukai semasa dengan liabiliti cukai semasa dan apabila cukai tertunda berkaitan dengan pihak berkuasa yang sama.

|  | Kumpulan             |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Aset cukai tertunda – bersih   | 1,043                | –                    |
| Pergerakan baki di dalam aset/(liabiliti) cukai tertunda adalah seperti berikut: |                      |                      |
| Pada 1 Januari   | –                    | –                    |
| Kredit/(caj) kepada penyata pendapatan:  | 1,043                | –                    |
| – hartanah dan peralatan   | 149                  | 306                  |
| – elaun modal tidak diserap  | 894                  | (306)                |
| Pada 31 Disember   | 1,043                | –                    |

|  | Kumpulan             |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Aset/(liabiliti) cukai tertunda (sebelum diimbangkan): |                      |                      |
| – hartanah dan peralatan                               | (784)                | (933)                |
| – elaun modal tidak diserap                            | 1,827                | 933                  |
| Aset cukai tertunda (selepas diimbangkan):             | 1,043                | –                    |

Aset cukai tertunda direalisasikan bila Pengarah-Pengarah berpendapat terdapat kemungkinan bahawa keuntungan boleh dicukai akan tersedia di mana perbezaan sementara yang boleh ditolak atau kerugian cukai belum diguna boleh digunakan.

Jumlah elaun modal tidak diserap dan kerugian cukai yang tidak digunakan (di mana semua tidak mempunyai tarikh luput) yang mana tiada aset cukai tertunda diiktiraf dalam penyata kedudukan kewangan adalah seperti berikut:

|                                | Kumpulan             |                      |
|--------------------------------|----------------------|----------------------|
|                                | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Elaun modal tidak diserap      | 2,705                | 6,535                |
| Kerugian cukai tidak digunakan | 6,235                | 6,235                |
|                                | 8,940                | 12,770               |

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## 38. LIABILITI LUARJANGKA

Syarikat mempunyai liabiliti luarjangka melalui jaminan terhadap kemudahan-kemudahan kredit yang telah diberikan oleh institusi-institusi kewangan kepada peminjam di bawah pelbagai skim.

|   | Kumpulan             |                      |
|---|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Jumlah kemudahan kredit yang telah dijamin oleh Syarikat di bawah skim-skim jaminan | 2,879,260            | 3,499,260            |
| Liabiliti luarjangka yang terhasil  | 2,112,040            | 2,567,190            |
| Tolak: Jumlah yang dianggarkan lapuk dan ragu di mana peruntukan telah dibuat       | 47,239               | 68,159               |
| Jumlah diperuntukkan ke Rizab untuk memenuhi tuntutan di masa hadapan               | 556,946              | 527,938              |
|   | 604,185              | 596,097              |
| Liabiliti luarjangka bersih   | 1,507,855            | 1,971,093            |

## 39. KOMITMEN-KOMITMEN MODAL

|  | Kumpulan             |                      | Syarikat             |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Perbelanjaan modal yang tidak diperuntukkan di dalam penyata kewangan: |                      |                      |                      |                      |
| Diluluskan dan dimeterai   | 2,034                | 3,335                | 2,034                | 1,095                |
| Diluluskan tetapi tidak dimeterai                                      | 521                  | 4,312                | 521                  | 4,312                |
|  | 2,555                | 7,647                | 2,555                | 5,407                |
| Komitmen untuk melanggan saham-saham Aureos Malaysia Fund LLC          | 7,156                | 7,156                | 7,156                | 7,156                |

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## 40. KOMITMEN-KOMITMEN PAJAKAN

Kumpulan dan Syarikat mempunyai penglibatan pajakan berkenaan dengan sewaan premis, di mana semuanya dikelaskan sebagai pajakan operasi.

Ringkasan bayaran pajakan minimum masa depan, di bawah komitmen pajakan operasi yang tidak boleh dipanggil balik adalah seperti berikut:

|   | Kumpulan/Syarikat    |                      |                    |
|---|----------------------|----------------------|--------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 1.1.2012<br>RM'000 |
| Tidak lebih setahun                               | 219                  | 713                  | 902                |
| Lebih setahun dan tidak lebih daripada tiga tahun | 801                  | 248                  | 51                 |
|   | 1,020                | 961                  | 953                |

## 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN

(a) Pampasan kakitangan pengurusan kanan adalah seperti berikut:

|   | Kumpulan/Syarikat    |                      |
|---|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Yuran Pengarah-Pengarah Bukan Eksekutif                   | 845                  | 751                  |
| Pengurusan kanan yang lain (termasuk Pengarah Eksekutif): |                      |                      |
| – Manfaat pekerja jangka pendek                           | 2,108                | 2,358                |
| – Sumbangan kepada Kumpulan Wang Simpanan Pekerja         | 369                  | 371                  |
| Jumlah pampasan   | 3,322                | 3,480                |

Kakitangan pengurusan kanan terdiri daripada individu-individu yang memiliki kuasa dan tanggungjawab untuk merancang, mengarah dan mengawal aktiviti-aktiviti Syarikat secara langsung atau tidak langsung dan dianggotai oleh Lembaga Pengarah, Presiden/Ketua Pegawai Eksekutif dan tiga Naib Presiden Eksekutif.

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## 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN (SAMBUNGAN)

(b) Lain-lain pihak berkaitan adalah seperti berikut:

| <u>Nama Syarikat</u>                              | <u>Hubungan</u>               |
|---|-------------------------------|
| Bank Negara Malaysia ("BNM")                      | Pemegang saham utama Syarikat |
| Credit Bureau Malaysia Sdn. Bhd.                  | Syarikat subsidiari           |
| Aureos CGC Advisers Sdn. Bhd.                     | Syarikat bersekutu            |
| Danajamin Nasional Berhad                         | Syarikat bersekutu            |
| Affin Bank Berhad                                 | Pemegang saham Syarikat       |
| Alliance Bank Malaysia Berhad                     | Pemegang saham Syarikat       |
| Ambank (M) Berhad                                 | Pemegang saham Syarikat       |
| The Bank of Nova Scotia Berhad                    | Pemegang saham Syarikat       |
| Bank Pembangunan Malaysia Berhad                  | Pemegang saham Syarikat       |
| Bangkok Bank Berhad                               | Pemegang saham Syarikat       |
| CIMB Bank Berhad                                  | Pemegang saham Syarikat       |
| Citibank Berhad                                   | Pemegang saham Syarikat       |
| Hong Leong Bank Berhad                            | Pemegang saham Syarikat       |
| HSBC Bank Malaysia Berhad                         | Pemegang saham Syarikat       |
| J.P. Morgan Chase Bank Berhad                     | Pemegang saham Syarikat       |
| Malayan Banking Berhad                            | Pemegang saham Syarikat       |
| OCBC Bank (Malaysia) Berhad                       | Pemegang saham Syarikat       |
| Public Bank Berhad                                | Pemegang saham Syarikat       |
| RHB Bank Berhad                                   | Pemegang saham Syarikat       |
| Bank Perusahaan Kecil & Sederhana Malaysia Berhad | Pemegang saham Syarikat       |
| Standard Chartered Bank Malaysia Berhad           | Pemegang saham Syarikat       |
| United Overseas Bank (Malaysia) Bhd.              | Pemegang saham Syarikat       |
| Kumpulan Wang Simpanan Pekerja                    | Pihak berkaitan kepada BNM    |
| Kementerian Kewangan Malaysia                     | Pihak berkaitan kepada BNM    |

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## 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN (SAMBUNGAN)

(b) Lain-lain pihak yang berkaitan adalah seperti berikut: (sambungan)

(i) Yuran dan manfaat Pengarah-Pengarah

Jumlah manfaat (termasuk manfaat barangan) untuk Pengarah-Pengarah Kumpulan adalah seperti berikut:

| Kumpulan 2013   | Gaji dan bonus<br>RM'000 | Yuran<br>RM'000 | Elaun mesyuarat<br>RM'000 | Manfaat lain<br>RM'000 | Jumlah<br>RM'000 |
|---|--------------------------|-----------------|---------------------------|------------------------|------------------|
| Pengarah Eksekutif:   |                          |                 |                           |                        |                  |
| Datuk Wan Azhar Wan Ahmad   | 1,200                    | 20              | 40                        | –                      | 1,260            |
|   | <b>1,200</b>             | <b>20</b>       | <b>40</b>                 | <b>–</b>               | <b>1,260</b>     |
| Pengarah-Pengarah Bukan Eksekutif:                                      |                          |                 |                           |                        |                  |
| Dato' Agil Natt<br>(dilantik pada 18 Jun 2013)                          | –                        | 64              | 10                        | –                      | 74               |
| Dato' Mohd Hanif Sher Mohamed   | –                        | 36              | 48                        | –                      | 84               |
| Datuk P. Kasi   | –                        | 56              | 74                        | –                      | 130              |
| Datuk David Chua Kok Tee<br>(dilantik pada 15 Februari 2013)            | –                        | 52              | 63                        | –                      | 115              |
| Encik Md Yusof Hussin   | –                        | 36              | 42                        | –                      | 78               |
| Encik Jeffrey Chew Sun Teong*<br>(dilantik pada 15 Februari 2013)       | –                        | 51              | 45                        | –                      | 96               |
| Datuk Zaiton Mohd Hassan  | –                        | 56              | 64                        | –                      | 120              |
| Dato' Sri Abdul Hamidy Abdul Hafiz<br>(meletak jawatan pada 1 Jun 2013) | –                        | 50              | 12                        | –                      | 62               |
| Datuk Lim Hong Tat***   | –                        | 20              | 12                        | –                      | 32               |
| Encik William Lim Wah Liang**   | –                        | 20              | 34                        | –                      | 54               |
|   | –                        | <b>441</b>      | <b>404</b>                | <b>–</b>               | <b>845</b>       |
| <b>Jumlah manfaat Pengarah-Pengarah</b>                                 | <b>1,200</b>             | <b>461</b>      | <b>444</b>                | <b>–</b>               | <b>2,105</b>     |

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### 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN (SAMBUNGAN)

(b) Lain-lain pihak yang berkaitan adalah seperti berikut: (sambungan)

(i) Yuran dan bayaran Pengarah-Pengarah (sambungan)

| Kumpulan 2012   | Gaji dan bonus<br>RM'000 | Yuran<br>RM'000 | Elaun mesyuarat<br>RM'000 | Manfaat lain<br>RM'000 | Jumlah<br>RM'000 |
|---|--------------------------|-----------------|---------------------------|------------------------|------------------|
| Pengarah Eksekutif:   |                          |                 |                           |                        |                  |
| Datuk Wan Azhar Wan Ahmad   | 1,255                    | 20              | 50                        | 31                     | 1,356            |
|   | <b>1,255</b>             | <b>20</b>       | <b>50</b>                 | <b>31</b>              | <b>1,356</b>     |
| Pengarah-Pengarah Bukan Eksekutif:                                |                          |                 |                           |                        |                  |
| Dato' Sri Abdul Hamidy Abdul Hafiz                                | –                        | 75              | 32                        | –                      | 107              |
| Dato' Mohd Hanif Sher Mohamed                                     | –                        | 28              | 54                        | –                      | 82               |
| Datuk P. Kasi   | –                        | 48              | 68                        | –                      | 116              |
| Encik Md Yusof Hussin   | –                        | 28              | 46                        | –                      | 74               |
| Dato' Mohd Rosli Abdul Aziz<br>(meletak jawatan pada 30 Mei 2012) | –                        | 8               | 24                        | –                      | 32               |
| Dato' Tan Yew Thong<br>(meletak jawatan pada 30 Mei 2012)         | –                        | 8               | 14                        | –                      | 22               |
| Datuk Zaiton Mohd Hassan  | –                        | 48              | 76                        | –                      | 124              |
| Encik Jeffrey Chew Sun Teong*                                     | –                        | 20              | 20                        | –                      | 40               |
| Datuk David Chua Kok Tee  | –                        | 20              | 42                        | –                      | 62               |
| Datuk Lim Hong Tat***   | –                        | 20              | 16                        | –                      | 36               |
| Encik William Lim Wah Liang**                                     | –                        | 20              | 36                        | –                      | 56               |
|   | –                        | <b>323</b>      | <b>428</b>                | –                      | <b>751</b>       |
| <b>Jumlah manfaat Pengarah-Pengarah</b>                           | <b>1,255</b>             | <b>343</b>      | <b>478</b>                | <b>31</b>              | <b>2,107</b>     |

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## 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN (SAMBUNGAN)

(b) Lain-lain pihak yang berkaitan adalah seperti berikut: (sambungan)

(i) Yuran dan bayaran Pengarah-Pengarah (sambungan)

| Syarikat 2013  | Gaji dan bonus<br>RM'000 | Yuran<br>RM'000 | Elaun mesyuarat<br>RM'000 | Manfaat lain<br>RM'000 | Jumlah<br>RM'000 |
|--|--------------------------|-----------------|---------------------------|------------------------|------------------|
| Pengarah Eksekutif:  |                          |                 |                           |                        |                  |
| Datuk Wan Azhar Wan Ahmad  | 1,200                    | –               | –                         | –                      | 1,200            |
|  | <b>1,200</b>             | <b>–</b>        | <b>–</b>                  | <b>–</b>               | <b>1,200</b>     |
| Pengarah-Pengarah Bukan Eksekutif:   |                          |                 |                           |                        |                  |
| Dato' Agil Natt<br><i>(dilantik pada 18 Jun 2013)</i>                          | –                        | 64              | 10                        | –                      | 74               |
| Dato' Mohd Hanif Sher Mohamed  | –                        | 36              | 48                        | –                      | 84               |
| Datuk P. Kasi  | –                        | 36              | 32                        | –                      | 68               |
| Datuk David Chua Kok Tee<br><i>(dilantik pada 15 Februari 2013)</i>            | –                        | 32              | 25                        | –                      | 57               |
| Encik Md Yusof Hussin  | –                        | 36              | 42                        | –                      | 78               |
| Encik Jeffrey Chew Sun Teong*<br><i>(dilantik pada 15 Februari 2013)</i>       | –                        | 31              | 27                        | –                      | 58               |
| Datuk Zaiton Mohd Hassan   | –                        | 36              | 44                        | –                      | 80               |
| Dato' Sri Abdul Hamidy Abdul Hafiz<br><i>(meletak jawatan pada 1 Jun 2013)</i> | –                        | 50              | 12                        | –                      | 62               |
|  | <b>–</b>                 | <b>321</b>      | <b>240</b>                | <b>–</b>               | <b>561</b>       |
| <b>Jumlah manfaat Pengarah-Pengarah</b>  | <b>1,200</b>             | <b>321</b>      | <b>240</b>                | <b>–</b>               | <b>1,761</b>     |

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### 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN (SAMBUNGAN)

(b) Lain-lain pihak yang berkaitan adalah seperti berikut: (sambungan)

(i) Yuran dan bayaran Pengarah-Pengarah (sambungan)

| Syarikat 2012   | Gaji dan bonus<br>RM'000 | Yuran<br>RM'000 | Elaun mesyuarat<br>RM'000 | Manfaat lain<br>RM'000 | Jumlah<br>RM'000 |
|---|--------------------------|-----------------|---------------------------|------------------------|------------------|
| Pengarah Eksekutif:   |                          |                 |                           |                        |                  |
| Datuk Wan Azhar Wan Ahmad   | 1,255                    | –               | –                         | 31                     | 1,286            |
|   | <b>1,255</b>             | <b>–</b>        | <b>–</b>                  | <b>31</b>              | <b>1,286</b>     |
| Pengarah-Pengarah Bukan Eksekutif:                                |                          |                 |                           |                        |                  |
| Dato' Sri Abdul Hamidy Abdul Hafiz                                | –                        | 75              | 32                        | –                      | 107              |
| Dato' Mohd Hanif Sher Mohamed                                     | –                        | 28              | 54                        | –                      | 82               |
| Datuk P. Kasi   | –                        | 28              | 28                        | –                      | 56               |
| Encik Md Yusof Hussin   | –                        | 28              | 46                        | –                      | 74               |
| Dato' Mohd Rosli Abdul Aziz<br>(meletak jawatan pada 30 Mei 2012) | –                        | 8               | 24                        | –                      | 32               |
| Dato' Tan Yew Thong<br>(meletak jawatan pada 30 Mei 2012)         | –                        | 8               | 14                        | –                      | 22               |
| Datuk Zaiton Mohd Hassan  | –                        | 28              | 54                        | –                      | 82               |
|   | <b>–</b>                 | <b>203</b>      | <b>252</b>                | <b>–</b>               | <b>455</b>       |
| <b>Jumlah manfaat Pengarah-Pengarah</b>                           | <b>1,255</b>             | <b>203</b>      | <b>252</b>                | <b>31</b>              | <b>1,741</b>     |

\* Yuran Pengarah dibayar kepada OCBC Bank (M) Berhad

\*\* Yuran Pengarah dibayar kepada D & B Malaysia Sdn Bhd

\*\*\* Yuran Pengarah dibayar kepada Malayan Banking Berhad



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## 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN (SAMBUNGAN)

(b) Lain-lain pihak yang berkaitan adalah seperti berikut: (sambungan)

(ii) Baki pihak berkaitan penting di dalam penyata kedudukan kewangan adalah seperti berikut:

|  | Kumpulan             |                      | Syarikat             |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Jumlah belum dibayar kepada subsidiari   | –                    | –                    | –                    | –                    |
| Jumlah belum dibayar daripada subsidiari | –                    | –                    | 2,192                | 2,095                |

Jumlah belum dibayar dari/(kepada) BNM:

|  | Kumpulan/Syarikat    |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| (i) SRGF dan SRGF-2                        | 63                   | 6,664                |
| (ii) TUK                                   | (50,000)             | (50,000)             |
| (iii) Kemudahan Permodenan dan Bantuan PKS | (150,000)            | (850,000)            |
| (iv) Danajamin Nasional Berhad             | (500,000)            | (500,000)            |
| (v) TPUB-i                                 | (300,000)            | (300,000)            |

Jumlah belum dibayar dari/(kepada) lain-lain pihak berkaitan:

|   | Kumpulan/Syarikat    |                      |
|---|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| (i) Tuntutan-tuntutan pemiutang                   | (109,774)            | (172,734)            |
| (ii) Penebusan dan penukaran jumlah belum dibayar | (7,272)              | (14,430)             |
| (iii) Pelaburan                                   | 1,871,127            | 2,096,398            |

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### 41. TRANSAKSI-TRANSAKSI KETARA DENGAN PIHAK-PIHAK BERKAITAN (SAMBUNGAN)

(b) Lain-lain pihak yang berkaitan yang penting adalah seperti berikut: (sambungan)

(iii) Butir-butir urusanniaga penting antara Syarikat dan pihak-pihak berkaitan adalah seperti berikut:

|   | Kumpulan             |                      | Syarikat             |                      |
|---|----------------------|----------------------|----------------------|----------------------|
|   | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Yuran penyertaan dicaj oleh subsidiari  | -                    | -                    | 5                    | 5                    |
| Yuran laporan dicaj oleh subsidiari   | -                    | -                    | 133                  | 114                  |
| Pakej prabayar dicaj oleh subsidiari  | -                    | -                    | 40                   | -                    |
| Sewa pejabat dicaj kepada subsidiari  | -                    | -                    | (214)                | (141)                |
| Yuran pengurusan/setiausaha dicajkan kepada subsidiari                                | -                    | -                    | (95)                 | (97)                 |
| Pendapatan faedah yang diperolehi daripada subsidiari                                 | -                    | -                    | (62)                 | (48)                 |
| Belanja faedah dan caj perkhidmatan yang dikenakan oleh BNM                           | 3,000                | 3,000                | 3,000                | 3,000                |
| Yuran pengurusan dicaj kepada BNM   | (680)                | (680)                | (680)                | (680)                |
| Pemulihan yang diterima daripada lain-lain pihak yang berkaitan                       | (36,098)             | (34,826)             | (36,098)             | (34,826)             |
| Pendapatan faedah yang diperolehi daripada lain-lain pihak yang berkaitan             | (43,071)             | (38,902)             | (43,071)             | (38,902)             |
| Sewa pejabat dicaj kepada lain-lain pihak yang berkaitan                              | (213)                | (213)                | (213)                | (213)                |
| Yuran pengurusan dicaj kepada lain-lain pihak yang berkaitan                          | (878)                | (600)                | (878)                | (600)                |
| Tuntutan dibayar kepada lain-lain pihak yang berkaitan                                | 111,268              | 215,860              | 111,268              | 215,860              |
| Penebusan dan penukaran jumlah wang yang dibayar untuk lain-lain pihak yang berkaitan | 30,915               | 82,220               | 30,915               | 82,220               |
| Rayuan yang dibayar kepada lain-lain pihak yang berkaitan                             | 305                  | 2,016                | 305                  | 2,016                |

### 42. PENGURUSAN MODAL

Objektif utama Syarikat adalah memastikan bahawa ianya mempunyai Nisbah Jaminan Rizab (NJR) yang mencukupi untuk menyokong perniagaan pemberian jaminan serta memaksimumkan nilai pemegang saham.

