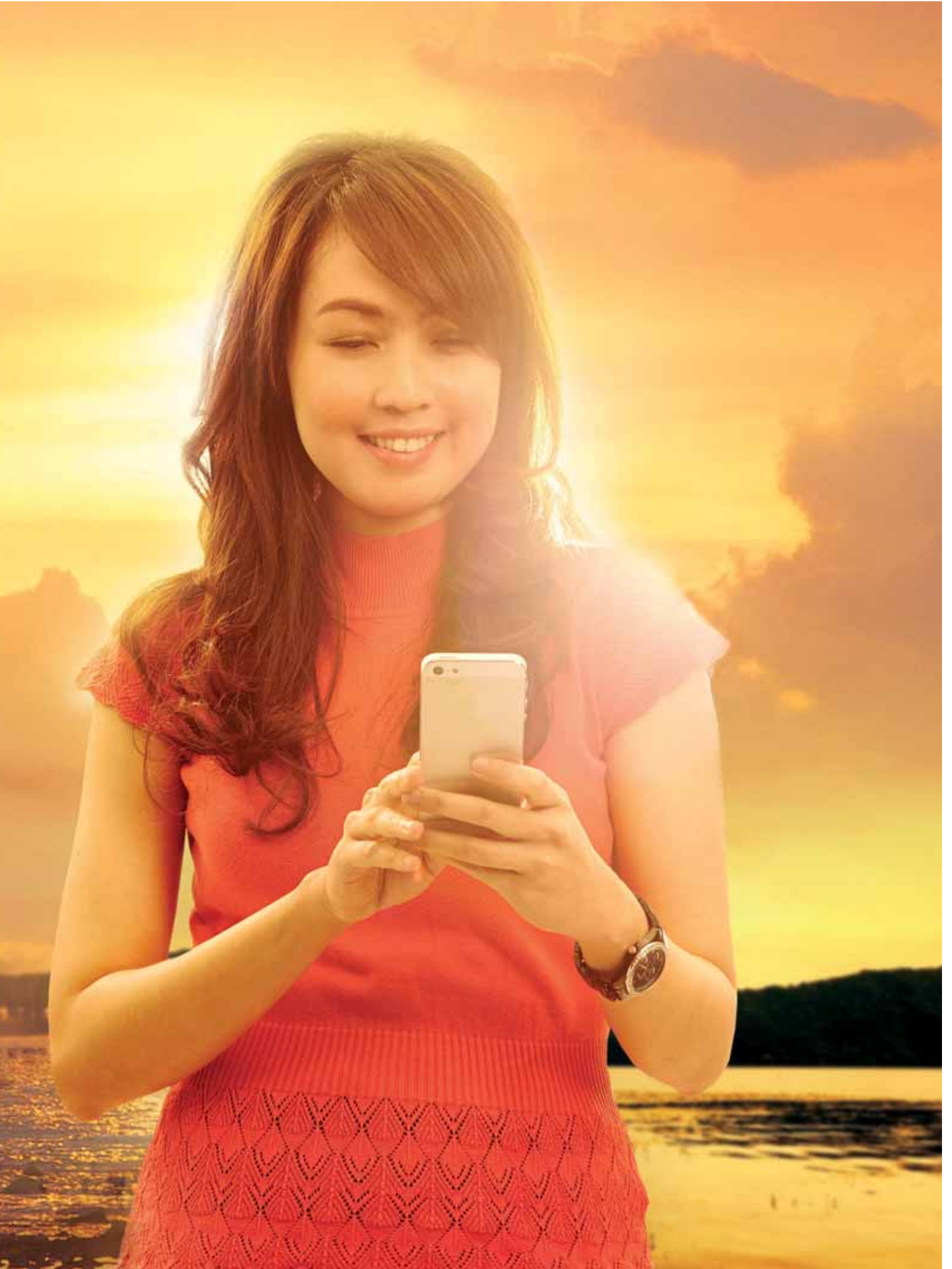


Corporate Governance Report

2,956
ATM



Corporate Governance Report

The Company's commitment to implementing good governance is beyond compliance: good governance is to transform the Company's values to achieve maximum values for our shareholders and other stakeholders.

GOOD CORPORATE GOVERNANCE

Good Governance Commitment

Applying the principles of Good Corporate Governance (GCG) is the commitment of all the Company's organs to create the intangible assets of the trust of customers, investors, and stakeholders in the midst of banking competition and macroprudential changes. GCG implementation values are the driving force of the Company to continue and maintain good corporate governance practices in line with the complexity of the Company's businesses and organizations.

The history of the financial industry, especially in times of crisis has given us a valuable lesson of the importance of good governance beyond regulatory compliance. The Company's business resilience and sustainability can be achieved through business growth supported by risk management and good internal control in accordance with the principles of transparency, accountability, responsibility, independence and fairness. The Company understands that the essence of good governance is a permanent factor that is also growing in terms of both concept and structure in line with changes in internal and external factors.





GCG implementation is manifested in the interaction among the Company's entire organs, including General Meeting of Shareholders (AGM), the Board of Commissioners, the Directors, senior officers and all employees to create a corporate culture establishes based on the Company's code of ethics, vision and core values.

This Company has actualized this commitment by meeting all applicable regulations, including those of Bank Indonesia (BI) and the Indonesian Financial Services Authority (FSA) and adopted standard guidelines in the industry, among others, the corporate governance guidelines issued by the National Committee on Governance (NNG), the ASEAN Corporate Governance Scorecard, and the OECD Principles of Corporate Governance (OECD Principles).

Governance Structure

The Company has complied with regulations that stipulate governance structure adequacy including the following:

1. Corporate Governance Structure, namely the composition of the Board of Commissioners and Committees under that Board including the allowed number of independent and foreign parties, the Directors and Executive Committees, and other units required.
2. GCG infrastructure in the form of procedures and policies, management information systems and basic tasks of the respective functions of the organizational structure.

In addition, to ensure the application of the principles of independence, accountability and responsibility, the Company complements its work units and supporting units with policies, systems and procedures that describe the duties and functions of each unit at all levels within the organization.

GCG Process

In order to maintain and improve the effectiveness of GCG, the Company through the Board of Commissioners and its Committees and the Directors and its Executive Committees and the Company's independent units ensures proper risk management and monitoring. These independent units serve as the 2nd and 3rd lines of defense to maintain the

Company's resilience against risk exposure and support the Company's 1st line of defense, the line directly exposed to the risks.

The Company's independent units consist of the Internal Audit unit, the Risk Management unit (SKMR), which also includes Credit Policy & Operation Procedure (COPP), Compliance unit (SKK), Bank Quality Assurance (BQA), and the Anti-Fraud Management (AFM). The Company also engages representatives of independent units as members of Executive Committees in accordance with the duties and responsibilities, in support of business and operational decision making.