Syarikat menguruskan struktur modalnya dan membuat pelarasan kepadanya, berikutan perubahan di dalam keadaan ekonomi. Syarikat mungkin menerbitkan saham baru atau memulangkan modal kepada pemegang sahamnya untuk mengekalkan atau membuat perubahan kepada struktur modalnya. Tiada perubahan dibuat kepada objektif dan polisi pengurusan modal di dalam tahun kewangan berakhir 31 Disember 2013 dan 2012.

Syarikat memantau modal dan keupayaannya untuk memberikan jaminan dengan merujuk kepada NJR, yang mana adalah 3 kali pada 31 Disember 2013 (2012: 3). Polisi Syarikat adalah untuk mengekalkan NJR yang kurang dari 6 kali.

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## 43. PENGURUSAN RISIKO KEWANGAN

Dalam urusanniaga biasa, Kumpulan dan Syarikat terdedah kepada empat jenis risiko utama iaitu risiko kredit, risiko pasaran, risiko kecairan dan risiko kendalian.

### (a) Risiko Kredit

Risiko kredit adalah risiko kerugian yang mungkin berlaku ke atas instrumen kewangan jika pihak yang berkaitan gagal memenuhi tanggungjawab. Pendedahan Kumpulan dan Syarikat kepada risiko kredit timbul terutamanya kerana penghutang perdagangan dan penghutang lain serta pinjaman dan pendahuluan.

Kumpulan hanya berurusanniaga dengan pihak ketiga yang dikenali dan mempunyai tahap kredit yang baik. Hanya merupakan polisi Kumpulan yang kesemua pelanggan yang ingin berurusanniaga secara kredit dikenakan prosedur verifikasi kredit. Di dalam masa yang sama, jumlah terhutang dipantau secara berterusan.

Kumpulan dan Syarikat menguruskan risiko kredit ke atas pinjaman yang telah ditebus dan dijamin dengan menilai peminjam menggunakan model pemarkahan kredit "in-house". Kumpulan dan Syarikat menggunakan model ini untuk mengukur kewibawaan pinjaman berbanding dengan "threshold" yang tersedia ada.

Kumpulan dan Syarikat mengurangkan risiko kredit bagi lain-lain aset kewangan (termasuk pelaburan di dalam sekuriti, dan pelaburan melalui pengurus-pengurus dana), dengan berurusanniaga secara eksklusif dengan pihak yang mempunyai penilaian kredit yang tinggi.

### Pendedahan maksima kepada risiko kredit

Pada tarikh laporan, pendedahan kepada risiko kredit Kumpulan dan Syarikat adalah diwakili oleh nilai bawaan setiap aset kewangan sebagaimana diiktirafkan di dalam penyata kedudukan kewangan pada tarikh laporan, kecuali:

|   | Kumpulan<br>31.12.2013    |  | Syarikat<br>31.12.2013    |  |
|---|---------------------------|--|---------------------------|--|
|   | Nilai<br>bawaan<br>RM'000 | Pendedahan<br>kredit maksima<br>RM'000 | Nilai<br>bawaan<br>RM'000 | Pendedahan<br>kredit maksima<br>RM'000 |
| <b>Pendedahan risiko kredit aset pada kunci kira-kira</b>       |                           |  |                           |  |
| Perdagangan dan lain-lain penghutang <sup>#</sup>               | 8,500                     | 7,285                                  | 5,866                     | 4,648                                  |
| Tunai dan baki di bank <sup>^</sup>                             | 65,916                    | 65,900                                 | 65,545                    | 65,537                                 |
| <b>Pendedahan risiko kredit butiran di luar kunci kira-kira</b> |                           |  |                           |  |
| Jaminan kewangan  | 2,879,260                 | 2,112,040                              | 2,879,260                 | 2,112,040                              |
| Jumlah pendedahan risiko kredit maksima                         | 2,953,676                 | 2,185,225                              | 2,950,671                 | 2,182,225                              |

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### 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

#### (a) Risiko Kredit (sambungan)

|   | Kumpulan<br>31.12.2012    |  | Syarikat<br>31.12.2012    |  |
|---|---------------------------|--|---------------------------|--|
|   | Nilai<br>bawaan<br>RM'000 | Pendedahan<br>kredit maksima<br>RM'000 | Nilai<br>bawaan<br>RM'000 | Pendedahan<br>kredit maksima<br>RM'000 |
| <b>Pendedahan risiko kredit aset<br/>pada kunci kira-kira</b>       |                           |  |                           |  |
| Perdagangan dan lain-lain penghutang <sup>#</sup>                   | 4,454                     | 3,473                                  | 2,952                     | 1,970                                  |
| Wang tunai dan setara wang tunai <sup>^</sup>                       | 37,899                    | 37,883                                 | 37,303                    | 37,295                                 |
| <b>Pendedahan risiko kredit butiran<br/>di luar kunci kira-kira</b> |                           |  |                           |  |
| Jaminan kewangan  | 3,499,260                 | 2,567,190                              | 3,499,260                 | 2,567,190                              |
| Jumlah pendedahan risiko kredit maksima                             | 3,541,613                 | 2,608,546                              | 3,539,515                 | 2,606,455                              |

Berikut telah dikeluarkan untuk tujuan pengiraan pendedahan maksima risiko kredit:

# Bayaran terdahulu

<sup>^</sup> Wang tunai di tangan

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (a) Risiko Kredit (sambungan)

#### Penumpuan risiko kredit

Kumpulan menentukan penumpuan risiko kredit dengan memantau profil sektor industri. Profil penumpuan risiko kredit bagi Kumpulan pada tarikh laporan adalah seperti berikut:

| Kumpulan<br>2013                     | Pertanian,<br>pemburuan,<br>perhutanan<br>dan perikanan<br>RM'000 | Perkhidmatan<br>komuniti,<br>sosial dan<br>personal<br>RM'000 | Pembinaan<br>RM'000 | Perkhidmatan<br>keuangan<br>dan<br>perniagaan<br>RM'000 | Perkilangan<br>RM'000 | Pelombongan<br>dan kuari<br>RM'000 | Pengangkutan<br>RM'000 | Perniagaan<br>runcit<br>RM'000 | Kerajaan<br>RM'000 | Lain-lain<br>RM'000 | Jumlah<br>RM'000 |
|--------------------------------------|---|---|---------------------|---|-----------------------|------------------------------------|------------------------|--------------------------------|--------------------|---------------------|------------------|
| Dana pelaburan: AFS                  | -   | -   | -                   | 30,943  | -                     | -                                  | -                      | -                              | -                  | -                   | 30,943           |
| Produk berstruktur: FVTPL            | -   | -   | -                   | 669,195   | -                     | -                                  | -                      | -                              | -                  | -                   | 669,195          |
| Pelaburan sekuriti: AFS              | -   | -   | -                   | 400,652   | -                     | -                                  | -                      | -                              | -                  | -                   | 400,652          |
| Pelaburan sekuriti: FVTPL            | -   | -   | -                   | 774,359   | -                     | -                                  | -                      | -                              | -                  | -                   | 774,359          |
| Simpanan tetap                       | -   | -   | -                   | 1,582,169   | -                     | -                                  | -                      | -                              | -                  | -                   | 1,582,169        |
| Pinjaman, pendahuluan dan pembiayaan | 3,379   | 4,863   | 66,272              | 11,638  | 62,842                | 484                                | 5,733                  | 145,050                        | -                  | 3,456               | 303,717          |
| Jumlah terhutang daripada BNM        | -   | -   | -                   | -   | -                     | -                                  | -                      | -                              | 6,624              | -                   | 6,624            |
| Penghutang perdagangan dan lain-lain | -   | -   | 213                 | 6,410   | 3                     | -                                  | 16                     | 3                              | -                  | 640                 | 7,285            |
| Wang tunai dan setara wang tunai     | -   | -   | -                   | 65,900  | -                     | -                                  | -                      | -                              | -                  | -                   | 65,900           |
|                                      | 3,379   | 4,863   | 66,485              | 3,541,266   | 62,845                | 484                                | 5,749                  | 145,053                        | 6,624              | 4,096               | 3,840,844        |

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### 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

#### (a) Risiko Kredit (sambungan)

##### Penumpuan risiko kredit (sambungan)

| Kumpulan<br>2012                        | Pertanian,<br>pemburuan,<br>perhutanan<br>dan perikanan<br>RM'000 | Perkhidmatan<br>komuniti,<br>sosial dan<br>personal<br>RM'000 | Pembinaan<br>RM'000 | Perkhidmatan<br>keuangan<br>dan<br>perniagaan<br>RM'000 | Perkilangan<br>RM'000 | Pelombongan<br>dan kuari<br>RM'000 | Pengangkutan<br>RM'000 | Perniagaan<br>runcit<br>RM'000 | Kerajaan<br>RM'000 | Lain-lain<br>RM'000 | Jumlah<br>RM'000 |
|---|---|---|---------------------|---|-----------------------|------------------------------------|------------------------|--------------------------------|--------------------|---------------------|------------------|
| Dana pelaburan: AFS                     | -   | -   | -                   | 24,356  | -                     | -                                  | -                      | -                              | -                  | -                   | 24,356           |
| Produk berstruktur: FVTPL               | -   | -   | -                   | 676,362   | -                     | -                                  | -                      | -                              | -                  | -                   | 676,362          |
| Pelaburan sekuriti: AFS                 | -   | -   | -                   | 446,869   | -                     | -                                  | -                      | -                              | -                  | -                   | 446,869          |
| Pelaburan sekuriti: FVTPL               | -   | -   | -                   | 941,505   | -                     | -                                  | -                      | -                              | -                  | -                   | 941,505          |
| Simpanan tetap                          | -   | -   | -                   | 2,016,385   | -                     | -                                  | -                      | -                              | -                  | -                   | 2,016,385        |
| Pinjaman, pendahuluan dan<br>pembinaan  | 4,503   | 6,025   | 71,142              | 13,396  | 74,930                | 724                                | 8,230                  | 165,655                        | -                  | 4,568               | 349,173          |
| Jumlah terhutang daripada BNM           | -   | -   | -                   | -   | -                     | -                                  | -                      | -                              | 6,123              | -                   | 6,123            |
| Penghutang perdagangan dan<br>lain-lain | -   | -   | 202                 | 2,563   | 1                     | -                                  | 16                     | 5                              | -                  | 686                 | 3,473            |
| Wang tunai dan setara<br>wang tunai     | -   | -   | -                   | 37,883  | -                     | -                                  | -                      | -                              | -                  | -                   | 37,883           |
|   | 4,503   | 6,025   | 71,344              | 4,159,319   | 74,931                | 724                                | 8,246                  | 165,660                        | 6,123              | 5,254               | 4,502,129        |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (a) Risiko Kredit (sambungan)

#### Penumpuan risiko kredit (sambungan)

| Syarikat<br>2013                       | Pertanian,<br>pemburuan,<br>perhutanan<br>dan perikanan<br>RM'000 | Perkhidmatan<br>komuniti,<br>sosial dan<br>personal<br>RM'000 | Pembinaan<br>RM'000 | Perkhidmatan<br>keuangan<br>dan<br>perniagaan<br>RM'000 | Perkilangan<br>RM'000 | Pelombongan<br>dan kuari<br>RM'000 | Pengangkutan<br>RM'000 | Perniagaan<br>runcit<br>RM'000 | Kerajaan<br>RM'000 | Lain-lain<br>RM'000 | Jumlah<br>RM'000 |
|--|---|---|---------------------|---|-----------------------|------------------------------------|------------------------|--------------------------------|--------------------|---------------------|------------------|
| Dana pelaburan: AFS                    | -   | -   | -                   | 30,943  | -                     | -                                  | -                      | -                              | -                  | -                   | 30,943           |
| Produk berstruktur: FVTPL              | -   | -   | -                   | 669,195   | -                     | -                                  | -                      | -                              | -                  | -                   | 669,195          |
| Pelaburan sekuriti: AFS                | -   | -   | -                   | 400,652   | -                     | -                                  | -                      | -                              | -                  | -                   | 400,652          |
| Pelaburan sekuriti: FVTPL              | -   | -   | -                   | 774,359   | -                     | -                                  | -                      | -                              | -                  | -                   | 774,359          |
| Simpanan tetap                         | -   | -   | -                   | 1,582,169   | -                     | -                                  | -                      | -                              | -                  | -                   | 1,582,169        |
| Pinjaman, pendahuluan dan pembiayaan   | 3,379   | 4,863   | 66,272              | 11,638  | 62,842                | 484                                | 5,733                  | 145,050                        | -                  | 3,456               | 303,717          |
| Pinjaman terhutang daripada subsidiari | -   | -   | -                   | 1,243   | -                     | -                                  | -                      | -                              | -                  | -                   | 1,243            |
| Jumlah terhutang daripada subsidiari   | -   | -   | -                   | 950   | -                     | -                                  | -                      | -                              | -                  | -                   | 950              |
| Jumlah terhutang daripada BNM          | -   | -   | -                   | -   | -                     | -                                  | -                      | -                              | 6,624              | -                   | 6,624            |
| Penghutang perdagangan dan lain-lain   | -   | -   | 208                 | 3,862   | -                     | -                                  | 16                     | -                              | -                  | 562                 | 4,648            |
| Wang tunai dan setara wang tunai       | -   | -   | -                   | 65,537  | -                     | -                                  | -                      | -                              | -                  | -                   | 65,537           |
|  | 3,379   | 4,863   | 66,480              | 3,540,548   | 62,842                | 484                                | 5,749                  | 145,050                        | 6,624              | 4,018               | 3,840,037        |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (a) Risiko Kredit (sambungan)

#### Penumpuan risiko kredit (sambungan)

| Syarikat<br>2012                       | Pertanian,<br>pemburuan,<br>perhutanan<br>dan perikanan<br>RM'000 | Perkhidmatan<br>komuniti,<br>sosial dan<br>personal<br>RM'000 | Pembinaan<br>RM'000 | Perkhidmatan<br>keuangan<br>dan<br>perniagaan<br>RM'000 | Perkilangan<br>RM'000 | Pelombongan<br>dan kuari<br>RM'000 | Pengangkutan<br>RM'000 | Perniagaan<br>runcit<br>RM'000 | Kerajaan<br>RM'000 | Lain-lain<br>RM'000 | Jumlah<br>RM'000 |
|--|---|---|---------------------|---|-----------------------|------------------------------------|------------------------|--------------------------------|--------------------|---------------------|------------------|
| Dana pelaburan: AFS                    | -   | -   | -                   | 24,356  | -                     | -                                  | -                      | -                              | -                  | -                   | 24,356           |
| Produk berstruktur: FVTPL              | -   | -   | -                   | 676,362   | -                     | -                                  | -                      | -                              | -                  | -                   | 676,362          |
| Pelaburan sekuriti: AFS                | -   | -   | -                   | 446,869   | -                     | -                                  | -                      | -                              | -                  | -                   | 446,869          |
| Pelaburan sekuriti: FVTPL              | -   | -   | -                   | 941,505   | -                     | -                                  | -                      | -                              | -                  | -                   | 941,505          |
| Simpanan tetap                         | -   | -   | -                   | 2,016,385   | -                     | -                                  | -                      | -                              | -                  | -                   | 2,016,385        |
| Pinjaman, pendahuluan dan pembiayaan   | 4,503   | 6,025   | 71,142              | 13,396  | 74,930                | 724                                | 8,230                  | 165,655                        | -                  | 4,568               | 349,173          |
| Pinjaman terhutang daripada subsidiari | -   | -   | -                   | 1,265   | -                     | -                                  | -                      | -                              | -                  | -                   | 1,265            |
| Jumlah terhutang daripada subsidiari   | -   | -   | -                   | 830   | -                     | -                                  | -                      | -                              | -                  | -                   | 830              |
| Jumlah terhutang daripada BNM          | -   | -   | -                   | -   | -                     | -                                  | -                      | -                              | 6,123              | -                   | 6,123            |
| Penghutang perdagangan dan lain-lain   | -   | -   | 202                 | 1,193   | -                     | -                                  | 16                     | -                              | -                  | 559                 | 1,970            |
| Wang tunai dan setara wang tunai       | -   | -   | -                   | 37,295  | -                     | -                                  | -                      | -                              | -                  | -                   | 37,295           |
|  | 4,503   | 6,025   | 71,344              | 4,159,456   | 74,930                | 724                                | 8,246                  | 165,655                        | 6,123              | 5,127               | 4,502,133        |



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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (a) Risiko Kredit (sambungan)

#### Kualiti kredit

#### (i) Pinjaman, pendahuluan dan pembiayaan

Semua pinjaman, pendahuluan dan pembiayaan adalah "unrated" dan dikategorikan sebagai "tidak tertunggak mahupun rosot nilai", "tertunggak tetapi tidak rosot nilai" dan "rosot nilai". Pinjaman tertunggak adalah pinjaman yang tertunggak satu hari atau lebih. Pinjaman rosot nilai adalah pinjaman yang bayaran bulanan tertunggak lebih dari 3 bulan (iaitu 90 hari) atau dengan peruntukan rosot nilai.

#### Pengagihan pinjaman, pendahuluan dan pembiayaan mengikut kualiti kredit

|  | Kumpulan/Syarikat    |                      |
|--|----------------------|----------------------|
|  | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Tidak tertunggak mahupun rosot nilai               | 244,564              | 186,797              |
| Tertunggak tetapi tidak rosot nilai (i)            | 58,088               | 88,894               |
| Rosot nilai (ii)                                   | 146,876              | 194,086              |
| <b>Pinjaman, pendahuluan dan pembiayaan kasar</b>  | <b>449,528</b>       | <b>469,777</b>       |
| Tolak: Peruntukan rosot nilai                      |                      |                      |
| – Peruntukan individu                              | (118,190)            | (90,447)             |
| – Peruntukan kolektif                              | (27,621)             | (30,157)             |
| <b>Pinjaman, pendahuluan dan pembiayaan bersih</b> | <b>303,717</b>       | <b>349,173</b>       |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (a) Risiko Kredit (sambungan)

#### Kualiti kredit (sambungan)

#### (i) Pinjaman, pendahuluan dan pembiayaan (sambungan)

##### (i) Pinjaman tertunggak tetapi tidak rosot nilai

|                             | Kumpulan/Syarikat    |                      |
|-----------------------------|----------------------|----------------------|
|                             | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Tertunggak sehingga 60 hari | 26,002               | 50,428               |
| Tertunggak 60 – 90 hari     | 32,086               | 38,466               |
|                             | 58,088               | 88,894               |

##### (ii) Pinjaman rosot nilai

|                               | Kumpulan/Syarikat    |                      |
|-------------------------------|----------------------|----------------------|
|                               | 31.12.2013<br>RM'000 | 31.12.2012<br>RM'000 |
| Analisis aset rosot nilai:    |                      |                      |
| Pinjaman rosot nilai kasar    | 146,876              | 194,086              |
| Pinjaman rosot nilai individu | 118,190              | 90,447               |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (a) Risiko Kredit (sambungan)

#### Kualiti kredit (sambungan)

#### (ii) Potfolio pelaburan

Analisa aset kewangan mengikut gelaran agensi penarafan (di mana sesuai) pada 31 Disember 2013, berdasarkan penarafan RAM atau setanding adalah seperti berikut:

| Kumpulan<br>2013                    | AAA ke AA3<br>RM'000 | A ke A3<br>RM'000 | BBB1 ke BB3<br>RM'000 | "Sovereign"<br>RM'000 | "Unrated"<br>RM'000 | Jumlah<br>RM'000 |
|-------------------------------------|----------------------|-------------------|-----------------------|-----------------------|---------------------|------------------|
| Dana pelaburan: AFS                 | -                    | -                 | -                     | -                     | 30,943              | 30,943           |
| Produk berstruktur: FVTPL           | 669,195              | -                 | -                     | -                     | -                   | 669,195          |
| Pelaburan sekuriti: AFS             | 400,652              | -                 | -                     | -                     | -                   | 400,652          |
| Pelaburan sekuriti: FVTPL           | 448,727              | 107,130           | 122,929               | 10,120                | 85,453              | 774,359          |
| Simpanan tetap                      | 1,267,952            | 176,787           | 86,055                | -                     | 51,375              | 1,582,169        |
| Wang tunai dan setara<br>wang tunai | 65,900               | -                 | -                     | -                     | -                   | 65,900           |
|                                     | 2,852,426            | 283,917           | 208,984               | 10,120                | 167,771             | 3,523,218        |

| Kumpulan<br>2012                    | AAA ke AA3<br>RM'000 | A ke A3<br>RM'000 | BBB1 ke BB3<br>RM'000 | "Sovereign"<br>RM'000 | "Unrated"<br>RM'000 | Jumlah<br>RM'000 |
|-------------------------------------|----------------------|-------------------|-----------------------|-----------------------|---------------------|------------------|
| Dana pelaburan: AFS                 | -                    | -                 | -                     | -                     | 24,356              | 24,356           |
| Produk berstruktur: FVTPL           | 676,362              | -                 | -                     | -                     | -                   | 676,362          |
| Pelaburan sekuriti: AFS             | 446,869              | -                 | -                     | -                     | -                   | 446,869          |
| Pelaburan sekuriti: FVTPL           | 663,606              | 91,074            | 95,269                | 31,892                | 59,664              | 941,505          |
| Deposit berjangka                   | 1,443,043            | 274,185           | 126,696               | -                     | 172,461             | 2,016,385        |
| Wang tunai dan setara<br>wang tunai | 37,883               | -                 | -                     | -                     | -                   | 37,883           |
|                                     | 3,267,763            | 365,259           | 221,965               | 31,892                | 256,481             | 4,143,360        |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (a) Risiko Kredit (sambungan)

#### Kualiti kredit (sambungan)

#### (ii) Portfolio pelaburan (sambungan)

Analisa aset kewangan mengikut gelaran agensi penarafan (di mana sesuai) pada 31 Disember 2013, berdasarkan penarafan RAM atau setanding adalah seperti berikut:

| Syarikat<br>2013                    | AAA ke AA3<br>RM'000 | A ke A3<br>RM'000 | BBB1 ke BB3<br>RM'000 | "Sovereign"<br>RM'000 | "Unrated"<br>RM'000 | Jumlah<br>RM'000 |
|-------------------------------------|----------------------|-------------------|-----------------------|-----------------------|---------------------|------------------|
| Dana pelaburan: AFS                 | -                    | -                 | -                     | -                     | 30,943              | 30,943           |
| Produk berstruktur: FVTPL           | 669,195              | -                 | -                     | -                     | -                   | 669,195          |
| Pelaburan sekuriti: AFS             | 400,652              | -                 | -                     | -                     | -                   | 400,652          |
| Pelaburan sekuriti: FVTPL           | 448,727              | 107,130           | 122,929               | 10,120                | 85,453              | 774,359          |
| Simpanan tetap                      | 1,267,952            | 176,787           | 86,055                | -                     | 51,375              | 1,582,169        |
| Wang tunai dan setara<br>wang tunai | 65,537               | -                 | -                     | -                     | -                   | 65,537           |
|                                     | <b>2,852,063</b>     | <b>283,917</b>    | <b>208,984</b>        | <b>10,120</b>         | <b>167,771</b>      | <b>3,522,855</b> |

| Syarikat<br>2012                    | AAA ke AA3<br>RM'000 | A ke A3<br>RM'000 | BBB1 ke BB3<br>RM'000 | "Sovereign"<br>RM'000 | "Unrated"<br>RM'000 | Jumlah<br>RM'000 |
|-------------------------------------|----------------------|-------------------|-----------------------|-----------------------|---------------------|------------------|
| Dana pelaburan: AFS                 | -                    | -                 | -                     | -                     | 24,356              | 24,356           |
| Produk berstruktur: FVTPL           | 676,362              | -                 | -                     | -                     | -                   | 676,362          |
| Pelaburan sekuriti: AFS             | 446,869              | -                 | -                     | -                     | -                   | 446,869          |
| Pelaburan sekuriti: FVTPL           | 663,606              | 91,074            | 95,269                | 31,892                | 59,664              | 941,505          |
| Simpanan tetap                      | 1,443,043            | 274,185           | 126,696               | -                     | 172,461             | 2,016,385        |
| Wang tunai dan setara<br>wang tunai | 37,295               | -                 | -                     | -                     | -                   | 37,295           |
|                                     | <b>3,267,175</b>     | <b>365,259</b>    | <b>221,965</b>        | <b>31,892</b>         | <b>256,481</b>      | <b>4,142,772</b> |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran

Risiko pasaran terhasil daripada pergerakan yang merugikan di dalam harga pasaran pelaburan.

Pelaburan Kumpulan pada masa kini dipelbagaikan dan meliputi sebahagian besar jumlah bon berkualiti tinggi yang sedia untuk jualan.

#### Analisis sensitiviti bagi risiko kadar faedah/pulangan

Jadual di bawah menunjukkan kadar sensitiviti pendapatan faedah selepas cukai terhadap Penyata Kedudukan Kewangan pada tarikh pelaporan.

| 2013           | Kumpulan  |                               | Syarikat  |                               |
|----------------|---|-------------------------------|---|-------------------------------|
|                | Kesan kepada keuntungan selepas cukai<br>RM'000 | Kesan kepada ekuiti<br>RM'000 | Kesan kepada keuntungan selepas cukai<br>RM'000 | Kesan kepada ekuiti<br>RM'000 |
| +100 mata asas | (1,731)   | (27,886)                      | (1,210)   | (26,747)                      |
| -100 mata asas | 1,731   | 27,886                        | 1,210   | 26,747                        |

| 2012           | Kumpulan  |                               | Syarikat  |                               |
|----------------|---|-------------------------------|---|-------------------------------|
|                | Kesan kepada keuntungan selepas cukai<br>RM'000 | Kesan kepada ekuiti<br>RM'000 | Kesan kepada keuntungan selepas cukai<br>RM'000 | Kesan kepada ekuiti<br>RM'000 |
| +100 mata asas | (2,204)   | (26,153)                      | (1,767)   | (25,511)                      |
| -100 mata asas | 2,204   | 26,153                        | 1,767   | 25,511                        |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran (sambungan)

#### Risiko kadar faedah/pulangan

Jadual di bawah adalah ringkasan pendedahan Kumpulan dan Syarikat terhadap risiko kadar faedah/keuntungan. Terkandung di dalam jadual adalah aset dan liabiliti kewangan bagi Kumpulan dan Syarikat pada nilai bawaan, yang dikategorikan mengikut penentuan semula harga kontrak atau tarikh matang, yang mana terlebih dahulu. Jurang sensitiviti faedah bersih bagi butiran yang tidak diiktiraf dalam penyata kedudukan kewangan mewakili jumlah anggaran bersih bagi semua kadar sensitiviti faedah/keuntungan instrumen kewangan derivatif. Memandangkan keluk-keluk hasil bagi kadar faedah berubah mengikut masa, Kumpulan dan Syarikat berkemungkinan terdedah kepada kerugian yang disebabkan oleh kesan ke atas kadar faedah pada struktur penyata kedudukan kewangan. Sensitiviti terhadap kadar faedah/keuntungan terhasil daripada ketidaksamaan pada tarikh penetapan semula harga, aliran tunai dan lain-lain ciri aset kewangan dengan pembiayaan liabiliti kewangan yang sepadan.

| Kumpulan<br>2013                        | Dalam<br>12 bulan<br>RM'000 | 1 hingga 5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Sensitiviti<br>kepentingan/<br>tidak dikawal<br>RM'000 | Jumlah<br>RM'000 |
|---|-----------------------------|-------------------------------|----------------------------|--|------------------|
| <b>Aset-aset</b>                        |                             |                               |                            |  |                  |
| Dana pelaburan: AFS                     | -                           | -                             | -                          | 30,943   | 30,943           |
| Produk berstruktur: FVTPL               | -                           | 669,195                       | -                          | -  | 669,195          |
| Pelaburan sekuriti: AFS                 | 65,772                      | 304,652                       | 30,228                     | -  | 400,652          |
| Pelaburan sekuriti: FVTPL               | 26,155                      | 201,223                       | 546,981                    | -  | 774,359          |
| Simpanan tetap                          | 1,441,170                   | 140,999                       | -                          | -  | 1,582,169        |
| Pinjaman, pendahuluan dan<br>pembiayaan |                             |                               |                            |  |                  |
| - tidak rosot nilai*                    | 6,108                       | 225,408                       | 71,136                     | (27,621)   | 275,031          |
| - rosot nilai#                          | -                           | -                             | -                          | 28,686   | 28,686           |
| Tunai dan setara tunai                  | 65,916                      | -                             | -                          | -  | 65,916           |
| Aset-aset lain^                         | -                           | -                             | -                          | 15,124   | 15,124           |
| <b>Jumlah aset kewangan</b>             | <b>1,605,121</b>            | <b>1,541,477</b>              | <b>648,345</b>             | <b>47,132</b>  | <b>3,842,075</b> |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran (sambungan)

Risiko kadar faedah/pulangan (sambungan)

| Kumpulan<br>2013                             | Dalam<br>12 bulan<br>RM'000 | 1 hingga 5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Sensitiviti<br>kepentingan/<br>tidak dikawal<br>RM'000 | Jumlah<br>RM'000 |
|--|-----------------------------|-------------------------------|----------------------------|--|------------------|
| <b>Liabiliti</b>                             |                             |                               |                            |  |                  |
| Pinjaman dari Bank Negara<br>Malaysia        | 300,000                     | –                             | 500,000                    | –  | 800,000          |
| Skim Jaminan Usahawan Kecil                  | –                           | –                             | –                          | 55,479   | 55,479           |
| Tabung Usahawan Kecil                        | –                           | –                             | –                          | 32,609   | 32,609           |
| Dana-dana Kerajaan                           | –                           | –                             | 152,842                    | –  | 152,842          |
| Saham keutamaan                              | –                           | 200,000                       | –                          | –  | 200,000          |
| Skim Kemudahan Permodenan<br>dan Bantuan PKS | –                           | –                             | –                          | 150,000  | 150,000          |
| Tabung Pembiayaan Usahawan<br>Kecil          | –                           | –                             | –                          | 11,075   | 11,075           |
| Liabiliti-liabiliti lain <sup>@</sup>        | –                           | –                             | –                          | 305,928  | 305,928          |
| <b>Jumlah liabiliti kewangan</b>             | <b>300,000</b>              | <b>200,000</b>                | <b>652,842</b>             | <b>555,091</b>   | <b>1,707,933</b> |
| <b>Jurang sensitiviti faedah</b>             | <b>1,305,121</b>            | <b>1,341,477</b>              | <b>(4,497)</b>             | <b>(507,959)</b>                                       | <b>2,134,142</b> |

\* Baki negatif mewakili peruntukan terkumpul ke atas pinjaman, pendahuluan dan pembiayaan

^ Aset-aset lain termasuk pinjaman dari BNM dan penghutang perniagaan dan lain-lain penghutang

@ Liabiliti-liabiliti lain termasuk tuntutan-tuntutan pemutang, bil dan penerimaan belum bayar, peruntukan tuntutan bagi Skim-skim Jaminan dan pinjaman daripada kepentingan tidak dikawal

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran (sambungan)

Risiko kadar faedah/pulangan (sambungan)

| Kumpulan<br>2012                             | Dalam<br>12 bulan<br>RM'000 | 1 hingga 5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Sensitiviti<br>kepentingan/<br>tidak dikawal<br>RM'000 | Jumlah<br>RM'000 |
|--|-----------------------------|-------------------------------|----------------------------|--|------------------|
| <b>Aset-aset</b>                             |                             |                               |                            |  |                  |
| Dana pelaburan: AFS                          | –                           | –                             | –                          | 24,356   | 24,356           |
| Produk berstruktur: FVTPL                    | –                           | 676,362                       | –                          | –  | 676,362          |
| Pelaburan sekuriti: AFS                      | 202,945                     | 243,924                       | –                          | –  | 446,869          |
| Pelaburan sekuriti: FVTPL                    | 35,400                      | 346,624                       | 559,481                    | –  | 941,505          |
| Simpanan tetap                               | 2,016,385                   | –                             | –                          | –  | 2,016,385        |
| Pinjaman, pendahuluan dan<br>pembiayaan      |                             |                               |                            |  |                  |
| – tidak rosot nilai*                         | 8,577                       | 217,369                       | 49,745                     | (30,157)   | 245,534          |
| – rosot nilai#                               | –                           | –                             | –                          | 103,639  | 103,639          |
| Tunai dan setara tunai                       | 37,899                      | –                             | –                          | –  | 37,899           |
| Aset-aset lain^                              | –                           | –                             | –                          | 10,577   | 10,577           |
| Jumlah aset kewangan                         | 2,301,206                   | 1,484,279                     | 609,226                    | 108,415  | 4,503,126        |
| <b>Liabiliti</b>                             |                             |                               |                            |  |                  |
| Pinjaman dari Bank Negara<br>Malaysia        | –                           | 300,000                       | 500,000                    | –  | 800,000          |
| Skim Jaminan Usahawan Kecil                  | –                           | –                             | –                          | 57,313   | 57,313           |
| Tabung Usahawan Kecil                        | –                           | –                             | –                          | 31,319   | 31,319           |
| Dana-dana Kerajaan                           | –                           | –                             | 151,842                    | –  | 151,842          |
| Saham keutamaan                              | –                           | –                             | 200,000                    | –  | 200,000          |
| Skim Kemudahan Permodenan<br>dan Bantuan PKS | –                           | –                             | –                          | 850,000  | 850,000          |
| Tabung Pembiayaan Usahawan<br>Kecil          | –                           | –                             | –                          | 11,108   | 11,108           |
| Liabiliti-liabiliti lain@                    | –                           | –                             | –                          | 394,404  | 394,404          |
| Jumlah liabiliti kewangan                    | –                           | 300,000                       | 851,842                    | 1,344,144  | 2,495,986        |
| Jurang sensitiviti faedah                    | 2,301,206                   | 1,184,279                     | (242,616)                  | (1,235,729)  | 2,007,140        |

\* Baki negatif mewakili peruntukan terkumpul ke atas pinjaman, pendahuluan dan pembiayaan

^ Aset-aset lain termasuk pinjaman dari BNM, penghutang perniagaan dan lain-lain penghutang

@ Liabiliti-liabiliti lain termasuk tuntutan-tuntutan pemiutang, bil dan penerimaan belum bayar, peruntukan tuntutan bagi Skim-skim Jaminan dan pinjaman daripada kepentingan tidak dikawal



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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran (sambungan)

Risiko kadar faedah/pulangan (sambungan)

| Syarikat<br>2013                             | Dalam<br>12 bulan<br>RM'000 | 1 hingga 5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Sensitiviti<br>kepentingan/<br>tidak dikawal<br>RM'000 | Jumlah<br>RM'000 |
|--|-----------------------------|-------------------------------|----------------------------|--|------------------|
| <b>Aset-aset</b>                             |                             |                               |                            |  |                  |
| Dana pelaburan: AFS                          | –                           | –                             | –                          | 30,943   | 30,943           |
| Produk berstruktur: FVTPL                    | –                           | 669,195                       | –                          | –  | 669,195          |
| Pelaburan sekuriti: AFS                      | 65,772                      | 304,652                       | 30,228                     | –  | 400,652          |
| Pelaburan sekuriti: FVTPL                    | 26,155                      | 201,223                       | 546,981                    | –  | 774,359          |
| Simpanan tetap                               | 1,441,170                   | 140,999                       | –                          | –  | 1,582,169        |
| Pinjaman, pendahuluan dan<br>pembayaran      |                             |                               |                            |  |                  |
| – tidak rosot nilai*                         | 6,108                       | 225,408                       | 71,136                     | (27,621)   | 275,031          |
| – rosot nilai#                               | –                           | –                             | –                          | 28,686   | 28,686           |
| Tunai dan setara tunai                       | 65,545                      | –                             | –                          | –  | 65,545           |
| Aset-aset lain^                              | –                           | –                             | –                          | 14,683   | 14,683           |
| <b>Jumlah aset kewangan</b>                  | <b>1,604,750</b>            | <b>1,541,477</b>              | <b>648,345</b>             | <b>46,691</b>  | <b>3,841,263</b> |
| <b>Liabiliti</b>                             |                             |                               |                            |  |                  |
| Pinjaman dari Bank Negara<br>Malaysia        | 300,000                     | –                             | 500,000                    | –  | 800,000          |
| Skim Jaminan Usahawan Kecil                  | –                           | –                             | –                          | 55,479   | 55,479           |
| Tabung Usahawan Kecil                        | –                           | –                             | –                          | 32,609   | 32,609           |
| Dana-dana Kerajaan                           | –                           | –                             | 152,842                    | –  | 152,842          |
| Saham keutamaan                              | –                           | 200,000                       | –                          | –  | 200,000          |
| Skim Kemudahan Permodenan<br>dan Bantuan PKS | –                           | –                             | –                          | 150,000  | 150,000          |
| Tabung Pembiayaan Usahawan<br>Kecil          | –                           | –                             | –                          | 11,075   | 11,075           |
| Liabiliti-liabiliti lain@                    | –                           | –                             | –                          | 302,774  | 302,774          |
| <b>Jumlah liabiliti kewangan</b>             | <b>300,000</b>              | <b>200,000</b>                | <b>652,842</b>             | <b>551,937</b>   | <b>1,704,779</b> |
| <b>Jurang sensitiviti faedah</b>             | <b>1,304,750</b>            | <b>1,341,477</b>              | <b>(4,497)</b>             | <b>(505,246)</b>                                       | <b>2,136,484</b> |

\* Baki negatif mewakili peruntukan terkumpul ke atas pinjaman, pendahuluan dan pembayaran

^ Aset-aset lain termasuk pinjaman dari BNM, pinjaman terhutang dari subsidiari, jumlah tertunggak dari subsidiari dan penghutang perniagaan dan lain-lain penghutang

@ Liabiliti-liabiliti lain termasuk tuntutan belum bayar, lain-lain pemiutang dan peruntukan tuntutan bagi Skim-skim Jaminan

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran (sambungan)