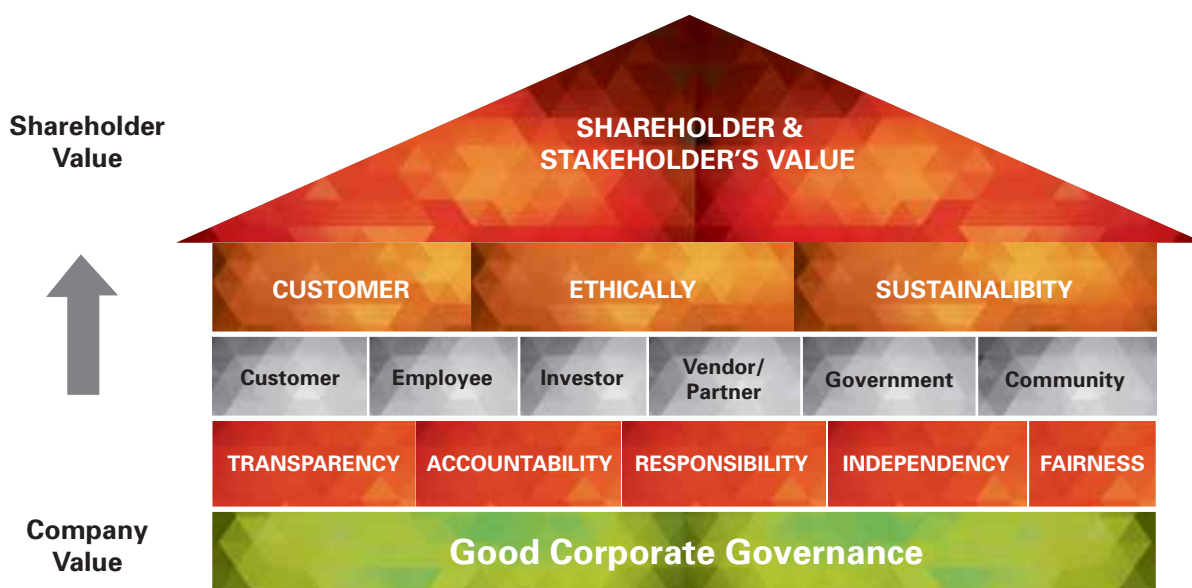
In addition, to maintain and improve the implementation of GCG, the Company also conducts various activities aligned with GCG principles from the employee recruitment process, socialization and training, performance appraisal, to reward and punishment programs, including monitoring media such as the CEO Hotline and whistleblowing channels.

GCG Results

The benefits of GCG implementation for the Company can be seen in the Company's achievements quantitatively and qualitatively, both financial and non-financial, and appreciations given by external parties. An effective GCG implementation is beneficial to the Company's sustainability through sound financial performance, business growth and commitment in implementing sound banking. The Company also ensures comprehensive and timely publication of its financial and non-financial condition to stakeholders.

In 2013, GCG as a system was reaffirmed by Bank Indonesia regulatory changes regarding the implementation of GCG in Commercial Banks, answered by the Company through alignment of the GCG self-assessment at the Company and its subsidiaries.

All activities related to GCG implementation will be presented in details as follows.



Source GCG, A Checklist or Mindset? Robert P. Maxon Lecture - 2006, George Washington University

GOOD CORPORATE GOVERNANCE REPORT

GCG Structure

Annual General Meeting of Shareholders

The Annual Meeting of Shareholders was held on 28 March 2013, at the CIMB Niaga Pondok Indah Icon Branch, Pondok Indah Office Park, Building B unit GF 01 & 101, Jalan Metro Pondok Indah sektor 3, Pondok Indah, South Jakarta (the "Meeting") attended by shareholders and their proxies representing 24,637,705,940 shares or 98.03% of the 25,131,606,843 shares issued by the Company in which the following matters were decided:

1. Approved the Company's Annual Report for the Fiscal Year 2012, including the Supervisory Report of the Board of Commissioners, and endorsed the Company's Consolidated Financial Statements and that of its Subsidiaries for the Fiscal Year 2012 which had been audited by the Public Accounting Firm "Tanudiredja, Wibisana & Partners" (a member firm of Price Waterhouse Coopers International Limited), with the opinion that the consolidated financial statements have been presented fairly, in all material respects, the consolidated financial position of PT Bank CIMB Niaga Tbk and its subsidiaries dated 31 December 2012, 2011, and 2010, and the results of operations, as well as cash flows for the year ended 31 December 2012, 2011, and 2010 in accordance with Financial Accounting Standards in Indonesia as stated in its report dated 14 February 2013.
2. Approved the Company's use of Net Income for Fiscal Year 2012, a total of Rp4,233,111,258,108 with the following details:
 - a. The Company did not set aside a portion of net income as legal reserves since as the Company's amount of reserves still meets the minimum amount of statutory reserves in accordance with Article 70 of Limited Liability Company Law on Limited Liability Companies.
 - b. The Company did not distribute dividends. .
 - c. The entire net income for Fiscal Year 2012 in the amount of Rp4,233,111,258,108 will be recorded as retained earnings, and used to strengthen the Company's capital for further business operations.

3. a. Approved the re-appointment of the Public Accounting Firm "Tanudiredja, Wibisana & Partners" (a member firm of Price Waterhouse Coopers International Limited) as the Public Accountant assigned to audit the Company's Consolidated Financial Statements for Fiscal Year 2013, and approved the delegation of authority to the Company's Board of Commissioners determine the audit fee;
- b. Approved the delegation of authority to the Board of Commissioners to appoint another public accounting firm to audit the Company's financial statements for the year 2013, if:
- there was an objection from BI over the appointment of the Public Accounting Firm "Tanudiredja, Wibisana & Partners", or
 - The Public Accounting Firm "Tanudiredja, Wibisana & Partners" underwent a restructuring that has made it a different public accounting firm.

For the above delegation of authority it was stipulated:

- The Public Accounting Firm shall be one of the big four public accounting firm in Indonesia;
 - The amount of fee and the terms of the appointment of the public accounting firm should be competitive and reasonable, and
 - The appointment of Public Accounting Firm is not prohibited by applicable laws and regulations.
4. a. The Appointment of members of the Company's Directors:
- Approved the re-appointment of all members of the Company's Directors, and thus the composition of the Directors with a term commencing from the closing of the Meeting until the close of the Company's Annual General Meeting for financial year 2015 to be held in 2016 is as follows:

President Director: Arwin Rasyid;
 Vice President Director: Daniel James Rompas;
 Vice President Director: Lo Nyen Khing;
 Director: Wan Razly Abdullah;
 Director Handoyo Soebali;
 Director and as Compliance Director Lydia Wulan Tumbelaka;

Director: M. Fadzil Sulaiman;
 Director: Rita Mas'Oen;
 Director: Samir Gupta;
 Director: Megawati Sutanto; dan
 Director: Harjanto Tanuwidjaja.

- b. The appointment of Members of the Board of Commissioners:
- Approved the reappointment of Members of the Board of Commissioners, :
 President Commissioner: Dato' Sri Nazir Razak;
 Vice President Commissioner:
 Glenn Muhammad Surya Yusuf;
 Independent Commissioner: Roy Edu Tirtadji;
 Independent Commissioner:
 Sri Hartina Urip Simeon;
 Independent Commissioner: Zulkifli M. Ali;
 Commissioner: Joseph Dominic Silva;
 Commissioner: Hamidah Naziadin;
 - Approved the appointment of Pri Notowidigdo as an Independent Commissioner effective as of the date specified in the letter of approval from Bank Indonesia and/or the fulfillment of the requirements set forth in the letter referred to Bank Indonesia, provided that if such appointment is not approved by Bank Indonesia, then the appointment of Pri Notowidigdo as Independent Commissioner becomes null without prior approval from AGM.