Risiko kadar faedah/pulangan (sambungan)

| Syarikat<br>2012                             | Dalam<br>12 bulan<br>RM'000 | 1 hingga 5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Sensitiviti<br>kepentingan/<br>tidak dikawal<br>RM'000 | Jumlah<br>RM'000 |
|--|-----------------------------|-------------------------------|----------------------------|--|------------------|
| <b>Aset-aset</b>                             |                             |                               |                            |  |                  |
| Dana pelaburan: AFS                          | –                           | –                             | –                          | 24,356   | 24,356           |
| Produk berstruktur: FVTPL                    | –                           | 676,362                       | –                          | –  | 676,362          |
| Pelaburan sekuriti: AFS                      | 202,945                     | 243,924                       | –                          | –  | 446,869          |
| Pelaburan sekuriti: FVTPL                    | 35,400                      | 346,624                       | 559,481                    | –  | 941,505          |
| Simpanan tetap                               | 2,016,385                   | –                             | –                          | –  | 2,016,385        |
| Pinjaman, pendahuluan dan<br>pembiayaan      |                             |                               |                            |  |                  |
| – tidak rosot nilai*                         | 8,577                       | 217,369                       | 49,745                     | (30,157)   | 245,534          |
| – rosot nilai#                               | –                           | –                             | –                          | 103,639  | 103,639          |
| Tunai dan setara tunai                       | 37,303                      | –                             | –                          | –  | 37,303           |
| Aset-aset lain^                              | –                           | –                             | –                          | 11,170   | 11,170           |
| Jumlah aset kewangan                         | 2,300,610                   | 1,484,279                     | 609,226                    | 109,008  | 4,503,123        |
| <b>Liabiliti</b>                             |                             |                               |                            |  |                  |
| Pinjaman dari Bank Negara<br>Malaysia        | –                           | 300,000                       | 500,000                    | –  | 800,000          |
| Skim Jaminan Usahawan Kecil                  | –                           | –                             | –                          | 57,313   | 57,313           |
| Tabung Usahawan Kecil                        | –                           | –                             | –                          | 31,319   | 31,319           |
| Dana-dana Kerajaan                           | –                           | –                             | 151,842                    | –  | 151,842          |
| Saham keutamaan                              | –                           | –                             | 200,000                    | –  | 200,000          |
| Skim Kemudahan Permodenan<br>dan Bantuan PKS | –                           | –                             | –                          | 850,000  | 850,000          |
| Tabung Pembiayaan Usahawan<br>Kecil          | –                           | –                             | –                          | 11,108   | 11,108           |
| Liabiliti-liabiliti lain@                    | –                           | –                             | –                          | 392,264  | 392,264          |
| Jumlah liabiliti kewangan                    | –                           | 300,000                       | 851,842                    | 1,342,004  | 2,493,846        |
| Jurang sensitiviti faedah                    | 2,300,610                   | 1,184,279                     | (242,616)                  | (1,232,996)  | 2,009,277        |

\* Baki negatif mewakili peruntukan terkumpul ke atas pinjaman, pendahuluan dan pembiayaan

^ Aset-aset lain termasuk pinjaman dari BNM pinjaman terutang dari subsidiari, jumlah tertunggak dari subsidiari dan penghutang perniagaan dan lain-lain penghutang

@ Liabiliti-liabiliti lain termasuk tuntutan belum bayar, lain-lain pemiutang dan peruntukan tuntutan bagi Skim-skim Jaminan

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran (sambungan)

#### Risiko tukaran asing

Syarikat terdedah kepada kesan turun-naik dalam kadar pertukaran asing yang wujud bagi kedudukan kewangan dan aliran tunai Syarikat. Limit ditentukan bagi peringkat pendedahan mengikut matawang dan dalam agregat bagi kedua-dua kadar simpanan semalaman dan harian, yang dipantau setiap hari. Jadual di bawah meringkaskan pendedahan Syarikat kepada risiko kadar pertukaran matawang asing pada tarikh laporan. Termasuk di dalam jadual adalah instrumen kewangan Syarikat pada nilai bawaan, dikategorikan mengikut matawang.

| Kumpulan/Syarikat<br>2013 | Dolar<br>Amerika Syarikat<br>RM'000 | Dolar<br>Singapura<br>RM'000 | Dolar<br>Australia<br>RM'000 | Jumlah<br>RM'000 |
|---------------------------|-------------------------------------|------------------------------|------------------------------|------------------|
| <b>Aset-aset</b>          |                                     |                              |                              |                  |
| Dana pelaburan: AFS       | 30,943                              | –                            | –                            | 30,943           |
| Pelaburan sekuriti: FVTPL | 166,742                             | 35,372                       | 5,925                        | 208,039          |
|                           | 197,685                             | 35,372                       | 5,925                        | 238,982          |

| Kumpulan/Syarikat<br>2012 | Dolar<br>Amerika Syarikat<br>RM'000 | Dolar<br>Singapura<br>RM'000 | Dolar<br>Australia<br>RM'000 | Jumlah<br>RM'000 |
|---------------------------|-------------------------------------|------------------------------|------------------------------|------------------|
| <b>Aset-aset</b>          |                                     |                              |                              |                  |
| Dana pelaburan: AFS       | 24,356                              | –                            | –                            | 24,356           |
| Pelaburan sekuriti: FVTPL | 169,916                             | 42,313                       | –                            | 212,229          |
|                           | 194,272                             | 42,313                       | –                            | 236,585          |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (b) Risiko pasaran (sambungan)

#### Analisa sensitiviti risiko kadar tukaran asing

| Kumpulan/Syarikat<br>2013 | Nilai<br>kesamaan<br>Dolar US<br>'000 | Nilai<br>kesamaan<br>Ringgit<br>Malaysia<br>'000 | Nilai<br>kesamaan<br>Ringgit<br>Malaysia<br>untuk 1%<br>kejatuhan<br>dalam<br>Dolar US<br>'000 | Kesan 1%<br>kejatuhan<br>dalam kadar<br>tukaran<br>Dolar US<br>'000 |
|---------------------------|---------------------------------------|--|--|---|
| Dolar US                  | 50,650                                | 165,021  | 163,371  | 1,650   |
| Lain-lain                 | 15,500                                | 40,831   | 40,423   | 408   |

Kesan ke atas baki kedudukan tukaran asing pada 31 Disember 2013 untuk satu peratus perubahan dalam kadar tukaran USD dari 3.2850 hingga 3.3850 adalah peningkatan sebanyak RM1.65 juta.

| Kumpulan/Syarikat<br>2012 | Nilai<br>kesamaan<br>Dolar US<br>'000 | Nilai<br>kesamaan<br>Ringgit<br>Malaysia<br>'000 | Nilai<br>kesamaan<br>Ringgit<br>Malaysia<br>untuk 1%<br>kejatuhan<br>dalam<br>Dolar US<br>'000 | Kesan 1%<br>kejatuhan<br>dalam kadar<br>tukaran<br>Dolar US<br>'000 |
|---------------------------|---------------------------------------|--|--|---|
| Dolar US                  | 54,050                                | 168,309  | 166,626  | 1,683   |
| Lain-lain                 | 15,750                                | 41,694   | 41,277   | 417   |

Kesan ke atas baki kedudukan tukaran asing pada 31 Disember 2013 untuk satu peratus perubahan dalam kadar tukaran USD dari 3.2550 hingga 3.3550 adalah peningkatan sebanyak RM1.68 juta.

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (c) Risiko Kecairan

Risiko kecairan adalah risiko yang wujud bila mana Kumpulan menempuh kesulitan dalam mengumpulkan dana untuk memenuhi tuntutan kewangannya pada kos dan dalam masa yang munasabah. Risiko kecairan ditangani dengan mempelbagaikan tempoh matang pelaburannya berdasarkan jurang kematangan. Jadual di bawah menunjukkan profil kematangan liabiliti Kumpulan pada tarikh laporan.

#### Jadual pendedahan risiko kecairan berasaskan aliran tunai tanpa diskaun yang dikontrakkan

Jadual di bawah menunjukkan analisa aliran tunai belum bayar bagi liabiliti-liabiliti kewangan berdasarkan baki tempoh matang kontrak berasaskan tanpa diskaun. Baki di dalam jadual di bawah tidak sama secara langsung dengan baki yang dilaporkan di dalam penyata kedudukan kewangan kerana jadual di bawah mengambilkira semua aliran tunai berkontrak, bagi yang berasaskan tanpa diskaun, berkaitan dengan kedua-dua bayaran-bayaran prinsipal dan faedah.

| Kumpulan<br>2013                                      | Dalam<br>12 bulan<br>RM'000 | >1-5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Jumlah<br>RM'000 |
|---|-----------------------------|-------------------------|----------------------------|------------------|
| <b>Liabiliti-liabiliti</b>                            |                             |                         |                            |                  |
| Jumlah terhutang kepada BNM                           | 3,000                       | 300,000                 | 500,000                    | 803,000          |
| Skim Jaminan Usahawan Kecil                           | 4,000                       | 20,000                  | 31,479                     | 55,479           |
| Tabung Usahawan Kecil                                 | –                           | –                       | 32,609                     | 32,609           |
| Dana Kerajaan   | 1,500                       | 7,500                   | 150,000                    | 159,000          |
| Saham Keutamaan                                       | 2,000                       | 208,000                 | –                          | 210,000          |
| Skim Kemudahan Permodenan dan Bantuan PKS             | –                           | 150,000                 | –                          | 150,000          |
| Dana Pembiayaan Usahawan Kecil                        | 2,215                       | 8,860                   | –                          | 11,075           |
| Pinjaman terhutang terhadap kepentingan tidak dikawal | 1,370                       | 545                     | –                          | 1,915            |
| Tuntutan belum bayar                                  | 105,250                     | –                       | –                          | 105,250          |
| Lain-lain prabayar                                    | 152,875                     | –                       | –                          | 152,875          |
|   | 272,210                     | 694,905                 | 714,088                    | 1,681,203        |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (c) Risiko Kecairan (sambungan)

Jadual pendedahan risiko kecairan berasaskan aliran tunai tanpa diskaun yang dikontrakkan (sambungan)

| Kumpulan<br>2012                                      | Dalam<br>12 bulan<br>RM'000 | >1-5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Jumlah<br>RM'000 |
|---|-----------------------------|-------------------------|----------------------------|------------------|
| <b>Liabiliti-liabiliti</b>                            |                             |                         |                            |                  |
| Jumlah terhutang kepada BNM                           | 3,000                       | 300,000                 | 500,000                    | 803,000          |
| Skim Jaminan Usahawan Kecil                           | 4,000                       | 20,000                  | 33,313                     | 57,313           |
| Tabung Usahawan Kecil                                 | –                           | –                       | 31,319                     | 31,319           |
| Dana Kerajaan   | 1,500                       | 7,500                   | 150,000                    | 159,000          |
| Saham Keutamaan                                       | 2,000                       | 210,000                 | –                          | 212,000          |
| Skim Kemudahan Permodenan dan Bantuan PKS             | 700,000                     | 150,000                 | –                          | 850,000          |
| Dana Pembiayaan Usahawan Kecil                        | 33                          | 2,215                   | 8,860                      | 11,108           |
| Pinjaman terhutang terhadap kepentingan tidak dikawal | 122                         | 1,915                   | –                          | 2,037            |
| Tuntutan belum bayar                                  | 177,824                     | –                       | –                          | 177,824          |
| Lain-lain prabayar                                    | 147,846                     | –                       | –                          | 147,846          |
|   | 1,036,325                   | 691,630                 | 723,492                    | 2,451,447        |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (c) Risiko Kecairan (sambungan)

Jadual pendedahan risiko kecairan berasaskan aliran tunai tanpa diskaun yang dikontrakkan (sambungan)

| Syarikat<br>2013                          | Dalam<br>12 bulan<br>RM'000 | >1-5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Jumlah<br>RM'000 |
|---|-----------------------------|-------------------------|----------------------------|------------------|
| <b>Liabiliti-liabiliti</b>                |                             |                         |                            |                  |
| Jumlah terhutang kepada BNM               | 3,000                       | 315,000                 | 500,000                    | 818,000          |
| Skim Jaminan Usahawan Kecil               | 4,000                       | 20,000                  | 31,479                     | 55,479           |
| Tabung Usahawan Kecil                     | –                           | –                       | 32,609                     | 32,609           |
| Dana Kerajaan                             | 1,500                       | 7,500                   | 150,000                    | 159,000          |
| Saham Keutamaan                           | –                           | –                       | 200,000                    | 200,000          |
| Skim Kemudahan Permodenan dan Bantuan PKS | –                           | 150,000                 | –                          | 150,000          |
| Dana Pembiayaan Usahawan Kecil            | 2,215                       | 8,860                   | –                          | 11,075           |
| Tuntutan belum bayar                      | 105,250                     | –                       | –                          | 105,250          |
| Lain-lain prabayar                        | 150,285                     | –                       | –                          | 150,285          |
|   | 266,250                     | 501,360                 | 914,088                    | 1,681,698        |

| Syarikat<br>2012                          | Dalam<br>12 bulan<br>RM'000 | >1-5<br>tahun<br>RM'000 | Lebih<br>5 tahun<br>RM'000 | Jumlah<br>RM'000 |
|---|-----------------------------|-------------------------|----------------------------|------------------|
| <b>Liabiliti-liabiliti</b>                |                             |                         |                            |                  |
| Jumlah terhutang kepada BNM               | 3,000                       | 315,000                 | 500,000                    | 818,000          |
| Skim Jaminan Usahawan Kecil               | 4,000                       | 20,000                  | 33,313                     | 57,313           |
| Tabung Usahawan Kecil                     | –                           | –                       | 32,609                     | 32,609           |
| Dana Kerajaan                             | 1,500                       | 7,500                   | 150,000                    | 159,000          |
| Saham Keutamaan                           | –                           | –                       | 200,000                    | 200,000          |
| Skim Kemudahan Permodenan dan Bantuan PKS | 700,000                     | 150,000                 | –                          | 850,000          |
| Dana Pembiayaan Usahawan Kecil            | 33                          | 2,215                   | 8,860                      | 11,108           |
| Tuntutan belum bayar                      | 177,824                     | –                       | –                          | 177,824          |
| Lain-lain prabayar                        | 146,281                     | –                       | –                          | 146,281          |
|   | 1,032,638                   | 494,715                 | 924,782                    | 2,452,135        |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (d) Nilai saksama instrumen – instrumen kewangan

Instrumen kewangan terdiri daripada aset kewangan, liabiliti kewangan dan juga instrumen kewangan di luar penyata kedudukan kewangan. Nilai saksama instrumen kewangan adalah jumlah di mana instrumen tersebut boleh ditukar atau diselesaikan antara pihak-pihak yang berpengetahuan dan bersetuju dalam urus niaga tulus. Maklumat yang dibentangkan di sini merupakan anggaran nilai saksama pada tarikh laporan.

Nilai saksama aset kewangan dan liabiliti kewangan Kumpulan dan Syarikat adalah hampir dengan nilai bawaan masing-masing pada tarikh laporan, kecuali yang berikut:

|   | Kumpulan<br>31.12.2013 |                         | Syarikat<br>31.12.2013 |                         |
|---|------------------------|-------------------------|------------------------|-------------------------|
|   | Nilai bawaan<br>RM'000 | Nilai saksama<br>RM'000 | Nilai bawaan<br>RM'000 | Nilai saksama<br>RM'000 |
| <u>Aset kewangan</u>                      |                        |                         |                        |                         |
| Simpanan tetap                            | 1,582,169              | 1,536,089               | 1,582,169              | 1,536,089               |
| Pinjaman, pendahuluan dan pembiayaan      | 303,717                | 287,015                 | 303,717                | 287,015                 |
| Pinjaman dari subsidiari                  | –                      | –                       | 1,243                  | 1,190                   |
|   | <b>1,885,886</b>       | <b>1,823,104</b>        | <b>1,887,129</b>       | <b>1,824,294</b>        |
| <u>Liabiliti kewangan</u>                 |                        |                         |                        |                         |
| Dana-dana Kerajaan                        | 152,842                | 112,325                 | 152,842                | 112,325                 |
| Saham Keutamaan                           | 200,000                | 177,650                 | 200,000                | 177,650                 |
| Skim Kemudahan Permodenan dan Bantuan PKS | 150,000                | 136,531                 | 150,000                | 136,531                 |
|   | <b>502,842</b>         | <b>426,506</b>          | <b>502,842</b>         | <b>426,506</b>          |



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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (d) Nilai saksama instrumen – instrumen kewangan (sambungan)

|   | Kumpulan<br>31.12.2012 |                         | Syarikat<br>31.12.2012 |                         |
|---|------------------------|-------------------------|------------------------|-------------------------|
|   | Nilai bawaan<br>RM'000 | Nilai saksama<br>RM'000 | Nilai bawaan<br>RM'000 | Nilai saksama<br>RM'000 |
| <u>Aset kewangan</u>                      |                        |                         |                        |                         |
| Simpanan tetap                            | 2,016,385              | 1,976,290               | 2,016,385              | 1,976,290               |
| Pinjaman, pendahuluan dan pembiayaan      | 349,173                | 293,240                 | 349,173                | 293,240                 |
| Pinjaman terhutang dari subsidiari        | –                      | –                       | 1,265                  | 1,170                   |
|   | 2,365,558              | 2,269,530               | 2,366,823              | 2,270,700               |
| <u>Liabiliti kewangan</u>                 |                        |                         |                        |                         |
| Dana-dana Kerajaan                        | 151,842                | 115,891                 | 151,842                | 115,891                 |
| Saham Keutamaan                           | 200,000                | 176,285                 | 200,000                | 176,285                 |
| Skim Kemudahan Permodenan dan Bantuan PKS | 850,000                | 833,004                 | 850,000                | 833,004                 |
|   | 1,201,842              | 1,125,180               | 1,201,842              | 1,125,180               |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (d) Nilai saksama instrumen – instrumen kewangan (sambungan)

Jadual berikut menganalisa di dalam hierarki nilai saksama Kumpulan dan Syarikat terhadap aset-aset dan liabiliti-liabiliti yang tidak diukur pada nilai saksama pada 31 Disember 2013 tetapi nilai saksama dinyatakan:

| <b>Kumpulan</b>                           | <b>Paras 1</b> | <b>Paras 2</b> | <b>Paras 3</b> | <b>Jumlah</b> |
|---|----------------|----------------|----------------|---------------|
| <b>31.12.2013</b>                         | <b>RM'000</b>  | <b>RM'000</b>  | <b>RM'000</b>  | <b>RM'000</b> |
| <u>Aset kewangan</u>                      |                |                |                |               |
| Simpanan tetap                            | –              | 1,536,089      | –              | 1,536,089     |
| Pinjaman, pendahuluan dan pembiayaan      | –              | 287,015        | –              | 287,015       |
| <u>Liabiliti kewangan</u>                 |                |                |                |               |
| Dana-dana Kerajaan                        | –              | 112,325        | –              | 112,325       |
| Saham Keutamaan                           | –              | 177,650        | –              | 177,650       |
| Skim Kemudahan Permodenan dan Bantuan PKS | –              | 136,531        | –              | 136,531       |
| <br>                                      |                |                |                |               |
| <b>Kumpulan</b>                           | <b>Paras 1</b> | <b>Paras 2</b> | <b>Paras 3</b> | <b>Jumlah</b> |
| <b>31.12.2012</b>                         | <b>RM'000</b>  | <b>RM'000</b>  | <b>RM'000</b>  | <b>RM'000</b> |
| <u>Aset kewangan</u>                      |                |                |                |               |
| Simpanan tetap                            | –              | 1,976,290      | –              | 1,976,290     |
| Pinjaman, pendahuluan dan pembiayaan      | –              | 293,240        | –              | 293,240       |
| <u>Liabiliti kewangan</u>                 |                |                |                |               |
| Dana-dana Kerajaan                        | –              | 115,891        | –              | 115,891       |
| Saham Keutamaan                           | –              | 176,285        | –              | 176,285       |
| Skim Kemudahan Permodenan dan Bantuan PKS | –              | 833,004        | –              | 833,004       |

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (d) Nilai saksama instrumen – instrumen kewangan (sambungan)

| Syarikat<br>31.12.2013                     | Paras 1<br>RM'000 | Paras 2<br>RM'000 | Paras 3<br>RM'000 | Jumlah<br>RM'000 |
|--|-------------------|-------------------|-------------------|------------------|
| <u>Aset kewangan</u>                       |                   |                   |                   |                  |
| Simpanan tetap                             | –                 | 1,536,089         | –                 | 1,536,089        |
| Pinjaman, pendahuluan dan pembiayaan       | –                 | 287,015           | –                 | 287,015          |
| Pinjaman belum dibayar daripada subsidiari | –                 | 1,190             | –                 | 1,190            |
| <u>Liabiliti kewangan</u>                  |                   |                   |                   |                  |
| Dana-dana Kerajaan                         | –                 | 112,325           | –                 | 112,325          |
| Saham Keutamaan                            | –                 | 177,650           | –                 | 177,650          |
| Skim Kemudahan Permodenan dan Bantuan PKS  | –                 | 136,531           | –                 | 136,531          |
| <hr/>                                      |                   |                   |                   |                  |
| Syarikat<br>31.12.2012                     | Paras 1<br>RM'000 | Paras 2<br>RM'000 | Paras 3<br>RM'000 | Jumlah<br>RM'000 |
| <u>Aset kewangan</u>                       |                   |                   |                   |                  |
| Simpanan tetap                             | –                 | 1,976,290         | –                 | 1,976,290        |
| Pinjaman, pendahuluan dan pembiayaan       | –                 | 293,240           | –                 | 293,240          |
| Pinjaman belum dibayar daripada subsidiari | –                 | 1,170             | –                 | 1,170            |
| <u>Liabiliti kewangan</u>                  |                   |                   |                   |                  |
| Dana-dana Kerajaan                         | –                 | 115,891           | –                 | 115,891          |
| Saham Keutamaan                            | –                 | 176,285           | –                 | 176,285          |
| Skim Kemudahan Permodenan dan Bantuan PKS  | –                 | 833,004           | –                 | 833,004          |

### 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

#### (d) Nilai saksama instrumen – instrumen kewangan (sambungan)

Anggaran nilai saksama ditentukan dengan menggunakan kaedah dan andaian yang dinyatakan di bawah.

##### **Simpanan tetap**

Bagi simpanan tetap dengan bank-bank dan institusi-institusi kewangan di mana tempoh matang kurang daripada enam bulan, nilai bawaan adalah anggaran munasabah bagi nilai saksama.

Untuk jumlah di mana tempoh matang enam bulan atau lebih, nilai saksama telah dianggarkan dengan merujuk kepada kadar semasa di mana simpanan dan penempatan akan dibuat kepada bank-bank di mana penarafan kredit dan tempoh matang serupa.

**Dana pelaburan: AFS, Produk berstruktur: FVTPL, Pelaburan dalam sekuriti: sedia untuk jualan, Pelaburan dalam sekuriti: FVTPL**

Nilai saksama adalah anggaran munasabah berdasarkan harga pasaran yang disiarkan harga. Dalam ketiadaan harga yang disiarkan itu, nilai saksama adalah berdasarkan anggaran aliran tunai instrumen yang telah didiskaunkan menggunakan pasaran indikatif bagi instrumen serupa pada tarikh laporan atau aset ketara bersih yang diaudit dalam syarikat yang melabur.

##### **Pinjaman, pendahuluan dan pembiayaan**

Nilai saksama pinjaman kadar tetap dicapai menggunakan aliran tunai didiskaunkan yang berdasarkan kadar pasaran semasa pinjaman dan pendahuluan dengan penarafan kredit dan tempoh matang yang serupa.

Nilai saksama untuk rosot nilai pinjaman dan pendahuluan, sama ada secara tetap atau terapung diwakili oleh nilai bawaan, selepas ditolak peruntukan individu dan kolektif, sebagai anggaran munasabah jumlah yang boleh diperolehi semula.

##### **Aset-aset dan liabiliti-liabiliti lain**

Nilai bawaan ditolak anggaran peruntukan untuk aset-aset dan liabiliti-liabiliti kewangan di dalam aset-aset dan liabiliti-liabiliti lain adalah diandaikan menyamai nilai saksama di mana ianya tidak sensitif dengan ketara kepada perubahan dalam kadar faedah pasaran.

##### **Dana-dana Kerajaan dan saham keutamaan**

Anggaran nilai saksama dana kerajaan dan saham keutamaan dengan tempoh matang kurang daripada enam bulan menyamai nilai bawaan. Untuk pinjaman lain di mana tempoh kematangan enam bulan atau lebih, nilai saksama adalah dianggarkan berdasarkan aliran wang tunai yang didiskaunkan menggunakan kadar lazim pasaran untuk instrumen yang memiliki profil risiko yang serupa.

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## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (d) Nilai saksama instrumen – instrumen kewangan (sambungan)

#### Ukuran nilai saksama berulang

| Kumpulan/Syarikat<br>31.12.2013 | Paras 1<br>RM'000 | Paras 2<br>RM'000 | Paras 3<br>RM'000 | Jumlah<br>RM'000 |
|---------------------------------|-------------------|-------------------|-------------------|------------------|
| <u>Aset kewangan</u>            |                   |                   |                   |                  |
| FVTPL                           |                   |                   |                   |                  |
| – Produk berstruktur            | –                 | –                 | 669,195           | 669,195          |
| – Pelaburan sekuriti            | –                 | 774,359           | –                 | 774,359          |
| AFS                             |                   |                   |                   |                  |
| – Dana pelaburan                | –                 | 30,943            | –                 | 30,943           |
| – Pelaburan sekuriti            | –                 | 400,652           | –                 | 400,652          |
|                                 | –                 | 1,205,954         | 669,195           | 1,875,149        |
| <u>Liabiliti kewangan</u>       |                   |                   |                   |                  |
| Skim Jaminan Usahawan Kecil     |                   |                   |                   |                  |
|                                 | –                 | 55,479            | –                 | 55,479           |
| Tabung Usahawan Kecil           |                   |                   |                   |                  |
|                                 | –                 | 32,609            | –                 | 32,609           |
|                                 | –                 | 88,088            | –                 | 88,088           |
| <br>                            |                   |                   |                   |                  |
| Kumpulan/Syarikat<br>31.12.2012 | Paras 1<br>RM'000 | Paras 2<br>RM'000 | Paras 3<br>RM'000 | Jumlah<br>RM'000 |
| <u>Aset kewangan</u>            |                   |                   |                   |                  |
| FVTPL                           |                   |                   |                   |                  |
| – Produk berstruktur            | –                 | –                 | 676,362           | 676,362          |
| – Pelaburan sekuriti            | –                 | 941,505           | –                 | 941,505          |
| AFS                             |                   |                   |                   |                  |
| – Dana pelaburan                | –                 | 24,356            | –                 | 24,356           |
| – Pelaburan sekuriti            | –                 | 446,869           | –                 | 446,869          |
|                                 | –                 | 1,412,730         | 676,362           | 2,089,092        |
| <u>Liabiliti kewangan</u>       |                   |                   |                   |                  |
| Skim Jaminan Usahawan Kecil     |                   |                   |                   |                  |
|                                 | –                 | 57,313            | –                 | 57,313           |
| Tabung Usahawan Kecil           |                   |                   |                   |                  |
|                                 | –                 | 31,319            | –                 | 31,319           |
|                                 | –                 | 88,632            | –                 | 88,632           |

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### 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

#### (d) Nilai saksama instrumen – instrumen kewangan (sambungan)

##### Ukuran nilai saksama berulang (sambungan)

##### (i) Pendedahan kualitatif teknik penilaian

Instrumen-instrumen kewangan diklasifikasikan sebagai paras 1 jika nilainya boleh dipantau dalam pasaran yang aktif. Instrumen-instrumen tersebut dinilai dengan merujuk kepada harga disiarkan tidak dilaras untuk aset atau liabiliti yang serupa dalam pasaran yang aktif di mana harga yang disebut sedia ada, dan harga mewakili urus niaga pasaran sebenar dan kerap berlaku. Pasaran yang aktif berlaku di mana urusniaga berlaku dengan jumlah yang cukup dan kerap yang dapat memberi maklumat mengenai harga secara berterusan. Ini termasuk sekuriti disiar harga dan unit amanah.

Di mana nilai saksama ditentukan menggunakan harga yang tidak disebut dalam pasaran yang kurang aktif atau harga yang disebut untuk aset-aset dan liabiliti-liabiliti yang sama, instrumen tersebut umumnya diklasifikasikan sebagai paras 2. Sekiranya harga yang disebut secara amnya tiada, Kumpulan kemudian menentukan nilai saksama berdasarkan penilaian teknik yang menggunakan parameter pasaran termasuk tetapi tidak terhad kepada lekuk-lekuk hasil, kemudahubahan dan kadar pertukaran asing sebagai input. Majoriti teknik penilaian menggunakan hanya data pasaran yang dapat diperolehi. Ini termasuk bon tertentu, bon kerajaan, sekuriti hutang korporat dan derivatif.

Instrumen kewangan diklasifikasikan sebagai paras 3 sekiranya penilaian merangkumi input penting yang tidak berdasarkan data yang boleh dipantau (input tidak boleh dipantau). Kategori ini mengandungi saham-saham tidak disiar harga bertujuan untuk sosial-ekonomi dan stok pinjaman korporat yang tidak disiar harga. Nilai saksama bagi saham-saham yang dipegang bertujuan untuk sosial-ekonomi adalah berdasarkan aset ketara bersih syarikat-syarikat yang terlibat.

##### (ii) Penyelarasan pengukuran nilai saksama dalam paras 3

Jadual berikut membentangkan perubahan dalam instrumen-instrumen paras 3:

|   | Kumpulan/Syarikat      |            |                    |            |
|---|------------------------|------------|--------------------|------------|
|   | 31.12.2013             | 31.12.2012 | 31.12.2013         | 31.12.2012 |
|   | Pelaburan kewangan AFS |            | Produk berstruktur |            |
|   | RM'000                 | RM'000     | RM'000             | RM'000     |
| Pada 1 Januari  | –                      | –          | 676,362            | 629,499    |
| Keuntungan/(kerugian) yang diiktiraf dalam penyata pendapatan | –                      | –          | (7,167)            | 46,863     |
| Pada 31 Disember  | –                      | –          | 669,195            | 676,362    |

## 43. PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

### (d) Nilai saksama instrumen – instrumen kewangan (sambungan)

- (ii) Penyelarasan pengukuran nilai saksama dalam paras 3 (sambungan)

#### **Kesan daripada perubahan dalam andaian penting yang tidak boleh dipantau ke alternatif yang berkemungkinan berpatutan**

Kaedah penilaian baru bagi produk berstruktur telah diterima pakai di mana penilaian yang berpatutan telah dilakukan ke atas derivatif utama dan derivatif tertanam.

Model aliran tunai didiskaunkan berujaran mengikut kebarangkalian pembolehubah bukan gagal adalah berdasarkan kepada andaian dan input yang tidak boleh dipantau.

Andaian-andaian utama yang digunakan adalah seperti berikut:

- a) rujukan kebarangkalian kegagalan setiap entiti diperolehi dari Reuters.
- b) kadar pemulihan 40%.
- c) kadar bebas risiko berasaskan sekuriti Kerajaan Malaysia sebagai kadar diskaun.
- d) hubung kait aset-aset dianggap tidak berubah kerana ketidakupayaan untuk mendapatkan data yang boleh dipercayai.

Input yang tidak boleh dipantau di dalam produk berstruktur untuk paras 3 ialah korelasi aset-aset yang menjadi asas rujukan entiti. Korelasi aset-aset dikira berdasarkan pendekatan "variance-covariance".

Berdasarkan ini, korelasi aset-aset dianggarkan tidak berubah sepanjang pegangan. Korelasi aset-aset berada di antara 0.19 hingga 0.75.

Semakin tinggi korelasi aset-aset, semakin tinggi kebarangkalian untuk gagal dan ia mengakibatkan kurang nilai saksama.

Jika kebarangkalian kegagalan yang digunakan dalam kaedah penilaian naik atau turun sebanyak 0.5%, kesan ke atas keuntungan atau kerugian ialah kenaikan sebanyak RM1,471,000 dan penurunan sebanyak RM1,465,000 dalam nilai saksama keuntungan masing-masing.

### (e) Risiko operasi

Risiko operasi adalah risiko kerugian secara langsung atau tidak langsung akibat dari ketidaktepatan atau kegagalan proses dalaman, kakitangan dan sistem, atau faktor luaran. Kumpulan dapat mengurangkan risiko operasinya dengan mewujudkan sistem kawalan dalaman dan peraturan yang komprehensif, yang mana disemak secara kerap dan diaudit dari masa ke semasa oleh juruaudit dalaman.

#### 44. PELARASAN-PELARASAN TAHUN SEBELUM

Berikut adalah pelarasan-pelarasan tahun sebelum yang telah dibuat pada tahun kewangan berakhir 31 Disember 2012 dan 2011:

(a) Hartanah, loji dan peralatan dan aset-aset tidak ketara

Kos, susut nilai/pelunasan terkumpul dan nilai buku bersih bagi hartanah, loji dan peralatan dan aset tidak ketara pada 31 Disember 2012 dan 1 Januari 2012 tidak dapat diselaraskan dengan butiran buku daftar. Klasifikasi semula telah dibuat bagi semua kategori hartanah, loji dan peralatan dan aset-aset ketara di dalam penyata kewangan untuk membetulkan ralat ini. Di samping itu, pelarasan pelupusan aset tidak ketara sebanyak RM2,647,000 telah dibuat pada pendapatan terkumpul pada 1 Januari 2012, dan penurunan caj susut nilai hartanah, loji dan peralatan sebanyak RM2,013,000 dan peningkatan dalam pelunasan aset tak ketara sebanyak RM1,552,000 telah diselaraskan dalam penyata pendapatan bagi tahun kewangan berakhir 31 Disember 2012 ('FY2012').

(b) Nilai saksama bagi produk-produk berstruktur (yang dikategorikan sebagai nilai saksama melalui keuntungan atau kerugian ('FVTPL')) pada 31 Disember 2012 dan 31 Disember 2011 tidak diukur menurut "MFRS 139" instrumen-instrumen kewangan: pengiktirafan dan pengukuran kerana hanya derivatif tertanam produk berstruktur disaksama nilaikan, dan jumlah ini ditolak daripada kos produk berstruktur. Syarikat telah mengira semula nilai saksama yang menggunakan kaedah baru dengan bantuan penilai luar. Pelarasan tahun lepas meningkatkan nilai saksama RM7,982,000 telah dibuat pada pendapatan terkumpul pada 1 Januari 2012, dan RM40,695,000 kepada penyata pendapatan untuk FY2012.

(c) Tiada pelunasan premium untuk pelaburan sedia untuk jualan ("AFS") dikira dan dicaj kepada penyata pendapatan. Pada 1 Januari 2012, nilai bawaan bagi pelaburan AFS telah berkurang catat sebanyak RM5,243,000 tetapi perolehan nilai saksama belum direalisasikan di dalam rizab AFS telah terlebih catat sebanyak RM4,372,000 dan pelarasan tahun terdahulu telah dibuat di dalam penyata kewangan untuk membetulkan kesilapan ini. Pelarasan lain untuk meningkatkan rizab AFS sebanyak RM9,412,000 telah dibuat di dalam penyata pendapatan komprehensif bagi FY2012.

(d) Pelaburan yang diuruskan oleh pengurus dana luar, tidak dikelaskan dengan betul dalam penyata kewangan. Bahagian-bahagian yang berkaitan ialah simpanan tetap, tunai dan setara tunai, penghutang perniagaan dan lain-lain penghutang yang berjumlah RM97,750,000 dan RM29,657,000 pada 31 Disember 2012 dan 31 Disember 2011 telah salah dimasukkan dalam pelaburan sekuriti (yang diklasifikasikan sebagai FVTPL). Di samping itu, pendapatan faedah, keuntungan belum direalisasi nilai saksama, pelunasan premium dan perbelanjaan pengurus dana telah disalah rekod sebagai keuntungan melalui pelaburan dengan pengurus dana. Klasifikasi yang betul telah dibuat kemudiannya dalam tahun kewangan 2012 dan tahun kewangan berakhir 31 Disember 2011 (FY2011).

(e) Terdapat kekurangan pada rosotan nilai bagi individu dan kolektif atas pinjaman, pendahuluan dan pembiayaan dan pelarasan-pelarasan untuk tahun sebelumnya sebanyak RM9,381,000 dan RM5,979,000 telah dibuat pada pendapatan terkumpul pada 1 Januari 2012 dan penyata pendapatan bagi tahun kewangan 2012.

(f) Terdapat kekurangan pada tuntutan-tuntutan pemiutang pada 31 Disember 2012 dan tidak diselaraskan dengan senarai terperinci. Pelarasan untuk tahun sebelum sebanyak RM12,378,000 telah dicajkan kepada penyata pendapatan dalam tahun kewangan 2012 untuk membetulkan ralat ini.



## 44. PELARASAN-PELARASAN TAHUN SEBELUM (SAMBUNGAN)

- (g) Jadual pembayaran balik untuk Skim Jaminan Usahawan Kecil dan Tabung Usahawan Kecil telah dipinda pada tahun 2010. Ini adalah pinjaman kerajaan pada kadar faedah sifar atau di bawah pasaran, pinjaman perlu dinilai saksamakan, dan perbezaan di antara hasil yang diterima dan nilai saksama bagi pinjaman dikira sebagai geran kerajaan. Geran kerajaan dipaparkan di bawah lain-lain pemiutang sebagai pendapatan tertunda, dan ini dilunaskan atas dasar sistematik sepanjang tempoh pinjaman. Ini diimbangi oleh peningkatan pinjaman yang dicajkan kepada penyata pendapatan. Pelarasan-pelarasan tahun sebelum ini sebanyak RM3,474,000 sebagai tambahan pinjaman dan pelunasan pendapatan tertunda telah dicajkan/(dikreditkan) kepada penyata pendapatan dalam tahun kewangan 2012. Di samping itu, pendapatan tertunda sebanyak RM39,420,000 pada 1 Januari 2012 telah dikelaskan semula daripada dana kerajaan kepada lain-lain pemiutang.
- (h) Disebabkan pelarasan-pelarasan tahun sebelum ke atas pendapatan terkumpul pada 1 Januari 2012 dan keuntungan bersih bagi tahun kewangan 2012, pemindahan rizab dari pendapatan terkumpul kepada Rizab Program Khas, Rizab SPI dan Rizab Khas telah dipinda dengan sewajarnya pada 1 Januari 2012 dan 31 Disember 2012.
- (i) Terdapat kekurangan pada bahagian keputusan syarikat-syarikat bersekutu pada 31 Disember 2012. Pelarasan-pelarasan tahun sebelum ini sebanyak RM5,829,000 dan (RM385,000) telah dibuat kepada bahagian keuntungan dan lain-lain pendapatan komprehensif masing-masing di peringkat Kumpulan di dalam penyata pendapatan komprehensif dalam tahun kewangan 2012.
- (j) Syarikat subsidiari telah mengeluarkan inoivis kepada dua pelanggan bagi perkhidmatan yang masih belum diberikan, tetapi pendapatan telah diiktiraf di dalam penyata pendapatan dalam FY2012 dan FY2011. Perkhidmatan tidak dapat ditunaikan disebabkan keadaan yang tidak dapat dielakkan di luar kawalan syarikat subsidiari. Pelarasan-pelarasan tahun sebelum dibuat untuk mengeluarkan hasil dan kos yang berkaitan sebanyak RM100,000 dan RM85,000 dan pelarasan untuk kepentingan tidak dikawal di peringkat Kumpulan telah dibuat di dalam penyata pendapatan dalam tahun kewangan 2012.
- (k) Pinjaman kepada kepentingan tidak dikawal telah tersalah hapus di pelarasan penyatuan pada 31 Disember 2012 dan 31 Disember 2011. Pelarasan untuk tahun-tahun sebelum ini dibuat untuk menyatakan baki ini telah dibuat di dalam penyata kewangan.