Thus the composition of the Board of Commissioners with a term commencing from the close of the Meeting (except for Pri Notowidigdo as Independent Commissioner, whose term becomes effective after approval from Bank Indonesia and/or the fulfillment of the requirements of Bank Indonesia) until the close of the Company's Annual General Meeting for Fiscal Year 2015 which will be held in 2016 is as follows:

President Commissioner: Dato' Sri Nazir Razak;
 Vice President Commissioner:
 Glenn Muhammad Surya Yusuf;
 Independent Commissioner: Roy Edu Tirtadji;

Independent Commissioner:
Sri Hartina Urip Simeon;
Independent Commissioner: Zulkifli M. Ali;
Independent Commissioner: Pri Notowidigdo;
Commissioner: Joseph Dominic Silva;
Commissioner: Hamidah Naziadin;

c. Changes in the composition of the Sharia Supervisory Board

- i. Accepted the resignation of M. Taufik Ridlo from his position as a member of the Sharia Supervisory Board effective as of the close of the Meeting, in which the Company conveyed gratitude and appreciation for his service and dedication during his tenure as a member of the Company's Sharia Supervisory Board.
- ii. Approved the re-appointment of:
Chairman and member: M. Quraish Shihab
Member: Fathurrahman Djamil
- iii. Approved the appointment of Yulizar Jamaladin Sanrego as Sharia Supervisory Board member effective after approval from Bank Indonesia and/or the fulfillment of the requirements set forth in the letter referred to Bank Indonesia, provided that if Bank Indonesia does not approve his appointment, then the appointment becomes null without prior approval from AGM.

Thereby the composition of the Sharia Supervisory Board as of the close of the Meeting (except for Yulizar Jamaladin Sanrego whose term becomes effective after approval from Bank Indonesia and/or the fulfillment of the requirements of Bank Indonesia) until the close of the Company's Annual General Meeting for Fiscal Year 2015 which will be held in 2016 is as follows:

Chairman and member: M. Quraish Shihab
Member: Fathurrahman Djamil, and
Member: Yulizar Jamaladin Sanrego

5. Approved the salary/honorarium and allowances of members of the Company's Boards of Commissioners and Directors and Shariah Supervisory Board for Fiscal Year 2013 as follows:

- a. The amount of salary/honorarium and allowances for all members of the Board of Commissioners is a maximum of Rp19,752,282,240 gross per year;
- b. Approved the delegation of authority to the Board of Commissioners to determine the amount of:
 - i. salary/honorarium and other allowances and the amount of bonus/bonus for all members of the Directors for Fiscal Year 2013;
 - ii. salary/honorarium and allowances for all members of the Sharia Supervisory Board for Fiscal Year 2013

provided that the Board of Commissioners shall consider advices/opinions given by the Nomination and Remuneration Committee.

6. a. Report of the Company's Audit Committee

The composition of the Audit Committee from the close of the Meeting until the close of the Annual General Meeting of Shareholders for Fiscal Year 2015 to be held in 2016 is:

- Chairman: Roy Edu Tirtadji, Independent Commissioner
- Member: Sri Hartina Urip Simeon, Independent Commissioner
- Member: Mawar IR Napitupulu, Independent Party
- Member: Shariq Mukhtar, Independent Party
- Member: Darminto, Independent Party, and
- Member: Sumantri Slamet, Independent Party

b. Report of the allocation of Proceeds from the Public Offering of CIMB Niaga Sustainable Bond Phase I in 2012 with Fixed Rate ("PUB I")

- i. The proceeds from the PUB I was Rp2,000,000,000,000 net of cost of emissions of Rp1,990,649,126,080, and have completely been allocated for credit expansion in order to expand business based on allocation plan as stated in the PBU I Prospectus.
- ii. The allocation of proceeds from PUB I were reported to the Indonesian Financial Services Authority (OJK) (formerly Bapepam-LK) and the Indonesia Stock Exchange through Letter dated 9 January 2013.

Extraordinary General Meeting of Shareholders

An Extraordinary General Meeting of Shareholders (the Meeting) was held on 26 July 2013, at Graha Niaga CIMB M Floor, Jl. Jend Sudirman Kav. 58, Jakarta 12190 attended by shareholders and proxies who represented 24,628,178,307 shares or 98.00% of the 25,131,606,843 shares issued by the Company, in which the following matters were decided:

1. Approved the appointment of Vera Handajani as Director of the Company with a term of office effective as of the date specified in the letter of approval from Bank Indonesia and/or the fulfillment of the requirements set forth in the letter of Bank Indonesia and ends at the close of the Company's Annual General Meeting of Shareholders for Fiscal Year 2015 that will held in 2016, provided that if the requirements set by Bank Indonesia in connection with the appointment of Vera Handajani are not met, then her appointment becomes nul without prior approval from the AGM.
2. With the approval and with due regard to the requirements of Bank Indonesia in connection with the appointment of Vera Handajani, the composition of the Company's Directors until the close of the Company's Annual General Meeting of Shareholders for Fiscal Year 2015 to be held in 2016 is as follows:
 - President Director: Arwin Rasyid;
 - Vice President Director: Daniel James Rompas;
 - Vice President Director: Lo Nyen Khing;
 - Director: Wan Razly Abdullah;
 - Director Handoyo Soebali;
 - Director and as Compliance Director Lydia Wulan Tumbelaka;
 - Director: M. Fadzil Sulaiman;
 - Director: Rita Mas'Oen;
 - Director: Samir Gupta;
 - Director: Megawati Sutanto;
 - Director: Harjanto Tanuwidjaja.
 - Director: Vera Handajani

COMPLIANCE AND TRANSPARENCY

In organizing its GMS, the Company adheres to applicable regulations.

GMS Notices and Calls in Newspapers

Notice	Announcement	Recording List of Shareholders	Call	Decisions	
				Reported to	Publication in Newspapers
Annual Meeting of Shareholders 23 March 2013					
Notification to the OJK and other capital market institutions on 19 February 2013	Announcement in the newspaper Bisnis Indonesia and Investor Daily and Website www.cimbniaga.com on 26 February 2013	On 11 March 2013	Calls placed through advertisements in the newspaper Bisnis Indonesia and Investor Daily, and Website www.cimbniaga.com On 11 March 2013	1 April 2013	In the papers Bisnis Indonesia and Investor Daily on 2 April 2013
Extraordinary Meeting of Shareholders 26 July 2013					
Notification to the OJK and other capital market institutions on June 2013	Announcement in the papers Bisnis Indonesia and Investor Daily and Website www.cimbniaga.com on 26 June 2013	On 10 July 2013	Calls through advertisements in the papers Bisnis Indonesia and Investor Daily and Website www.cimbniaga.com on 11 July 2013	29 July 2013	In the papers Bisnis Indonesia and Investor Daily on 30 July 2013

RIGHTS OF MINORITY SHAREHOLDERS

The Company exercises the following in order to ensure the implementation of the rights of minority shareholders as set forth in its Articles of Association:

1. The opportunity to actively participate in the voting during AGM.
2. The right for information about procedures including voting procedures either in writing (the AGM Rules) or delivered orally by the Chairman of the General Meeting of Shareholders during the AGM.
3. Equal rights as that of principal shareholders, whereby every one (1) share is granted one (1) voting right.
4. The right to make decisions at an Independent AGM.
5. Equal access to the Company's public information.
6. Equal rights in the Company through the issuance of new shares with Pre-emptive Rights.
7. Minority shareholders either individually or collectively representing one tenth of all shares issued by the Company have the right to propose an AGM Agenda item, nominate candidates for the Directors and the Board of Commissioners.
8. In any decision-making in every agenda of the AGM, minority shareholders are given the opportunity to ask questions, or voice an opinion including "agree/disagree/abstain", including to approve or not approve the proposed remuneration of Directors, the Board of Commissioners and Sharia Supervisory Board.

The Minutes of the AGM are made notarial, and include not only proposals and the Meeting's decisions but also answers the management gave for questions asked during the meeting and shareholder's vote (majority and minority) administered by the Company and subsequently published on the Company's website.