# NOTA-NOTA KEPADA PENYATA KEWANGAN

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## 44. PELARASAN-PELARASAN TAHUN SEBELUM (SAMBUNGAN)

|   | Nota  | Seperti<br>dicatatkan<br>semula<br>RM'000 | Pelarasan<br>RM'000 | Dicatat<br>semula<br>RM'000 |
|---|-------|---|---------------------|-----------------------------|
| <b>Kumpulan</b>   |       |   |                     |                             |
| <b>Penyata Kedudukan Kewangan</b>                       |       |   |                     |                             |
| <b>Pada 31 Disember 2012</b>                            |       |   |                     |                             |
| Hartanah, loji dan peralatan                            | a     | 21,900                                    | 4,026               | 25,926                      |
| Aset-aset tidak ketara                                  | a     | 15,764                                    | (3,572)             | 12,192                      |
| Pelaburan dalam syarikat bersekutu                      | i     | 564,625                                   | 5,443               | 570,068                     |
| Produk berstruktur: FVTPL                               | b     | 627,685                                   | 48,677              | 676,362                     |
| Pelaburan sekuriti: AFS                                 | c     | 442,067                                   | 4,802               | 446,869                     |
| Pelaburan sekuriti: FVTPL                               | d     | 971,162                                   | (29,657)            | 941,505                     |
| Simpanan tetap  | d     | 1,987,935                                 | 28,450              | 2,016,385                   |
| Pinjaman, pendahuluan dan pembiayaan                    | e     | 353,305                                   | (4,132)             | 349,173                     |
| Penghutang perniagaan dan lain lain penghutang          | d     | 31,651                                    | (27,198)            | 4,453                       |
| Wang tunai dan baki di bank                             | d     | 37,392                                    | 507                 | 37,899                      |
| Rizab Program Khas                                      | h     | 213,092                                   | 12,663              | 225,755                     |
| Rizab SPI   | h     | 14,584                                    | 782                 | 15,366                      |
| Rizab Khas  | h     | 300,261                                   | 41,651              | 341,912                     |
| Pendapatan terkumpul                                    | Semua | 467,566                                   | (28,250)            | 439,316                     |
| Rizab sedia untuk jualan                                | c     | (36)                                      | 5,403               | 5,367                       |
| Kepentingan tidak dikawal                               | j     | 2,354                                     | (344)               | 2,010                       |
| Skim Jaminan Usahawan Kecil                             | g     | 71,000                                    | (13,687)            | 57,313                      |
| Tabung Usahawan Kecil                                   | g     | 50,000                                    | (18,681)            | 31,319                      |
| Pinjaman belum dibayar kepada kepentingan tidak dikawal | k     | –   | 575                 | 575                         |
| Tuntutan-tuntutan pemiutang                             | f     | 164,951                                   | 12,873              | 177,824                     |
| Pemiutang-pemiutang lain                                | d,g   | 135,326                                   | 12,520              | 147,846                     |

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## 44. PELARASAN-PELARASAN TAHUN SEBELUM (SAMBUNGAN)

|  | Nota  | Seperti<br>dicatatkan<br>semula<br>RM'000 | Pelarasan<br>RM'000 | Dicatat<br>semula<br>RM'000 |
|--|-------|---|---------------------|-----------------------------|
| <b>Kumpulan</b>  |       |   |                     |                             |
| <b>Penyata Kedudukan Kewangan</b>                        |       |   |                     |                             |
| <b>Pada 1 Januari 2012</b>                               |       |   |                     |                             |
| Hartanah, loji dan peralatan                             | a     | 32,795                                    | (4)                 | 32,791                      |
| Aset-aset tidak ketara                                   | a     | 12,036                                    | 2,647               | 14,683                      |
| Produk berstruktur: FVTPL                                | b     | 621,517                                   | 7,982               | 629,499                     |
| Pelaburan sekuriti: AFS                                  | c     | 550,771                                   | 5,243               | 556,014                     |
| Pelaburan sekuriti: FVTPL                                | d     | 960,069                                   | (97,750)            | 862,319                     |
| Simpanan tetap   | d     | 1,768,528                                 | 82,149              | 1,850,677                   |
| Pinjaman, pendahuluan dan pembiayaan                     | e     | 400,415                                   | (9,381)             | 391,034                     |
| Penghutang perniagaan dan lain lain penghutang           | d     | 47,998                                    | (13,927)            | 34,071                      |
| Wang tunai dan baki di bank                              | d     | 17,391                                    | 5,890               | 23,281                      |
| Rizab Program Khas                                       | h     | 206,839                                   | 6,708               | 213,547                     |
| Rizab SPI  | h     | 19,337                                    | 356                 | 19,693                      |
| Rizab Khas   | h     | 277,656                                   | 19,677              | 297,333                     |
| Pendapatan terkumpul                                     | Semua | 292,723                                   | (21,308)            | 271,415                     |
| Rizab sedia untuk jualan                                 | c     | 8,604                                     | (3,633)             | 4,971                       |
| Kepentingan tidak dikawal                                | j     | 2,201                                     | (257)               | 1,944                       |
| Skim Jaminan Usahawan Kecil                              | g     | 75,000                                    | (15,921)            | 59,079                      |
| Tabung Usahawan Kecil                                    | g     | 50,000                                    | (19,921)            | 30,079                      |
| Pinjaman belum berbayar kepada kepentingan tidak dikawal | k     | –   | 407                 | 407                         |
| Tuntutan-tuntutan pemiutang                              | d,g   | 110,632                                   | 14,885              | 125,517                     |

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## 44. PELARASAN-PELARASAN TAHUN SEBELUM (SAMBUNGAN)

|  | Nota  | Seperti<br>dicatatkan<br>semula<br>RM'000 | Pelarasan<br>RM'000 | Dicatat<br>semula<br>RM'000 |
|--|-------|---|---------------------|-----------------------------|
| <b>Syarikat</b>                                |       |   |                     |                             |
| <b>Penyata Kedudukan Kewangan</b>              |       |   |                     |                             |
| <b>Pada 31 Disember 2012</b>                   |       |   |                     |                             |
| Hartanah, loji dan peralatan                   | a     | 21,524                                    | 4,030               | 25,554                      |
| Aset-aset tidak ketara                         | a     | 9,784                                     | (3,572)             | 6,212                       |
| Produk berstruktur: FVTPL                      | b     | 627,685                                   | 48,677              | 676,362                     |
| Pelaburan sekuriti: AFS                        | c     | 442,067                                   | 4,802               | 446,869                     |
| Pelaburan sekuriti: FVTPL                      | d     | 971,162                                   | (29,657)            | 941,505                     |
| Simpanan tetap                                 | d     | 1,987,935                                 | 28,450              | 2,016,385                   |
| Pinjaman, pendahuluan dan pembiayaan           | e     | 353,305                                   | (4,132)             | 349,173                     |
| Penghutang perniagaan dan lain lain penghutang | d     | 29,787                                    | (26,835)            | 2,951                       |
| Wang tunai dan baki di bank                    | d     | 36,551                                    | 752                 | 37,303                      |
| Rizab Program Khas                             | h     | 213,092                                   | 12,663              | 225,755                     |
| Rizab SPI                                      | h     | 14,584                                    | 782                 | 15,366                      |
| Rizab Khas                                     | h     | 300,261                                   | 41,651              | 341,912                     |
| Pendapatan terkumpul                           | Semua | 410,587                                   | (33,090)            | 377,497                     |
| Rizab sedia untuk jualan                       | c     | (36)                                      | 5,049               | 5,013                       |
| Skim Jaminan Usahawan Kecil                    | g     | 71,000                                    | (13,687)            | 57,313                      |
| Tabung Usahawan Kecil                          | g     | 50,000                                    | (18,681)            | 31,319                      |
| Tuntutan-tuntutan pemiutang                    | f     | 164,951                                   | 12,873              | 177,824                     |
| Pemiutang-pemiutang lain                       | d,g   | 133,168                                   | 13,113              | 146,281                     |

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## 44. PELARASAN-PELARASAN TAHUN SEBELUM (SAMBUNGAN)

|  | Nota  | Seperti<br>dicatatkan<br>semula<br>RM'000 | Pelarasan<br>RM'000 | Dicatat<br>semula<br>RM'000 |
|--|-------|---|---------------------|-----------------------------|
| <b>Syarikat</b>                                |       |   |                     |                             |
| <b>Penyata Kedudukan Kewangan</b>              |       |   |                     |                             |
| <b>Pada 1 Januari 2012</b>                     |       |   |                     |                             |
| Aset-aset tidak ketara                         | a     | 6,410                                     | 2,646               | 9,056                       |
| Produk berstruktur: FVTPL                      | d     | 621,517                                   | 7,982               | 629,499                     |
| Pelaburan sekuriti: AFS                        | c     | 550,771                                   | 5,243               | 556,014                     |
| Pelaburan sekuriti: FVTPL                      | d     | 960,069                                   | (97,750)            | 862,319                     |
| Simpanan tetap                                 | d     | 1,768,528                                 | 82,149              | 1,850,677                   |
| Pinjaman, pendahuluan dan pembiayaan           | e     | 400,415                                   | (9,381)             | 391,034                     |
| Penghutang perniagaan dan lain lain penghutang | d     | 46,965                                    | (13,776)            | 33,189                      |
| Wang tunai dan baki di bank                    | d     | 17,062                                    | 5,891               | 22,953                      |
| Rizab Program Khas                             | h     | 206,839                                   | 6,708               | 213,547                     |
| Rizab SPI                                      | h     | 19,337                                    | 356                 | 19,693                      |
| Rizab Khas                                     | h     | 277,656                                   | 19,677              | 297,333                     |
| Pendapatan terkumpul                           | Semua | 273,898                                   | (20,671)            | 253,227                     |
| Rizab sedia untuk jualan                       | c     | 8,604                                     | (4,372)             | 4,232                       |
| Skim Jaminan Usahawan Kecil                    | g     | 75,000                                    | (15,921)            | 59,079                      |
| Tabung Usahawan Kecil                          | g     | 50,000                                    | (19,921)            | 30,079                      |
| Tuntutan-tuntutan pemiutang                    | d,g   | 107,584                                   | 15,294              | 122,878                     |

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## 44. PELARASAN-PELARASAN TAHUN SEBELUM (SAMBUNGAN)

|  | Nota | Seperti<br>dicatatkan<br>semula<br>RM'000 | Pelarasan<br>RM'000 | Dicatat<br>semula<br>RM'000 |
|--|------|---|---------------------|-----------------------------|
| <b>Kumpulan</b>                                      |      |   |                     |                             |
| <b>Penyata pendapatan komprehensif</b>               |      |   |                     |                             |
| <b>Bagi tahun berakhir 31 Disember 2012</b>          |      |   |                     |                             |
| Pendapatan   | i    | 149,654                                   | (100)               | 149,554                     |
| Pendapatan pelaburan                                 | b,d  | 157,690                                   | 39,505              | 197,195                     |
| Lain-lain pendapatan operasi                         | g    | 61,676                                    | 3,474               | 65,150                      |
| Susutnilai hartanah, loji dan peralatan              | a    | (6,605)                                   | 2,013               | (4,592)                     |
| Pelunasan aset tidak ketara                          | a    | (4,823)                                   | (1,552)             | (6,375)                     |
| Peruntukan tuntutan-tuntutan Skim Jaminan (bersih)   | f    | (68,396)                                  | (12,873)            | (81,269)                    |
| Peruntukan bagi rosot nilai                          | e    | (65,341)                                  | (5,979)             | (71,320)                    |
| Pelbagai perbelanjaan operasi                        | g,i  | (17,735)                                  | (9,057)             | (26,792)                    |
| Bahagian keuntungan selepas cukai syarikat bersekutu | i    | 37,968                                    | 5,829               | 43,797                      |
| Lain-lain pendapatan komprehensif:                   |      |   |                     |                             |
| – Perubahan nilai saksama pelaburan AFS              | c    | (8,640)                                   | 9,421               | 781                         |
|  | Nota | Seperti<br>dicatatkan<br>semula<br>RM'000 | Pelarasan<br>RM'000 | Dicatat<br>semula<br>RM'000 |
| <b>Syarikat</b>                                      |      |   |                     |                             |
| <b>Penyata pendapatan komprehensif</b>               |      |   |                     |                             |
| <b>Bagi tahun berakhir 31 Disember 2012</b>          |      |   |                     |                             |
| Pendapatan pelaburan                                 | b,d  | 157,684                                   | 39,505              | 197,189                     |
| Pendapatan operasi lain                              | g    | 61,961                                    | 3,474               | 65,435                      |
| Susutnilai hartanah, loji dan peralatan              | a    | (6,209)                                   | 2,013               | (4,196)                     |
| Pelunasan aset tidak ketara                          | a    | (2,766)                                   | (1,552)             | (4,318)                     |
| Peruntukan tuntutan-tuntutan Skim Jaminan (bersih)   | f    | (68,396)                                  | (12,873)            | (81,269)                    |
| Peruntukan bagi rosot nilai                          | e    | (65,341)                                  | (5,979)             | (71,320)                    |
| Pelbagai perbelanjaan operasi                        | g,i  | (15,411)                                  | (8,652)             | (24,063)                    |
| Lain-lain pendapatan komprehensif:                   |      |   |                     |                             |
| – Perubahan nilai saksama pelaburan AFS              | c    | (8,640)                                   | 9,421               | 781                         |

# PENYATA LEMBAGA PENGARAH

Menurut Seksyen 169(15) Akta Syarikat, 1965

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Kami, **DATO' AGIL NATT** dan **DATUK ZAITON MOHD HASSAN**, dua orang daripada Pengarah **CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD**, menyatakan bahawa pada pendapat para Pengarah, penyata kewangan yang dibentangkan dari muka surat 233 hingga 340 telah disediakan berdasarkan Piawaian Laporan Kewangan Malaysia (MFRS), Piawaian Laporan Kewangan Antarabangsa (IFRS) dan Peruntukan Akta Syarikat, 1965 di Malaysia untuk memberi gambaran yang benar dan munasabah mengenai kedudukan kewangan Kumpulan dan Syarikat pada 31 Disember 2013 serta prestasi kewangan dan aliran tunai Kumpulan dan Syarikat bagi tahun berakhir pada tarikh yang tersebut.

Ditandatangani menurut resolusi Lembaga Pengarah bertarikh 28 Mei 2014.



**DATO' AGIL NATT**  
Pengerusi



**DATUK ZAITON MOHD HASSAN**  
Pengarah

Kuala Lumpur

## PERAKUAN BERKANUN

Menurut Seksyen 169(16) Akta Syarikat, 1965

Saya, **DATUK WAN AZHAR BIN WAN AHMAD**, Pengarah yang bertanggungjawab di atas pengurusan kewangan **CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD**, dengan sesungguhnya dan ikhlas mengisytiharkan bahawa penyata kewangan yang dibentangkan dari muka surat 233 ke 340 pada pendapat saya adalah betul dan saya membuat pengakuan yang ikhlas ini dengan sesungguhnya mempercayai bahawa ia benar, dan menurut peruntukan Akta Akaun Berkanun 1960.

Ditandatangani dan diakui oleh penama yang tersebut di atas )  
DATUK WAN AZHAR BIN WAN AHMAD di Kuala Lumpur )  
dalam Wilayah Persekutuan pada 28 Mei 2014. )



**DATUK WAN AZHAR BIN WAN AHMAD**

Di hadapan saya,



2-4-4, 4th Floor, Menara KLH  
2, Jalan Kasipillay, Off Jalan Ipoh  
51200 Kuala Lumpur

28 MAY 2014

Kuala Lumpur  
Wilayah Persekutuan

# LAPORAN JURUAUDIT BEBAS KEPADA AHLI-AHLI

Credit Guarantee Corporation Malaysia Berhad  
(Diperbadankan di Malaysia) (No Syarikat: 12441-M)

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### LAPORAN KE ATAS PENYATA KEWANGAN

Kami telah mengaudit penyata kewangan **CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD**, yang mengandungi penyata kedudukan kewangan Kumpulan dan Syarikat pada 31 Disember 2013, penyata pendapatan komprehensif, penyata perubahan ekuiti dan penyata aliran tunai Kumpulan dan Syarikat untuk tahun kewangan berakhir pada tarikh tersebut serta satu ringkasan dasar perakaunan yang penting dan nota-nota lain, seperti yang dibentangkan pada mukasurat 233 hingga 340.

#### *Tanggungjawab Para Pengarah terhadap Penyata Kewangan*

Pengarah-pengarah Syarikat bertanggungjawab dalam penyediaan penyata kewangan untuk memberi gambaran yang benar dan munasabah menurut Piawaian Pelaporan Kewangan Malaysia, Piawaian Pelaporan Kewangan Antarabangsa dan peruntukan Akta Syarikat, 1965 di Malaysia. Pengarah-pengarah juga bertanggungjawab terhadap kawalan dalaman yang bersesuaian dalam penyediaan penyata kewangan yang bebas daripada salahnyata yang ketara, sama ada disebabkan oleh penipuan atau kesilapan.

#### *Tanggungjawab Juruaudit*

Kami bertanggungjawab untuk menyatakan pendapat tentang penyata kewangan ini berdasarkan kerja pengauditan kami. Kami telah menjalankan kerja-kerja audit berdasarkan piawaian pengauditan yang telah diluluskan di Malaysia. Piawaian-piawaian tersebut mewajibkan kami mematuhi tuntutan etika disamping merancang dan melaksanakan audit bagi mendapatkan keyakinan yang munasabah sama ada penyata kewangan tersebut bebas dari salahnyata yang ketara.

Sesuatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit mengenai jumlah dan pendedahan dalam penyata kewangan. Prosedur yang dipilih bergantung pada pertimbangan kami, termasuk penilaian risiko salah nyata yang ketara pada penyata kewangan, samada disebabkan oleh penipuan atau kesilapan. Dalam membuat penilaian risiko tersebut, kami mengambilkira kawalan dalaman yang bersesuaian untuk Syarikat dalam penyediaan dan pembentangan penyata kewangan yang saksama bagi tujuan merangka prosedur audit yang bersesuaian dengan keadaan, tetapi bukan bertujuan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman pihak Syarikat. Sesuatu audit juga termasuk penilaian kesesuaian dasar perakaunan yang diguna pakai dan kemunasabahan anggaran perakaunan yang dibuat oleh para pengarah, serta penilaian pembentangan penyata kewangan secara keseluruhan.

Kami percaya bahawa bukti audit yang diperolehi adalah mencukupi dan bersesuaian untuk memberikan asas yang munasabah pada pendapat kami.

#### *Pendapat*

Pada pendapat kami, penyata kewangan menunjukkan kedudukan kewangan Kumpulan dan Syarikat yang benar dan saksama pada 31 Disember 2013 dan prestasi kewangan mereka dan aliran tunai bagi tahun berakhir pada tarikh tersebut menurut Piawaian Pelaporan Kewangan Malaysia, Piawaian Pelaporan Kewangan Antarabangsa dan peruntukan Akta Syarikat 1965, di Malaysia.



# LAPORAN JURUAUDIT BEBAS KEPADA AHLI-AHLI

Credit Guarantee Corporation Malaysia Berhad  
(Diperbadankan di Malaysia) (No Syarikat: 12441-M)

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## LAPORAN TENTANG UNDANG-UNDANG DAN PERATURAN LAIN

Menurut keperluan Akta Syarikat 1965 di Malaysia, kami juga melaporkan yang berikut:

- a) Pada pendapat kami, rekod-rekod perakaunan dan rekod-rekod lain serta daftar-daftar yang wajib disimpan di bawah Akta oleh Syarikat dan subsidiarinya telah disimpan dengan wajar dan sempurna mengikut kehendak akta tersebut.
- b) Kami berpuashati bahawa penyata kewangan subsidiari yang telah disatukan dengan penyata kewangan Syarikat adalah dalam bentuk dan kandungan yang sesuai dan teratur untuk tujuan penyediaan penyata kewangan Kumpulan, dan kami telah menerima maklumat dan penjelasan yang memuaskan yang dikehendaki oleh kami bagi tujuan tersebut.
- c) Laporan audit kami ke atas penyata kewangan subsidiari tidak mengandungi sebarang pengecualian atau teguran yang dibuat di bawah Seksyen 174(3) Akta tersebut.

## HAL-HAL LAIN

Laporan ini disediakan hanya untuk ahli-ahli Syarikat, sebagai satu badan, selaras dengan peruntukan Seksyen 174 Akta Syarikat, 1965 di Malaysia dan bukan untuk sebarang tujuan yang lain. Kami tidak bertanggungjawab kepada mana-mana pihak yang lain di atas kandungan laporan ini.