RELATIONS BETWEEN DIRECTORS AND BOARD OF COMMISSIONERS

The Directors and the Board of Commissioners have guidelines and work guideline in the form of a Charter which is binding upon every member of the Directors and the Board of Commissioners, including describing responsibilities, obligations, powers, rights, ethics and guidelines for Directors and Board of Commissioners meetings and procedures and work relationships between the two Boards.

BOARD OF COMMISSIONERS

The Board of Commissioners shall carry out supervisory duties and provide advice to Directors regarding the implementation of the duties and responsibilities of Directors. In fulfilling its duties and responsibilities, the Board of Commissioners shall act independently.

Board of Commissioners Composition

Bank Indonesia GCG regulation states that the Board of Commissioners shall at least consist of three members and at most equal to the number of Directors. At least one member of the Board of Commissioners must reside in Indonesia and at least 50% of the members of the Board Commissioners are independent. Bank Indonesia Regulation on Foreign Worker states that at least 50% of the Board members are Indonesian citizens.

CIMB Niaga has complied with this regulation as four of its Commissioners reside in Indonesia and four are independent. Besides, 50% of the members of the Board are Indonesian citizens.

In harmony with the principles of the ASEAN Corporate Governance Scorecard, the Board of Commissioners also has:

1. 2 female members of the Board of Commissioners one of whom is an Independent Commissioner (minimum 1 female Independent Commissioner)
2. There are 8 members of the Board of Commissioners (minimum of 5 and a maximum of 12) with
3. a majority of the Commissioners having banking work experience.

Member of the Board of Commissioners in the Year 2013:

For the period January - March 2013

1. President Commissioner: Dato' Sri Nazir Razak;
2. Vice President Commissioner:
Glenn Muhammad Surya Yusuf;
3. Independent Commissioner: Roy Edu Tirtadji;
4. Independent Commissioner: Sri Hartina Urip Simeon;
5. Independent Commissioner: Ananda Barata;
6. Independent Commissioner: Zulkifli M. Ali;
7. Commissioner: Joseph Dominic Silva;
8. Commissioner: Hamidah Naziadin;

For the Period of April - December 2013

1. President Commissioner: Dato' Sri Nazir Razak;
2. Vice President Commissioner:
Glenn Muhammad Surya Yusuf;
3. Independent Commissioner: Roy Edu Tirtadji;
4. Independent Commissioner: Sri Hartina Urip Simeon;
5. Independent Commissioner: Zulkifli M. Ali;
6. Independent Commissioner: Pri Notowidigdo;
7. Commissioner: Joseph Dominic Silva;
8. Commissioner: Hamidah Naziadin;

All of these Commissioners have met all qualifications as set forth in article 110 of the Company's Law, Bank Indonesia Regulation on Commercial Banks No 11/1/PBI/2009 Article 27, Bank Indonesia Regulation no 12/23 / PBI/2010 regarding Fit & Proper Test, Bank Indonesia Regulation No 9/8/PBI/2007 regarding employment of Foreign Workers and Knowledge Transfer Program, and Bapepam-LK regulation No. IX.1.6 which is an attachment of the Decision of Chairman of Bapepam-LK. No. Kep-45/PM/2004 regarding Directors and Commissioners at Issuers and Public Companies.

The Board of Commissioner Charter is continuously updated with improvements and adjustments made pursuant to Indonesia's prevailing rules and regulations. The Charter is a work guide which binds all Commissioners.

Independence of the Members of the Board of Commissioners

Commissioners of CIMB Niaga shall not have familial, financial, management, and stock ownership relationships with each other and with members of the Directors.

Family and Financial Relationships

Name	Family Relationship with						Financial Relationship with					
	Board of Commissioners		Directors		Controlling Shareholders		Board of Commissioners		Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Board of Commissioners												
Dato' Sri Nazir Razak	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Glenn Muhammad Surya Yusuf	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Roy Edu Tirtadji	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Sri Hartina Urip Simeon	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Zulkifli M. Ali	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Pri Notowidigdo	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Joseph Dominic Silva	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Hamidah Naziadin	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓

A Commissioner may only assume another position as a member of a board of commissioners or directors, or executive officer in one non-financial organization/company, or as a member of a board of commissioners or directors, or executive officer and assumes a supervisory function in one non-bank subsidiary in which the Bank has major control.

A member of the Board of Commissioners may also hold a different position assigned to him/her by the Bank's shareholders in a company within the Group; and/or in a non-profit organization or institution, as long as the relevant Commissioner does not neglect his/her duties and responsibilities as a member of the Bank's Board of Commissioners.

Currently, none of the members of Board of Commissioners has another position in subsidiaries of CIMB Niaga.

The table below shows the concurrent position of Commissioners at other companies.

No	Name	Position at CIMB Niaga	Position at Other Company	Company/Organization
1	Dato' Sri Nazir Razak	President Commissioner	Chief Executive Officer	CIMB Group Holdings Berhad
			Deputy Chairman	CIMB Investment Bank
			Deputy Chairman	CIMB Bank Berhad
			Deputy Chairman	CIMB Islamic
			Deputy Chairman	Malaysian Electronic Payment System (1997) Sdn Bhd (MEPS)
			Advisory Board	Pride Foundation
				Rahah Foundation
				World Islamic Forum Foundation (WIEF)
				IIF Emerging Markets Advisory Council
				Asia Business Council
			Member of Honour	CPA Australia
			Member	Securities Commission – Capital Market Advisory Council
				Bursa Malaysia – Securities Market Consultative Panel Committee
			Executive Committee	BNM – Malaysia International Islamic Financial Centre
			Chairman	EPF – Risk Investment Panel
			Member	EPF – Investment Panel
Mastercard Asia/ pacific Regional Advisory Panel				
Advisory Committee	CIMB Securities International PTE LTD			
Member	Kuala Lumpur Business Club			

No	Name	Position at CIMB Niaga	Position at Other Company	Company/Organization
2	Glenn Muhammad Surya Yusuf	Vice President Commissioner	Independent Non Executive Director	CIMB Group Holdings Berhad
			Commissioner	PT Surya Citra Media Tbk
3	Roy Edu Tirtadji	Independent Commissioner	Commissioner	PT Jababeka Tbk
4	Sri Hartina Urip Simeon	Independent Commissioner	Director	PT Mitra Bhadra Consulting
			Audit Committee Member	PT Multi Bintang Indonesia Tbk
5	Zulkifli M. Ali	Independent Commissioner	Independent Non Executive Director	Turbo Mech Berhad
6	Pri Notowidigdo	Independent Commissioner	Managing Partner	Amrop
			Advisor	Cordys, Service Software Platform, Jakarta
			Advisor	Insight Alpha, Business Intelligence, Jakarta
			Advisor	Indonesian Institute for Management Development, Jakarta
7	Joseph Dominic Silva	Commissioner	Executive Director	Khazanah Nasional Berhad
			Director	Greatville Pte Ltd – SG (held via Santubong Ventures Sdn Bhd)
			Director	PT Pantai Damai – IND (held via Santubong Ventures Sdn Bhd)
			Director	Satang Investment Ltd
			Director	Tanjung Jara Investment Limited – HK
			Director	ASTRO Holdings Sdn Bhd (held via Pantai Cahaya Bulan Ventures Sdn Bhd)
			Director	CIMB Bank Berhad
			Director	Iskandar Malaysia Studios Sdn Bhd
			Director	Khazanah India Advisors Pte Ltd
Director	IDFC Ltd			
8	Hamidah Naziadin	Commissioner	Group Chief People Officer	CIMB Group Holdings Berhad

Duties and Responsibilities

- The Board of Commissioners is to perform its duties and responsibilities independently.
- The Board of Commissioners has to ensure that the principles of Good Corporate Governance are properly applied in all of the Company's main business activities at all levels and at least cover:
 - The execution of duties and responsibilities of the Board of Commissioners and the Directors;
 - The adequacy and implementation of duties of committees and working units undertaking the function of internal control;
 - The implementations of compliance function, internal auditor, and external auditor;
 - The implementation of risk management including making sure that internal control systems are in place;
 - Credit distribution to related parties and exposures to large funds;
 - The Company's strategic planning;
 - Transparency of the Company's financial and non-financial conditions.
- The Board of Commissioners must direct, monitor and evaluate the implementation of the Company's strategic policies.
- The Board of Commissioners shall monitor the implementation of anti fraud strategy.
- In monitoring as explained in item 3, the Board of Commissioners shall direct, monitor, and evaluate the Bank's strategic policy application.
- The Board of Commissioners shall refrain from taking part in operational decision making process, except in:
 - Funds raising for credit to be distributed to related parties as stipulated in Bank Indonesia regulations regarding Commercial Banks Legal Lending Limits; and
 - Other matters stipulated in the Company's Articles of Association or applicable rules and regulations.
- Decision making is part of the supervisory function of the Board of Commissioners; however it does not waive the Company's Directors management roles.
- Board of Commissioners must ensure that the Directors follow up audit results and recommendations from Internal Audit, external auditors, monitoring results of Bank Indonesia and/or of other regulatory bodies.

9. The Board of Commissioners must follow up audit findings within seven working days by preparing reports on:
 - a. Any violation against financial and banking laws and regulations; and
 - b. Any condition or a condition having potential to harm the Company's businesses.
 10. The Board of Commissioners is obliged to form at least the following committees:
 - a. Audit Committee
 - b. Risk Monitoring Committee
 - c. Nomination and Remuneration Committee
 11. Members of the Committees described in item (7) above are appointed by the Directors, based upon a resolution made in a Board of Commissioners' meeting.
 12. The Board of Commissioners shall ensure that committees established as stipulated in item 9 have performed effectively.
 13. The Board of Commissioners shall make time to perform its duties and responsibilities optimally.
 14. The Board of Commissioners shall conduct active monitoring on Compliance Function by:
 - a. Evaluating the implementation of Compliance Function at least twice a year.
 - b. Giving advice in order to improve the quality of the Bank's Compliance Function.
 15. Based on item 14, The Board of Commissioners gives advice to the President Director to improve the quality of Compliance Function implementation.
- Authority**
1. In carrying out its duties, the Board of Commissioners is entitled to obtain expert assistance for a specified period.
 2. The Board of Commissioners at any time during office hours Company is entitled to enter the Company's buildings and yard or other premises and has the right to examine all books, letters and other evidence, to check and match cash and other matters and has the right to know all the actions implemented by the Directors.
 3. The Board of Commissioners reserves the right to get clarification on all matters relating to the Bank's operations and its subsidiaries as well as matters relating to the ethics of the Company.
 4. The Board of Commissioners by decision of the Board of Commissioners reserves the right to temporarily dismiss any member of the Directors in accordance with the provisions of Article 106 paragraph (1) of the Company Law, that says that any member of the Directors may be removed temporarily by the Board of Commissioners for a specified reason. Henceforth, referring to Article 106 paragraph (4), that says: within a period of 30 (thirty) days after the date of suspension a GSM shall be held, and pursuant to Article 106 paragraph (6) the GSM shall revoke or reaffirm the suspension.
 5. Pursuant to Article 118 Paragraph (2) of the Company Law, in the event that the Board of Commissioners has to assume the Company's management under a certain situation and for a certain period, it will be subject to all regulations concerning the rights, authorities and responsibilities of the Directors of the Company.
 6. Pursuant to the Company's Articles of Associations, in the event that there is only one member of the Board of Commissioners due to the absence of the other members, he/she shall also perform and exercise all roles and authorities of the President Commissioner or other members of the Board as described in the Company Articles of Association.
 7. Pursuant to Article 15.3 of the Company Law actions to be taken by the Directors as described below in items (i) and (ii) and/or have a value exceeding those determined in the Company's policies must be approved by the Board of Commissioners:
 - (i) Actions that are beyond the Company's core business in financial/banking:
 - a. Purchase or by other means acquire immovable properties (including title to land and/or buildings);
 - b. Dispose or by other means transfer ownership of immovable properties (including a title to land and/or buildings);
 - c. Participate in partially or completely releasing rights in a company or other type of institution including but not limited to establishing a new company or closing down a subsidiary.
 - (ii) Carry out business activities not constituting everyday operations of the Company as a financial/banking institution on the account of their infrequency, and/or having transactional value higher than a certain nominal value. Some of the actions are:
 - a. borrow money or issue debenture which does not constitute the Company's daily business activities;
 - b. write off and/or charge off debts;
 - c. Make temporary investments and/ or purchase a debtor's assets for protective purpose.
 8. The Board of Commissioners has the authority to approve certain policies referring to stipulation set by relevant authorities.

Focus Control Board of Commissioners in the Year 2013

The focus and supervision work plan of the Board of Commissioners is prepared as a guide that was mutually agreed upon and serves as the basis for the schedule of Board meetings and joint meetings with the Directors.

The Board of Commissioners continues to support efforts to improve GCG implementation and promote corporate culture. Priority is given to business target achievements by observing risk management, internal control and compliance aspects. Through its committees the Board of Commissioners gives recommendations and input on various aspects of business and the Company's supporting businesses. In addition, the Board of Commissioners pays visits to employees in many regions.

In 2013, the Board of Commissioners decided to focus supervisory function on several important aspects which included:

1. Analyzed, gave advice, and with the Directors approved the Bank's 2013 Business Plan (RBB) and its revisions in late June 2013 and did the same for the Bank's 2014 Business Plan submitted to Bank Indonesia in November 2013. The Board of Commissioners also monitored, analyzed and advised on the Company's strategic plan, which is the development of high-margin businesses; diversification of income sources; growth of low-cost funds; transforming sales and service; increased efficiency, and resource development human resources.
2. Assessed corporate action plan in 2013, which was a Sustainable Bond Issuance by Public Offering, the Implementation of the Annual General and Extraordinary Meetings of Shareholders, granted approval for capital increase in subsidiaries, PT CIMB Niaga Auto Finance (CNAF), PT Kencana Internusa Artha Finance (KITAF) and an increase in investments in PT CIMB Sun Life (CSL).
3. Periodically, the Board of Commissioners reviewed the Company's financial performance, and invited Business Units or areas in meetings to deliver their respective performances.
4. In line with Bank Indonesia, the active supervision of risk management becomes the focus of the Board of Commissioners, including the level of health-related self-assessment using a risk-based banks-Bank Rating (RBBR). During 2012 through Risk Monitoring Committee, studies on risk management were made covering credit risk; market risk; liquidity risk; operational risk; legal risk; reputation risk; strategic risk, and compliance risks.
5. Ensured that the Directors had followed up audit findings and recommendations of the Internal Audit Unit, including making improvements based on findings from external audit examinations, audits performed by Indonesia and audits performed by Bank Negara Malaysia.
6. Related to liquidity both in Rupiah and U.S. Dollar, the Board of Commissioners regularly received ALCO reports to get a clear picture of the Company's structures of funding, liquidity and funding strategy.
7. The Board of Commissioners reviewed GCG Assessment Report, related party transactions, and conducted a review on Charters of Committees of the Board of Commissioners, namely the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee (Nomrem) to conform to the latest regulations and conducted Board Effectiveness Assessment.
8. The Board of Commissioners received report investment plans (operating plans) and achievements with regards to operations and information technology, which includes the realization in 2012 and plans for 2013.
9. Monitored operational risks at the Company, including non-performing loans (NPLs), impaired loans, and fraud.
10. The Board of Commissioners gave approval for review and recommendation of the Nomination and Remuneration Committee in nominating members of the Directors, the Sharia Supervisory Board and an independent party that proposed as a Member of the Audit Committee, Risk Monitoring Committee and the Nomination and Remuneration Committee. Included are changes related to remuneration and compensation for the Boards of Commissioners, Directors and Sharia Supervisory Board.
11. Related to Human Resources, the Board of Commissioners through the Nomination and Remuneration Committee monitored Human Resources policy and function and risk management with regards to outsourcing.
12. Through the Audit Committee and Risk Monitoring Committee, the Board of Commissioners evaluated the implementation of the Company's Compliance function and gave relevant suggestions and advice.
13. Through Risk Monitoring Committee recommended a thorough review of existing products and new products to be launched.
14. In order to support the effective implementation of the duties and responsibilities of the Board of Commissioners, in each meeting the Board received reports from each committee, namely: the Audit Committee, Risk Monitoring Committee and the Nomination and Remuneration Committee.