**PRICEWATERHOUSECOOPERS**  
(No. AF 1146)  
Akauntan bertauliah



**SOO HOO KHOON YEAN**  
(NO. 2682/10/15 (J))  
Akauntan bertauliah

Kuala Lumpur  
28 Mei 2014

Tujuan Piagam Lembaga Pengarah ini adalah untuk menggalakkan standard tadbir urus korporat tertinggi di dalam Perbadanan dan untuk menetapkan, antara lain, tanggungjawab dan fungsi Lembaga Pengarah bersesuaian dengan prinsip tadbir urus korporat yang baik.

### 1.0 PENGENALAN

#### Pendahuluan

Lembaga Pengarah bertanggungjawab ke atas prestasi dan hal ehwal Perbadanan. Lembaga Pengarah diharapkan untuk menerajui Perbadanan dengan baik dan bertindak dengan profesional serta mendukung nilai-nilai teras berintegriti dan berusaha dengan mengambil perhatian terhadap tugas dan tanggungjawab fidusiari.

#### Tujuan

Tujuan Piagam Lembaga Pengarah ini adalah untuk menggalakkan standard tadbir urus korporat tertinggi di dalam Perbadanan dan untuk menetapkan, antara lain, tanggungjawab dan fungsi Lembaga Pengarah bersesuaian dengan prinsip tadbir urus korporat yang baik.

#### Kuasa

Lembaga Pengarah mendapat kuasa untuk bertindak dari Memorandum & Tataurusan Penubuhan Syarikat ("M&A") Perbadanan dan undang-undang Malaysia yang mentadbir Perbadanan.

### 2.0 LEMBAGA PENGARAH

#### Komposisi dan Keseimbangan

- i. Bilangan Pengarah hendaklah tidak kurang dari dua (2) dan tidak lebih dari dua puluh (20).
- ii. Keahlian Lembaga Pengarah sebaik-baiknya hendaklah tidak melebihi dari sepuluh (10) Pengarah dengan minimum sepertiga (1/3) daripadanya Pengarah Bebas Bukan Eksekutif dan maksimum dua (2) Pengarah Eksekutif.
- iii. Lembaga Pengarah hendaklah diterajui oleh seorang Pengerusi yang merupakan seorang Pengarah Bukan Eksekutif.
- iv. Jawatan Pengerusi dan Pengarah Eksekutif hendaklah berbeza dan berasingan dengan pembahagian tanggungjawab yang jelas.
- v. Lembaga hendaklah terdiri dari Pengarah dengan kemahiran, latarbelakang kelayakan akademik dan pengalaman yang pelbagai dalam bidang-bidang berikut:
  - a) perbankan, kewangan, perakaunan, undang-undang, pengurusan perniagaan, teknologi maklumat dan pengurusan pelaburan; dan
  - b) keusahawanan, berpengetahuan dalam pasaran/sector sasaran dan perspektif sosio-ekonomi serta pembangunan perniagaan (termasuklah perusahaan kecil dan sederhana).
- vi. Seorang wakil dan Persatuan Bank-Bank di Malaysia diperlukan dalam Lembaga Pengarah.
- vii. Pengarah-Pengarah hendaklah menjadi Ahli Lembaga Pengarah tidak lebih dari 5 syarikat tersenarai awam tidak termasuk anak-anak syarikat tersenarai awam tersebut atau anak-anak syarikat Perbadanan dan tidak melebihi dari 10 syarikat yang tidak tersenarai awam tidak termasuk syarikat milik keluarga.

## Proses Perlantikan, Kriteria Kelayakan, Tempoh Memegang Jawatan dan Pemilihan Semula

### a) Proses Perlantikan

- i. Lembaga Pengarah mempunyai kuasa untuk melantik seseorang menjadi Pengarah, sama ada untuk memenuhi kekosongan biasa atau sebagai tambahan kepada Pengarah sedia ada. Pengarah yang baru dilantik akan memegang jawatan sehingga Mesyuarat Agung Perbadanan yang akan datang dan layak untuk pemilihan semula.
- ii. Pemegang saham boleh mencalonkan seseorang untuk dilantik sebagai Pengarah bagi pertimbangan Jawatankuasa Penamaan dan Imbuan ("BNRC")
- iii. BNRC bertanggungjawab untuk menilai calon-calon Pengarah dan keanggotaan Jawatankuasa Penyemak Lembaga Pengarah. BNRC kemudian akan mengemukakan cadangan kepada Lembaga Pengarah untuk membuat keputusan.
- iv. Bank Negara Malaysia akan dimaklumkan mengenai sebarang perlantikan baru Pengarah.

### b) Kriteria Kelayakan

- i. Kriteria kelayakan bagi perlantikan seorang Pengarah adalah tertakluk kepada Akta Syarikat 1965, Tataurusu Penubuhan Syarikat dan kriteria yang termaktub di bawah Garispanduan Perlantikan Ahli Lembaga Pengarah Perbadanan.

### c) Tempoh

- i. Tempoh Perkhidmatan bagi setiap penggal hendaklah tidak melebihi tiga (3) tahun dan Pengarah-Pengarah boleh dilantik semula tertakluk kepada persetujuan pemegang-pemegang saham semasa Mesyuarat Agung.
- ii. Penggal keseluruhan perkhidmatan seorang Pengarah hendaklah tidak melebihi tiga (3) penggal atau sembilan (9) tahun secara keseluruhannya. Keperluan ini hanyalah digunakan untuk Pengarah Bebas. Bila mana perkhidmatan seseorang Pengarah Bebas akan perlu dilanjutkan lagi, perlantikan pengarah tersebut akan bergantung kepada saranan Lembaga Pengarah dan persetujuan pemegang saham semasa Mesyuarat Agung.

*Bagi mengelakkan kekeliruan, peruntukan ini tidak digunakan kepada Pengarah Eksekutif.*

### d) Pemilihan Semula

- i. Pemilihan semula Pengarah dilakukan setiap tahun di Mesyuarat Agung Tahunan Perbadanan di mana sepertiga (1/3) dari Pengarah, atau, jika bilangannya bukan tiga (3) atau berganda tiga (3), maka bilangan paling hampir kepada sepertiga (1/3) akan bersara dan Pengarah-Pengarah yang akan bersara adalah layak untuk pemilihan semula.

### e) Lain-lain

- i. Lembaga Pengarah akan berpandukan kepada perkara-perkara lain yang berkaitan dengan Pengarah sebagaimana termaktub di bawah Garispanduan Perlantikan Lembaga Pengarah Perbadanan di mana ia boleh dipinda dari masa ke semasa.

### Program Latihan Pengarah

- i. Perbadanan berdedikasi untuk menyokong latihan para Pengarah. Program Latihan para Pengarah meliputi perkara-perkara berikut:
  - a) Sesi Induksi Dalaman; dan
  - b) Program Pembangunan dan Pembelajaran Berterusan ("CLDP")
- ii. Setiap Pengarah yang baru dilantik akan melalui Sesi Induksi Dalaman yang bertujuan untuk memaklumkan kepada Pengarah-Pengarah yang baru dilantik tentang misi dan visi Perbadanan, falsafah dan urusan perniagaan, isu-isu semasa di dalam Perbadanan, strategi korporat dan harapan Perbadanan.
- iii. Sepanjang memegang jawatan Pengarah, para Pengarah akan mengambil bahagian dalam CLDP yang bermatlamat untuk memberikan latihan berterusan kepada para Pengarah bagi membolehkan mereka mengikuti perkembangan terkini dalam industri kewangan pembangunan.
- iv. Lembaga Pengarah akan seterusnya menilai keperluan latihan Pengarah-Pengarah dari masa ke semasa.

### Penilaian Keberkesanan

- i. Jawatankuasa Penamaan dan Imbuan diberi kuasa oleh Lembaga Pengarah untuk menjalankan penilaian prestasi tahunan setiap Pengarah.
- ii. Keputusan penilaian BNRC akan dilaporkan kepada Lembaga Pengarah dan cadangan BNRC akan diambilkira oleh Lembaga Pengarah dalam menentukan penilaian para Pengarah yang akan dilantik/dipilih semula semasa Mesyuarat Agung akan datang.

### Imbuan

- i. Imbuan dan saraan yang bersesuaian untuk Pengarah-Pengarah akan dinilai dan dicadangkan kepada BNRC.
- ii. Pengarah-Pengarah adalah layak untuk menuntut perbelanjaan perjalanan, hotel dan lain-lain perbelanjaan yang munasabah dalam melaksanakan tugas termasuklah perbelanjaan berkaitan kehadiran Pengarah ke Mesyuarat Lembaga Pengarah.
- iii. Imbuan khas, sebagai tambahan kepada saraan biasa Pengarah (seperti gaji, komisyen, keuntungan atau sebaliknya) akan diberikan sekiranya Pengarah diperlukan untuk melaksanakan sebarang tugas khas atau perkhidmatan diluar dari tugas biasa sebagai seorang Pengarah.
- iv. Imbuan dan saraan para Pengarah hendaklah dari masa ke semasa ditentukan oleh Perbadanan dalam Mesyuarat Agung.

## 3.0 TUGAS DAN TANGGUNGJAWAB UTAMA

### Lembaga Pengarah

- i. Menurut Tataurusan Penubuhan Syarikat, secara amnya perniagaan Perbadanan akan diuruskan oleh Lembaga Pengarah.
- ii. Kecuali urusan-urusan yang memerlukan kelulusan dari para pemegang saham Perbadanan, Lembaga Pengarah boleh melaksanakan kuasa Perbadanan dan bagi pihak Perbadanan atau lain-lain urusan/perkara yang boleh dilaksanakan dan dilakukan oleh Perbadanan.

- iii. Lembaga Pengarah mempunyai peranan dan tanggungjawab berikut:
  - a) Menyumbang kepada pembangunan strategi korporat dan penetapan matlamat/sasaran;
  - b) Mendukung pendekatan pengurusan prestasi yang kukuh;
  - c) Memantau pembangunan pemimpin masa hadapan dan modal insan Perbadanan;
  - d) Memahami dan menguruskan risiko Perbadanan;
  - e) Menerimapakai saraan dan perspektif pemegang saham semasa membuat keputusan;
  - f) Mengimbangi kepentingan pihak-pihak berkepentingan; dan
  - g) Melaksanakan lain-lain fungsi yang ditetapkan oleh undang-undang.
- iv. Beberapa perkara khusus ditetapkan sebagai Perkara Khas dimana keputusan yang dibuat adalah dibawah pertimbangan khas dan tanggungjawab Lembaga Pengarah. Melainkan ianya dihadkan oleh Akta Syarikat 1965 atau Tataurusan Penubuhan Syarikat, tiada yang terkandung akan menghadkan Lembaga Pengarah untuk mewakilkan tanggungjawab bagi membuat keputusan khusus atau Perkara Khas kepada Jawatankuasa Penyemak Lembaga, Pengarah individu atau Pengurusan.

## Pengerusi

- i. Pengerusi bertanggungjawab ke atas kepimpinan keseluruhan dan keberkesanan Lembaga Pengarah.
- ii. Peranan utama Pengerusi, antara lain adalah seperti berikut:
  - a) Memastikan Lembaga Pengarah berfungsi dengan berkesan, bersepadu dan bebas dari Pengurusan
  - b) Tadbir urus dalam hal yang memerlukan keadilan dan integriti korporat;

- c) Menerajui/Memimpin Lembaga Pengarah, termasuk mengperkerusi Mesyuarat Lembaga Pengarah dan Mesyuarat Agung serta memimpin perbincangan-perbincangan Pengarah bagi menggunakan masa yang ada dengan berkesan untuk memberikan perhatian kepada isu-isu kritikal yang dihadapi oleh Perbadanan;
- d) Menggalakkan hubungan yang konstruktif dan saling menghormati di kalangan Pengarah, Lembaga dan Pengurusan; dan
- e) Memastikan terdapatnya komunikasi yang efektif di antara Perbadanan dan/atau anak-anak syarikat dan pemegang-pemegang sahamnya dan/atau pihak-pihak berkepentingan yang berkaitan.

## Pengarah Eksekutif

- i. Pengarah Eksekutif bertanggungjawab kepada Lembaga Pengarah bagi pengurusan Perbadanan.
- ii. Peranan utama Pengarah Eksekutif, antara lain adalah seperti berikut:
  - a) Melaksanakan halatuju strategik Perbadanan sebagaimana yang ditetapkan oleh Lembaga Pengarah;
  - b) Memastikan perniagaan Perbadanan diuruskan dengan betul dan berkesan/efisien dengan memastikan pasukan eksekutif melaksanakan polisi dan strategi yang diterimapakai oleh Lembaga Pengarah dan Jawatankuasa Penyemak Lembaga Pengarah;
  - c) Memastikan objektif dan standard prestasi difahami oleh Pengurusan dan warga kerja; dan
  - d) Memastikan perancangan operasi dan sistem kawalan telah tersedia, memantau keputusan prestasi berbanding perancangan dan di mana perlu, mengambil langkah-langkah penambahbaikan.

### 4.0 PROSES LEMBAGA PENGARAH

#### Mesyuarat Lembaga Pengarah

- i. Para Pengarah berhimpun untuk menjalankan tugas, bersurai dan mengawalselia mesyuarat sebagaimana yang difikirkan sesuai oleh Lembaga Pengarah.
- ii. Lembaga Pengarah akan berpandukan kepada Terma-terma Rujukan untuk Mesyuarat Lembaga Pengarah.
- iii. Perkara-perkara Khas, semua keputusan strategik dan keputusan pelaburan dibuat di Mesyuarat Lembaga Pengarah selepas melalui proses-proses yang perlu, perbincangan dan pertimbangan.

#### Resolusi Pekeliling

- i. Di antara Mesyuarat-Mesyuarat Lembaga Pengarah, urusan-urusan perniagaan yang memerlukan kelulusan segera Lembaga Pengarah boleh dibuat melalui Resolusi Pekeliling dengan sisipan semua maklumat yang relevan bagi membolehkan Lembaga membuat keputusan yang jitu/tepat.
- ii. Resolusi Pekeliling dalam bentuk bertulis yang dilaksanakan oleh semua Ahli Lembaga Pengarah adalah efektif untuk semua tujuan sebagaimana resolusi yang diluluskan oleh Mesyuarat Lembaga Pengarah yang diadakan.

#### Nasihat Bebas

- i. Lembaga Pengarah boleh mendapatkan nasihat bebas dan maklumat dalam melaksanakan tugas bagi pihak Perbadanan untuk memastikan para Pengarah membuat keputusan yang bebas dan tepat/jitu.

### 5.0 KUASA MEWAKILKAN

- i. Jika dihadkan oleh undang-undang atau Tataurus Penubuhan Syarikat, tiada yang terkandung akan menghadkan Lembaga Pengarah untuk mewakilkan tanggungjawab tertentu kepada Jawatankuasa Penyemak Lembaga Pengarah, Pengarah individu, Pengurusan atau orang perseorangan.

### Jawatankuasa-Jawatankuasa Penyemak Lembaga Pengarah

- i. Jawatankuasa-Jawatankuasa Penyemak Lembaga Pengarah ditubuhkan bagi membantu Lembaga Pengarah menjalankan tanggungjawabnya:

| No | Jawatankuasa                              | Kekerapan Mesyuarat  |
|----|---|--|
| 1. | Jawatankuasa Tadbir Urus dan Audit        | Sekurang-kurangnya 6 mesyuarat setahun atau apabila ditentukan oleh Pengerusi Jawatankuasa |
| 2. | Jawatankuasa Pengurusan Risiko            | Setiap Suku tahunan  |
| 3. | Jawatankuasa Pelaburan                    | Setiap Dua bulan sekali  |
| 4. | Jawatankuasa Penamaan dan Ganjaran/Imbuan | Setiap Setengah Tahun/Enam bulan sekali  |
| 5. | Jawatankuasa Pembangunan Bumiputra        | Setiap Suku Tahunan  |

- ii. Jawatankuasa-Jawatankuasa Penyemak Lembaga Pengarah menjalankan tugas mengikut peranan dan tanggungjawab yang jelas sebagaimana termaktub dalam Terma Rujukan setiap Jawatankuasa.
- iii. Jawatankuasa-Jawatankuasa Penyemak Lembaga Pengarah melapor kepada Lembaga berhubung perbincangan, penemuan dan cadangan. Pengerusi-Pengerusi Jawatankuasa Penyemak Lembaga Pengarah ini melapor kepada Lembaga Pengarah mengenai perkara-perkara yang dibincangkan di peringkat Mesyuarat Jawatankuasa-Jawatankuasa Penyemak masing-masing.
- iv. Minit-minit Mesyuarat Jawatankuasa Penyemak Lembaga Pengarah ini dibentangkan di Mesyuarat Lembaga Pengarah untuk mendapatkan halatuju dan perbincangan lanjut.

- v. Walaupun Jawatankuasa-Jawatankuasa Penyemak Lembaga Pengarah ini mempunyai kuasa untuk membincangkan perkara-perkara yang dibawa kepada mereka, semua keputusan dan/atau cadangan yang dibuat oleh Jawatankuasa-Jawatankuasa ini akan dibawa kepada perhatian Lembaga yang secara kolektifnya bertanggungjawab terhadap kejayaan, perniagaan, strategi, pengurusan risiko, operasi dan prestasi kewangan Perbadanan.
- vi. Lembaga dari masa ke semasa akan menubuhkan lain-lain jawatankuasa atau jawatankuasa ad hoc untuk melaksanakan peranan khusus jika dirasakan perlu.

#### **Pengurusan**

- i. Lembaga Pengarah boleh mewakili kuasa dan fungsi kepada Pengurusan melalui manual-manual yang bersesuaian mengenai perwakilan dan kuasa.
- ii. Walau bagaimanapun, tanggungjawab utama dan kawalan adalah ditangan Pengarah sebagaimana dinasihati oleh Pengarah Eksekutif.
- iii. Lembaga Pengarah akan dibekalkan oleh Pengurusan dengan maklumat, jangkawaktu dan kualiti yang akan membolehkan Lembaga Pengarah menjalankan tugasnya dengan efektif.
- iv. Lembaga Pengarah boleh meminta sebarang maklumat tambahan pada bila-bila masa dirasakan perlu.

#### **Surat Kuasa Wakil, Wakil Korporat dan Proksi**

- i. Lembaga Pengarah dibenarkan melalui Surat Kuasa Wakil, Sijil atau borang proksi melantik mana-mana perbadanan, firma, orang perseorangan atau sekumpulan orang untuk menjadi wakil, wakil korporat atau proksi bagi pihak Perbadanan.
- ii. Perlantikan wakil, wakil korporat atau proksi boleh dibuat untuk maksud sedemikian dan dengan kuasa dan pertimbangan di mana ia tidak melebihi mereka yang berkepentingan atau boleh dilaksanakan oleh Lembaga Pengarah di bawah Tataurusan Penubuhan Syarikat dan untuk jangkamasa tersebut serta bergantung kepada keadaan di mana Lembaga Pengarah berpendapat ia wajar.

#### **6.0 KEWAJIPAN BERHATI-HATI, PERTIMBANGAN PERNIAGAAN DAN KEBERGANTUNGAN KEPADA MAKLUMAT**

- i. Lembaga Pengarah pada setiap masa boleh menggunakan kuasanya untuk tujuan yang wajar dengan ikhlas dan dengan kepentingan terbaik untuk Perbadanan.
- ii. Setiap Pengarah akan melaksanakan tugas dengan berhati-hati, berkemahiran serta tekun dengan pengetahuan, kemahiran dan pengalaman yang diharapkan dari seorang Pengarah yang mempunyai tanggungjawab yang sama; dan sebarang pengetahuan tambahan, kemahiran dan pengalaman yang dipunyai oleh Pengarah tersebut.
- iii. Setiap Pengarah yang membuat pertimbangan perniagaan perlulah memenuhi keperluan tugas sebagaimana yang telah dinyatakan dan tugas-tugas yang berpadanan di bawah *Common Law* dan adil jika Pengarah tersebut:
  - a) Membuat pertimbangan perniagaan dengan ikhlas untuk tujuan yang wajar;
  - b) Tidak mempunyai kepentingan peribadi dalam perkara yang berkaitan dengan pertimbangan perniagaan
  - c) Dimaklumkan mengenai perkara berkaitan pertimbangan perniagaan sehingga Pengarah mempercayai dengan munasabah bahawa ianya wajar di bawah keadaan tertentu; dan
  - d) Mempercayai dengan wajar bahawa pertimbangan perniagaan tersebut adalah demi kepentingan terbaik Perbadanan.