Recommendations of the Board of Commissioners

Supervision and advice of the Board of Commissioners was addressed through the Audit Committee, Risk Monitoring Committee and Nomination and Remuneration Committee, which are presented and discussed at the Board of Commissioners meeting. A number of important recommendations for 2013 can be summarized as follows:

1. Gave input and approved the Company's corporate plan for 2013 which included: Issuance of Sustainable Bond Phase II through Public Offering Sustainable to the amount of Rp1.45 trillion, the Implementation of the Annual General Meeting and Extraordinary Meeting of Shareholders and gave approval for the increase in capita in subsidiaries, namely PT CIMB Niaga Auto Finance (CNAF) to the amount of Rp300 billion, in PT Kencana Internusa Artha Finance (KITAF) to the amount of 74.93 billion and increased its investment in PT CIMB Sun Life (CSL) to the amount of Rp1.88 billion.
2. Provided input on the Company's financial targets, including net interest margin, non-performing loans and watch list of accounts, loan to deposit ratio, productivity, and market competition. The Board of Commissioners has been supporting the Company's strategy to continue to grow focusing on high margin business such as micro-finance, credit cards, personal loans and vehicle financing, with due regards to and maintaining the quality of the assets in each business at manageable level.
3. The Board of Commissioners gave input regarding the increase of cheap funds (CASA) and fee income both by developing the Company's services into more convenience transactions via CIMB@Work, CIMB@BizChannel, increased trade finance transactions, more competitive remittance transactions, value chain and Sharia Banking business service improvement through leverage models, as well as through the development of branchless banking, including increasing the number of ATM & CDM, improved features in CIMB Go Mobile and CIMB Clicks and video banking.
4. Periodically examined efforts to achieve cost efficiencies through the promoted Smart Spending culture and Go Green initiative that focuses on Reduce, Reuse, Recycle, including efficient use of paper, the use of auto switch on for office lights, and more efficient use of air conditioner.
5. Reviewed and discussed the macro-economy and mining and coal industry, as well as new regulations passed by Bank Indonesia, to see who they might impact the Company's business and action plans. The Board of Commissioners also advised on strategies to improve cross-selling and accelerate the Company's credit approval process.
6. Based on the input of the Audit Committee, the Board of Commissioners provided recommendations to the Directors, including:
 - The results of the review of the financial information that will issued by a be Publicly Listed Companies issued to the public and / or the authorities, among others, financial statements, projections, and other statements relating to financial information of the Issuer or Public Company;
 - The results of the review of adherence to laws and regulations relating to the position of the Company as the issuer;
 - Independent opinion in the event of disagreements between management and the Public Accountant for services rendered;
 - The appointment of Accountant is based on independence, the scope of assignment, and fees;
 - A review of the conduct of the internal audit and oversee the implementation of follow-ups by the Directors on the findings of the internal auditor;
 - Review of complaints relating to accounting and financial reporting processes;
 - With regard to the potential conflict of interest;
 - The Implementation and deployment of fraud strategy and detection;
 - Provided input for improvement in the implementation of programs at the Company's Whistle Blowing System.
7. Through the Nomination and Remuneration Committee, the Board of Commissioners made several recommendations, including:
 - Related to the policy, nomination and/or replacement of members of the Board of Commissioners and the Directors as well as the Sharia Supervisory Board (DPS) to be submitted to the General Meeting of Shareholders and Independent Parties to be nominated as members of the Audit Committee, Risk Monitoring Committee and the Nomination and remuneration Committee.
 - In relation to remuneration policy, s regarding the remuneration policy for the Board of Commissioners, Sharia Supervisory Board and the Directors to be submitted to the General Meeting of Shareholders; remuneration policy and framework for Executive Officers and employees as a whole that has been approved by the Directors.

- Changes related to the remuneration policy and the compensation for the Board of Commissioners, Directors and Sharia Supervisory Board.
 - Manpower policy and HR management functions that contain risks with significant impacts on the Company, including the Company's growth in the future.
 - Related to responsibility to implement effective risk management in conducting outsourcing.
8. Based on input from the Risk Monitoring Committee, the Board provided recommendations to the Directors:
- Related to risk management, asset quality, the Bank's health status, and results of the stress test.
 - Related to the Bank's risk management policies required including Funding Contingency Plan, the evaluation of the suitability of risk management policy implementation with the implementation of such policy and evaluation of the implementation of the Risk Management Committee and the Risk Management Unit.
 - Related to the Financial Statements and discussed ongoing initiatives/projects especially in terms of their risk implication to the Bank and the Bank Business Plan for the Year 2014.
 - Related aspects of risks in new products and activities including evaluating framework of product Post Implementation Review (PIR), reviewing strategies to improve CASA and fee income for commission from risk-based perspective especially their implications on liquidity and financing.
- Related to strategies to handle and settle Impaired accounts and NPL and recovery plan/strategy.
 - Related to reputation risk by monitoring customer complaints and regulator submitted and forwarded to the Board to be immediately assessed in terms of risks faced.
 - Related to the implementation of good corporate governance, including compliance with the policies and provisions of the rules and regulations including new BI regulations.
 - Related adequacy of SOP/KDPO, internal control system and risk mitigation plans at business units and discussed lessons that can be learned from previous cases to prevent them from recurring.
 - Related to significant findings in risks and the implementation of risk policies, including investigation results and follow-up improvements and mitigation.
 - Information Technology (IT) and Control Infrastructure in Operations & IT, including IT preparation for security system.
9. Pursuant to the Company's Articles of Association, the Board of Commissioners approved the proposed action against substandard loans, restructuring and credit losses above the agreed limits. In addition, the Board gave approval for loans to related parties to comply with Bank Indonesia regulations.

The Board of Commissioners members' attendance at Meetings

For the period January - March 2013

No.	Name	Meetings			
		Board of Commissioners (3 times)	Audit Committee (4 times)	Risk Monitoring Committee (2 times)	Nomination and Remuneration Committee (4 times)
1.	Dato' Sri Nazir Razak	3	Non Member	Non Member	Non Member
2.	Glenn Muhammad Surya Yusuf	3	Non Member	3	Non Member
3.	Roy Edu Tirtadji	3	Non Member	3	4
4.	Sri Hartina Urip Simeon	3	Non Member	3	4
5.	Ananda Barata	3	4	Non Member	4
6.	Zulkifli M. Ali	3	4	3	Non Member
7.	Joseph Dominic Silva	3	4	Non Member	4
8.	Hamidah Naziadin	3	Non Member	Non Member	4

For the Period April - December 2013

No.	Name	Rapat			
		Board of Commissioners (9 times)	Audit Committee (9 times)	Risk Monitoring Committee (9 times)	Nomination and Remuneration Committee (9 times)
1.	Dato' Sri Nazir Razak	8	Non Member	Non Member	Non Member
2.	Glenn Muhammad Surya Yusuf	9	Non Member	9	Non Member
3.	Roy Edu Tirtadji	9	9	Non Member	Non Member
4.	Sri Hartina Urip Simeon	9	9	Non Member	Non Member
5.	Pri Notowidigdo	9	Non Member	Non Member	9
6.	Zulkifli M. Ali	9	Non Member	9	9
7.	Joseph Dominic Silva	7	Non Member	8	Non Member
8.	Hamidah Naziadin	6	Non Member	Non Member	8

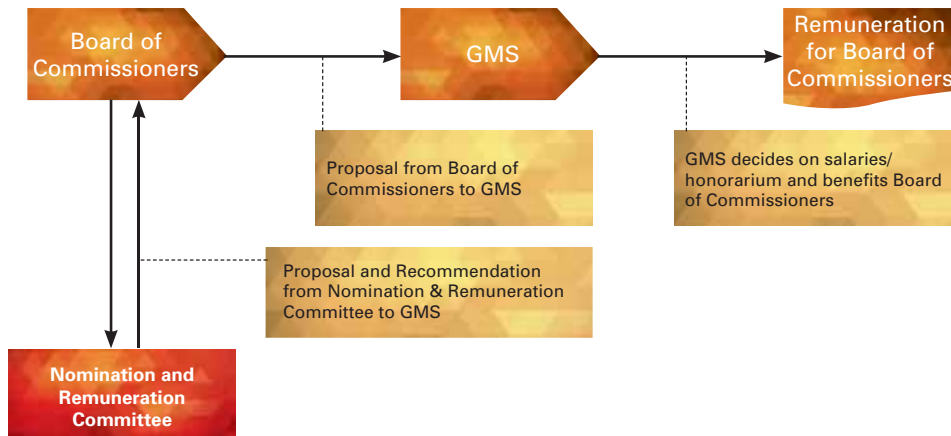
Note: Most of the Members of the Board of Commissioners attended at least 6 meetings during the year.

Term of Office of the Board of Commissioners

No.	Name	Position	Term of Office			
			A/EGM Approval	BI Approval	Reappointment	Validity
1	Dato' Sri Nazir Razak	President Commissioner	EGM 26 January 2012	No. 14/40/GBI/DPIP/Rahasia, dated 1 May 2012	28 March 2013	AGM closing for Fiscal Year 2013 held in 2015
2	Glenn Muhammad Surya Yusuf	Vice President Commissioner	EGM 26 January 2012	No. 14/57/GBI/DPIP/Rahasia, dated 18 June 2012	28 March 2013	
3	Roy Edu Tirtadji	Commissioner (Independent)	EGM 26 January 2012	No. 10/156/GBI/DPIP/Rahasia, dated 14 October 2008	28 March 2013	
4	Sri Hartina Urip Simeon	Commissioner (Independent)	EGM 4 September 2007	No. 9/144/GBI/DPIP/Rahasia, dated 28 September 2007	28 March 2013	
5	Zulkifli M. Ali	Commissioner (Independent)	EGM 18 July 2008	No. 10/156/GBI/DPIP/Rahasia, dated 14 October 2008	28 March 2013	
6	Joseph Dominic Silva	Commissioner	AGM 30 April 2009	No. 11/106/GBI/DPIP/Rahasia, dated 18 August 2009	28 March 2013	
7	Hamidah Naziadin	Commissioner	AGM 25 March 2010	No. 12/112a/GBI/DPIP/Rahasia, dated 27 August 2010	28 March 2013	
8	Pri Notowidigdo*	Commissioner (Independent)	AGM 28 March 2013	No. 15/114/GBI/DPIP/Rahasia dated 26 November 2013	-	

* Appointed at AGM held on 28 March 2013 effective 26 November 2013

Remuneration Approval Procedure for Members of the Board of Commissioners



Board of Commissioners' Remuneration

No	Type of Remuneration and Other Facilities	Amount Received in 1 Year	
		Number	Million Rupiah
1	Remuneration (salary, routine allowance, tantiem, and other facilities received in cash)	9	14,930.76
2	Other facilities in form of in-kind (housing, transportation, health insurance, etc.) * :	-	-
	a. Can be owned	-	-
	b. Cannot be owned	-	-
Total		9**	14,930.76

Type of Remuneration per person in 1 year	Number of Board of Commissioners **
Above Rp2 billion	3
Above Rp1 billion - Rp2 billion	5
Above Rp500 million - Rp1 billion	1
Below Rp500 million	-

* In Rupiah equivalent

** Including one ex-Commissioner

Assessment of Board of Commissioners Performance

Performance appraisal of the Board of Commissioners is conducted annually. Each member of the Board applies self-assessment method in which they fill out questioners with scores. The objective is to evaluate the effectiveness of performance of the Board of Commissioners. The scope of scoring is as follow:

Range of Score	Description
4	Excellent
3	Satisfactory
2	Fair
1	Poor

The questionnaire consists of 7 sections, including Board of Commissioners structure, accountability and audit, and interaction and communication with management and stakeholders. The results of self-assessment on the performance of the Board of Commissioners in 2013 scored 3.83.

Report of the Board of Commissioners on its supervisory duties is delivered to the Company through the Corporate Secretary not later than 2 (two) months after the reporting date to be further attached in the Annual Report and submitted to the Annual General Meeting of shareholders for approval and distributed to relevant external parties pursuant to prevailing laws and regulations. Discussion and request for shareholders' approval at the AGM regarding the implementation of the supervisory duties of the Board of Commissioners will be done by the President Commissioner or other members of the Board of Commissioners appointed through Meeting / Circular of the Board of Commissioners.

Training Participation

No	Name	Workshop/Sharing Knowledge	Time and Place of Event
1	Dato' Sri Nazir Razak	CIMB Group: 5th Annual Malaysia Corporate Day	7 January 2013 (Kuala Lumpur, Malaysia)
		CIMB's Asia Pacific Investor Conference	4 - 5 March 2013 (New York)
		CIMB Group: Briefing on Financial Services Act (FSA) and Islamic Financial Services Act (IFSA)	11 March 2013 (New York)
		Credit Suisse: 15th Asian Investment Conference	19 - 20 March 2013 (Hong Kong)
		Asia Business Council's 2013 Spring Forum	22 - 23 March 2013 (Langkawi, Malaysia)
		BNM Dialogue Session on Financial Services Bill 2012 & Islamic Financial Bill 2012	2 April 2013 (Kuala Lumpur, Malaysia)
		ASEAN Banking Solutions	23 April 2013 (Kuala Lumpur, Malaysia)
		GCG Socialization	25 April 2013 (Makassar)
		The Islamic Financial Services Board (IFSB): Pre-Summit events (Speaker)	16 May 2013 (Kuala Lumpur, Malaysia)
		Invest Malaysia 2013	13 June 2013 (Kuala Lumpur, Malaysia)
		CIMB Annual Asia Pacific Conference 2013	19 - 20 June 2013 (Kuala Lumpur, Malaysia)
		UNIRAZAK-CIMB Leadership Series (Speaker)	17 July 2013 (Kuala Lumpur, Malaysia)
		Network ASEAN Forum	22- 23 August 2013 (Singapura)
		Macquarie ASEAN Conference	29 August 2013 (Singapura)
		The Singapore Summit – Connecting Asia and the World	21 September 2013 (Singapura)
		CLSA Conference	26 September 2013 (Hong Kong)
		SC: World Capital Markets Symposium 2013	22 - 23 October 2013 (Kuala Lumpur, Malaysia)
		5th Global Malaysia Series (Speaker)	29 October 2013 (Kuala Lumpur, Malaysia)
		Credit Suisse 4th Annual Emerging Markets Leadership Forum	5 – 6 November 2013 (Kuala Lumpur, Malaysia)
		CIMB Group Annual Management Summit	22 - 23 November 2013 (Kuala Lumpur, Malaysia)
Network ASEAN Forum	29 November 2013 (Kuala Lumpur, Malaysia)		