- iv. Pengarah yang melaksanakan tugas bergantung kepada maklumat, nasihat profesional atau pakar, pendapat, laporan atau penyata termasuk penyata kewangan atau lain-lain data kewangan yang disedia, dibentang atau dibuat oleh:
  - a) Mana-mana pegawai Perbadanan (atau syarikat berkaitan) di mana Pengarahnya percaya dengan sebab munasabah sebagai boleh dipercayai dan cekap dalam perkara berkenaan;
  - b) Mana-mana orang perseorangan yang dikekalkan oleh Perbadanan di mana ia melibatkan kemahiran atau kepakaran yang berkaitan dan Pengarah percaya dengan munasabah bahawa ia adalah kecekapan atau kepakaran orang tersebut;
  - c) Pengarah lain dalam perkara yang berkaitan dengan kuasa Pengarah tersebut; atau
  - d) Sebarang Jawatankuasa-Jawatankuasa Penyemak di mana Pengarah tidak berkhidmat dalam perkara dalaman kuasa Jawatankuasa tersebut.
- v. Kebergantungan Pengarah kepada maklumat yang dibekalkan oleh orang lain adalah dianggap dibuat atas dasar yang munasabah jika dibuat dengan ikhlas dan selepas membuat penilaian bebas ke atas maklumat atau nasihat, pendapat, laporan atau penyata termasuk penyata kewangan dan lain-lain data kewangan, dengan mengambilkira pengetahuan Pengarah tentang Perbadanan dan struktur kompleks serta operasi Perbadanan.

### 7.0 MESYUARAT AGUNG

- i. Mesyuarat Agung Tahunan ("AGM") akan diadakan sekali dalam tahun kalendar pada suatu masa (tidak lebih dari 15 bulan selepas mengadakan Mesyuarat Agung terdahulu) dan pada suatu tempat yang ditentukan oleh Lembaga Pengarah.
- ii. Lembaga Pengarah berhak untuk mengadakan Mesyuarat Agung Luar Biasa ("EGM") sama ada atas inisiatif sendiri atau sebagaimana yang diperlukan oleh pemegang saham untuk membuat keputusan mengenai sebarang perkara khusus atau mustahak yang memerlukan perhatian segera Perbadanan.

### 8.0 KERAHSIAAN DAN PENYATAAN KEPENTINGAN

- i. Para Pengarah adalah dikehendaki untuk bertindak atas kepentingan terbaik Perbadanan dan berakujanji akan kerahsiaan berkaitan maklumat sulit/rahsia Perbadanan
- ii. Pengarah akan memaklumkan kepada Lembaga Pengarah:
  - a) Sebarang kepentingan peribadi/keluarga dalam perkara yang berkaitan dengan hal ehwal Perbadanan; dan
  - b) Lain-lain kepentingan (langsung atau tidak langsung) di mana bersesuaian untuk dinyatakan dengan tujuan untuk mengelak sebarang konflik kepentingan atau persepsi konflik kepentingan.

### 9.0 ETIKA DAN PEMATUHAN

- i. Pengarah akan mematuhi Kod Tadbir Urus Korporat Perbadanan termasuklah sebarang pindaan yang dibuat seterusnya.

### 10. KAJIAN SEMULA PIAGAM LEMBAGA PENGARAH

- i. Piagam Lembaga diterimapkai oleh Lembaga pada 10 Disember 2103 dan berkuatkuasa bermula 1 Januari 2014. Sebarang pindaan seterusnya ke atas Piagam Lembaga Pengarah boleh dibuat melalui kelulusan Lembaga Pengarah.
- ii. Piagam Lembaga Pengarah akan dikaji semula secara berkala dan dikemaskini bersesuaian dengan keperluan Perbadanan dan sebarang undang-undang baru atau peraturan yang mungkin mempunyai impak kepada tugas dan/atau tanggungjawab Lembaga Pengarah.



## 1. PENGENALAN

### 1.1 Pendahuluan

Lembaga Pengarah Syarikat ("Lembaga Pengarah") dipertanggungjawab dan bertanggungjawab dalam menentukan prestasi dan hal ehwal Credit Guarantee Corporation Malaysia Berhad ("Perbadanan").

Budaya korporat Perbadanan mengutamakan prinsip kejujuran dan integriti di mana Pengurusan Kanan Perbadanan akan memimpin melalui teladan dan akan memastikan pengurusan pematuhan Perbadanan yang berkesan. Dalam Perbadanan, pematuhan bermula dari atas dan membentuk bahagian yang penting dalam aktiviti perniagaan Perbadanan.

Ia adalah tanggungjawab setiap pekerja Perbadanan untuk menjalankan perniagaan dengan pematuhan penuh terhadap undang-undang, kaedah-kaedah, peraturan-peraturan dan garis panduan yang menyelia perniagaan Perbadanan.

### 1.2 Objektif

Objektif Piagam Pematuhan ini ialah untuk menentukan peranan dan fungsi-fungsi Unit Pematuhan.

### 1.3 Unit Pematuhan

Unit Pematuhan ditubuhkan pada tahun 2013 untuk memainkan peranan terutamanya dalam penyeliaan bagi setiap peringkat pengurusan di dalam Perbadanan untuk memastikan bahawa Perbadanan mematuhi semua undang-undang, kaedah-kaedah, peraturan-peraturan dan garis panduan yang menyelia perniagaan Perbadanan.

Dalam hal ini, Unit Pematuhan melaksanakan komunikasi yang berterusan dengan pihak Pengurusan Kanan dan Ketua Jabatan di dalam Perbadanan dengan tujuan untuk menambahbaikkan peranan penyeliaan yang sedia ada dan memastikan bahawa dasar-dasar dan prosedur adalah mencukupi bagi melaksanakan pengawasan yang sewajarnya untuk Jabatan masing-masing.

Unit Pematuhan melapor kepada Lembaga Pengarah Tadbir Urus dan Jawatankuasa Audit ("BGAC") berkenaan status dan kemaskini Pengurusan Risiko Pematuhan Syarikat terutamanya Pematuhan Berkanun dan Pematuhan Peraturan (secara kolektif disebut sebagai "Risiko Pematuhan") yang dihadapi oleh Perbadanan.

### 2. STRUKTUR PENGURUSAN RISIKO PEMATUHAN

2.1 Unit Pematuhan mengenal pasti, menilai, melaksanakan dan memantau keakuran Pematuhan Berkanun dan Pematuhan Peraturan oleh pekerja-pekerja Perbadanan.

| KATEGORI            | SKOP   |
|---------------------|--|
| Pematuhan Berkanun  | <ul style="list-style-type: none"> <li>Mengenal pasti, menilai dan melaksanakan keperluan pematuhan di bawah Akta-Akta yang terpakai yang mentadbir Perbadanan</li> </ul> <p>Contohnya Akta Berkenaan dikeluarkan oleh Kerajaan – AMLATFA, DFIA, PDPA, Akta Persaingan dan lain-lain</p>   |
| Pematuhan Peraturan | <ul style="list-style-type: none"> <li>Mengenal pasti, menilai dan melaksanakan syarat-syarat pematuhan di bawah peraturan-peraturan yang dikeluarkan oleh Pihak Berkuasa yang berkenaan</li> <li>Garis panduan atau peraturan contohnya Bank Negara Malaysia/Kementerian/Agensi Berkuasa Tempatan/Pihak Penguatkuasa</li> </ul> |

2.2 Pendekatan keseluruhan Pengurusan Risiko Pematuhan merangkumi:

| KATEGORI     | KETERANGAN   |
|--------------|--|
| Identifikasi | <ul style="list-style-type: none"> <li>Mengenal pasti Risiko Pematuhan dalam Perbadanan.</li> </ul>  |
| Penilaian    | <ul style="list-style-type: none"> <li>Mengenal pasti Risiko Pematuhan dari segi kemungkinan dan kesan buruk akibat pelanggaran pematuhan (kewangan, penyeliaan, operasi, reputasi, dan lain-lain).</li> </ul>                                   |
| Pengurusan   | <ul style="list-style-type: none"> <li>Mengenal pasti Risiko Pematuhan dan membina konsep kawalan yang sesuai</li> <li>Melaksanakan, membuat dan menyelia kawalan Risiko Pematuhan</li> <li>Menilai dan menguji keberkesanan kawalan.</li> </ul> |
| Pelaporan    | <ul style="list-style-type: none"> <li>Pemantauan dan pelaporan aktiviti-aktiviti Jabatan masing-masing untuk memastikan pematuhan kanun-kanun, peraturan dan etika yang berkaitan di bawah undang-undang.</li> </ul>                            |

### 3. PERANAN DAN TANGGUNGJAWAB

3.1 Peranan dan tanggungjawab Unit Pematuhan termasuk:

- i) melaporkan kepada BGAC mengenai status dan kemaskini Risiko Pematuhan Perbadanan terutamanya isu-isu ketidakpatuhan yang dihadapi oleh Perbadanan;
- ii) memantau perkembangan undang-undang dan peraturan dan menilai kesannya terhadap Perbadanan;
- iii) menasihati dan memantau analisis kesan operasi dengan Jabatan-jabatan mengenai syarat pematuhan berkanun dan peraturan yang baru;
- iv) mengenal pasti, menilai dan memantau pematuhan, langkah-langkah pemulihan atau pembedahan Risiko Pematuhan oleh Jabatan-jabatan;
- v) berhubung dengan Kementerian, Agensi Kerajaan, Pihak Pentadbiran dan Agensi Penguatkuasaan (secara kolektif dirujuk sebagai "Pihak Berkuasa") berkenaan apa-apa isu Risiko Pematuhan;
- vi) mewujudkan Rangka Kerja Pematuhan dan membangunkan peranan dan fungsi pematuhan; dan
- vii) menyediakan latihan kepada Jabatan-jabatan berkenaan syarat-syarat baru Pematuhan Berkanun dan Peraturan dan menggalakkan penerapan budaya pematuhan dalam Perbadanan.

### 4. KEBEBASAN

4.1 Unit Pematuhan menjalankan fungsi bebas dan secara objektif untuk memastikan pertimbangan yang adil dan saksama yang mana penting untuk Pengurusan Risiko Pematuhan berhemat.

### 5. KUASA DAN TANGGUNGJAWAB

5.1 Unit Pematuhan mempunyai akses penuh dan langsung kepada semua aktiviti dalam bahagian yang dipertanggungjawabkan termasuk tetapi tidak terhad kepada semua dokumentasi, sistem (contohnya aduan mendaftar, laporan pemberi maklumat dan fail) dan akses kepada pekerja-pekerja Perbadanan yang mana Unit Pematuhan secara munasabah memerlukan untuk melaksanakan tanggungjawab dengan berkesan.

5.2 Tugas-tugas khusus berkaitan fungsi pematuhan boleh dikontrak keluar, tetapi ia tetap tertakluk kepada pengawasan sesuai oleh Unit Pematuhan.

### 6. JAMINAN KUALITI

6.1 Unit Pematuhan akan mematuhi semua standard, garis panduan, dasar, prosedur dan arahan yang berkaitan yang dikeluarkan oleh pihak berkuasa dalaman dan luaran.

### 7. RANGKA KERJA PEMATUHAN

7.1 Berdasarkan Piagam Pematuhan ini, Rangka Kerja Pematuhan akan dilaksanakan sebagai perkara utama bagi Unit Pematuhan, Pengurusan Kanan, Ketua Jabatan dan pekerja-pekerja Perbadanan untuk masing-masing menyelia, mengurus dan menjalankan perniagaan dengan mematuhi sepenuhnya undang-undang, kaedah-kaedah, peraturan-peraturan dan garis panduan yang menyelia Perbadanan.

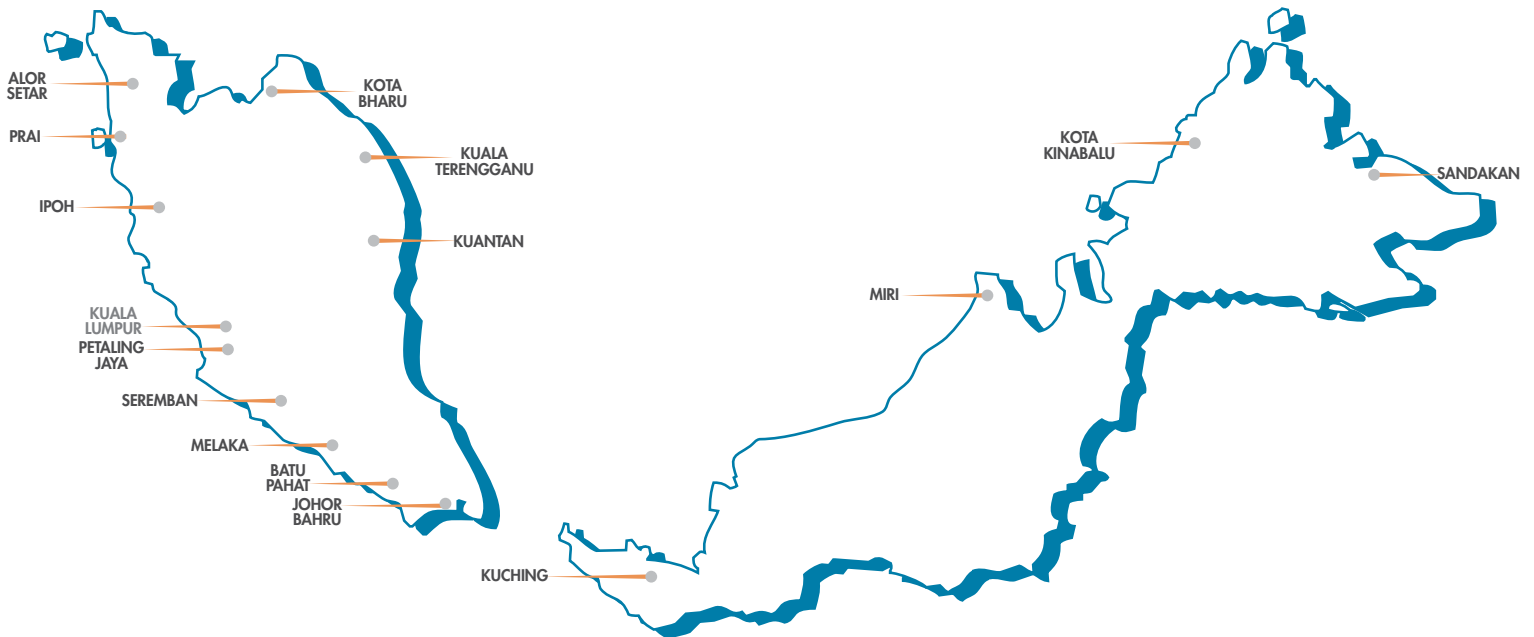
# BRANCH NETWORK

## JARINGAN CAWANGAN

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### CLIENT SERVICE CENTRE/PUSAT KHIDMAT PELANGGAN

Level 2, Bangunan CGC,  
Kelana Business Centre  
No. 97, Jalan SS7/2,  
47301 Petaling Jaya, Selangor

Hotline : 03-7880 0088  
Facsimile : 03-7803 0077  
Person to Contact : Firdaus Abdullah  
E-mail : csc@cgc.com.my

### MAIN BRANCH/CAWANGAN UTAMA

Level 3, Bangunan CGC,  
Kelana Business Centre  
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47301 Petaling Jaya, Selangor

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**ALOR SETAR**

5 GF, Kompleks Perniagaan Utama Sultanah Sambungan,  
Lebuhraya Sultanah Bahiyah,  
05350 Alor Setar, Kedah.

Phone : 04-731 2300  
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**PRAI**

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**KUALA LUMPUR**

No.34 A-0-1, Jalan 1/27F,  
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Phone : 03-414 96476  
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Person to Contact : Amri Ab. Rahman  
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**SEREMBAN**

No. 21, Jln Durian Emas 3,  
Betaria Business Centre,  
70400 Seremban, Negeri Sembilan.

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**MELAKA**

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**BATU PAHAT**

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Tmn Maju Bukit Pasir,  
83000 Batu Pahat, Johor.

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**JOHOR BAHRU**

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**KUANTAN**

A-97, Ground Floor,  
Sri Dagangan Kuantan, Jln Tun Ismail,  
25000 Kuantan, Pahang.  
Phone : 09-513 9277  
          : 09-513 3561  
          : 09-513 3724  
Facsimile : 09-513 9577  
Person to Contact : Khalipudza @ Liza Abd. Kahar  
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**KUALA TERENGGANU**

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Jln Batas Baru,  
20300 Kuala Terengganu, Terengganu.  
Phone : 09-625 2400  
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Person to Contact : Jamaludin Khalilullah  
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**KOTA BHARU**

P.T. 164 Ground Floor,  
Section 26, Jln Dusun Muda,  
15400 Kota Bharu, Kelantan.  
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Person to Contact : Azman Mohd Ariffin  
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**KUCHING**

192L GF, Lot 468,  
Al-Idrus Commercial Centre, Jln Satok,  
93400 Kuching, Sarawak.  
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Facsimile : 082-427 300  
Person to Contact : Mohamed Suffri Mohamed Yusop  
E-mail : suffri@cgc.com.my

**MIRI**

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98000 Miri, Sarawak.  
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**KOTA KINABALU**

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Facsimile : 088-486 851  
Person to Contact : Zairul Hijoo  
E-mail : zairul@cgc.com.my

**SANDAKAN**

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Jalan Labuk Bandar Indah,  
Mile 4, 90000 Sandakan, Sabah.  
Phone : 089-224 698  
Facsimile : 089-224 963  
Person to Contact : Sri Rahayu Abdul Adjis  
E-mail : rahayu@cgc.com.my

# FORM OF PROXY



## CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD

Company No: 12441-M  
(Incorporated in Malaysia)

I/We \_\_\_\_\_

of \_\_\_\_\_

being a member of the abovenamed Corporation, hereby appoint \_\_\_\_\_

\_\_\_\_\_

of \_\_\_\_\_ or failing him/her

\_\_\_\_\_

as my / our proxy to vote for me / us on my / our behalf at the 41<sup>st</sup> Annual General Meeting of the Corporation to be held on Wednesday, 25<sup>th</sup> June 2014, at 12.00 noon and at any adjournment thereof in the manner indicated below.

|              | For | Against |
|--------------|-----|---------|
| Resolution 1 |     |         |
| Resolution 2 |     |         |
| Resolution 3 |     |         |
| Resolution 4 |     |         |
| Resolution 5 |     |         |
| Resolution 6 |     |         |
| Resolution 7 |     |         |

(Please indicate with a cross (x) in the spaces provided whether you wish your votes to be cast for or against the Resolutions. In the absence of specific directions, your proxy will vote or abstain as he thinks fit).

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2014.

\_\_\_\_\_  
Signature

### Note:

- 1 A member entitled to attend and vote is entitled to appoint a proxy or attorney to attend and vote in its/his/her stead; a proxy or an attorney need not be a member of the Company.
- 2 The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing or if the appointer is a Corporation under the hand of an officer or attorney of the Corporation.
- 3 The instrument appointing a proxy and the power of the attorney or other authority, if any, under which it is signed, or a notarial certified copy of that power of authority shall be deposited at the Registered Office of the Company – Level 14, Bangunan CGC, Kelana Business Centre, 97, Jalan SS7/2, 47301 Petaling Jaya, Selangor Darul Ehsan, not less than 48 hours before the time for holding the meeting or any adjournment thereof.

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STAMP

COMPANY SECRETARY

**CREDIT GUARANTEE CORPORATION MALAYSIA BERHAD (12441-M)**

Level 14, Bangunan CGC, Kelana Business Centre

No. 97 Jalan SS 7/2, 47301 Petaling Jaya

Selangor Darul Ehsan

Malaysia

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**Credit Guarantee Corporation Malaysia Berhad**  
(12441-M)

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