No	Name	Workshop/Sharing Knowledge	Time and Place of Event
2	Glenn Muhammad Surya Yusuf	CIMB Group: Briefing on Financial Services Act (FSA) and Islamic Financial Services Act (IFSA)	11 March 2013 (Kuala Lumpur, Malaysia)
		CIMB Group: Shariah Governance Framework Briefing 2013	3 April 2013 (Kuala Lumpur, Malaysia)
		GCG Socialization	25 April 2013 (Makassar)
		Risk Posture Workshop	10 September 2013 (Kuala Lumpur, Malaysia)
		CIMB Group Annual Management Summit	22 - 23 November 2013 (Kuala Lumpur, Malaysia)
3	Roy Edu Tirtadji	GCG Socialization	25 April 2013 (Makassar)
4	Sri Hartina Urip Simeon	The Amrop Asia-Pacific Regional Meeting	18 February 2013 (Jakarta)
		Macro Economic Outlook	11 September 2013 (Jakarta)
		CIMB Niaga Economic Outlook 2014	10 October 2013 (Jakarta)
5	Zulkifli M. Ali	Workshop Internal Audit "Strive for Excellence"	29 January – 1 February 2013 (Bogor)
		Leadership Execution Seminar for CIMB Niaga Senior Leaders	29 August 2013 (Jakarta)
		CIMB Niaga Economic Outlook 2014	10 October 2013 (Jakarta)
6	Pri Notowidigdo	Risk Management Certification Level 1	4 May 2013 (Jakarta)
		Risk Management Certification Level 2	15 June 2013 (Jakarta)
		Breakfast Dialogue: Should we be afraid of turbulent times? A Corporate Governance Perspective on Risk Management"	11 October 2013 (Jakarta)
		Leader's Talk Session with Dr. Mochtar Riady – A Founder and Chairman of Lippo G	13 November 2013 (Jakarta)
7	Joseph Dominic Silva	Increasing Complex Risk Environment for Insurers (Conducted by: Milliman Asia)	4 March 2013 (Kuala Lumpur, Malaysia)
		Internal Capital Adequacy Assessment (ICAAP) briefing	5 March 2013 (Kuala Lumpur, Malaysia)
		Briefing on Financial Services Act (FSA) and Islamic Financial Services Act (IFSA)	11 March 2013 (Kuala Lumpur, Malaysia)
		Shariah Governance Framework Briefing 2013	3 April 2013 (Kuala Lumpur, Malaysia)
		GCG Socialization	25 April 2013 (Makassar)
		BNM FIDE Core Programme – Module A	2-5 September 2013 (Kuala Lumpur, Malaysia)
		CIMB Group: Risk Posture Workshop	10 September 2013 (Kuala Lumpur, Malaysia)
		BNM FIDE Core Programme – Module B	30 September - 2 October 2013 (Kuala Lumpur, Malaysia)
		APEC 2013 CEO Summit Indonesia in Bali	5 – 7 October 13 (Bali)
CIMB Group Annual Management Summit	22 - 23 November 2013 (Kuala Lumpur, Malaysia)		

No	Name	Workshop/Sharing Knowledge	Time and Place of Event
8	Hamidah Naziadin	Keynote speaker in UM Economics Convention -Theme: "transforming Malaysia into a High Income Nation: Prepping the Human Capital"-	23 February 2013 (Kuala Lumpur, Malaysia)
		Speaker - PwC, GE & TalentCorp / Exclusive Talk on What Keeps your employees happy?	17 April 2013 (Kuala Lumpur, Malaysia)
		Branch Manager Certification Programme	23 April 2013 (Kuala Lumpur, Malaysia)
		GCG Socialization	25 April 2013 (Makassar)
		Speaker - Malaysian Institute of Corporate Governance / speak at National HR Management Conference 2013	22 May 2013 (Kuala Lumpur, Malaysia)
		Speaker - PwC / HR Leaders Symposium – Asia	28 May 2013 (Singapura)
		Seminar - IAG Agile Leaders Programme	6 June 2013 (Kuala Lumpur, Malaysia)
		ACCA-Sunway TES Students' Conference - Theme: Connect to your Future	24 August 2013 (Kuala Lumpur, Malaysia)
		Invitation to speak at The Asian Institute of Finance (AIF) International Symposium 2013: Changing Face of Talent (topic: Sucession Planning: Be Proactive, Not Reactive)	29 August 2013 (Kuala Lumpur, Malaysia)
		Conduct Training - Engagement Module TCM Level 2	18 September 2013 (Kuala Lumpur, Malaysia)
		Panel discussion on "Creating an adequately appealing career path - can that help organisations retain the talent of Gen Y?"	9 October 2013 (Kuala Lumpur, Malaysia)
		APAC Human Resource Management in Financial As speaker, topic: Mind the gap: Engaging Gen Y and Gen X towards operational Excellence	9 October 2013 (Kuala Lumpur, Malaysia)
		MINDA and GE Breakfast Forum - "Creating a culture that drivers leadership, innovation and growth"	29 October 2013 (Kuala Lumpur, Malaysia)
		ACCA ASEAN Learning Conference. As panellist at 1st plenary panel discussion on "Optimising Talents: Linking Industry to Education"	4 December 2013 (Vietnam)
CIMB Group Orientation	6 February, 4 March, 7 May, 2 July, 19 September, 13 November 2013 (Kuala Lumpur, Malaysia)		

Commissioner Shareholding in the Company

Based on the Special Register records (list of shareholding of the Boards of Commissioners and Directors and their families in both the Company and other companies), which is updated every six (6) months or whenever there is a change, no member of the two boards hold shares at the Company as per 31 December 2013.

Shareholding in Other Companies

Based on the record of Special Register as per 31 December 2012, and in accordance with Bank Indonesia, members of the two Boards either individually or jointly have no more than 25% of the paid up capital of any other company. The Company has complied with this stipulation.

Shareholding that Reaches 5% or More of the Paid Up Capital at Other Companies

Name	Other Company	Other Banks	Financial Institutions Non-Bank	Note
BOARD OF COMMISSIONERS				
Dato' Sri Nazir Razak	-	-	-	None
Glenn Muhammad Surya Yusuf	-	-	-	None
Roy Edu Tirtadji	-	-	-	None
Sri Hartina Urip Simeon	-	-	-	None
Zulkifli M. Ali	-	-	-	None
Pri Notowidigdo	-	-	-	None
Joseph Dominic Silva	-	-	-	None
Hamidah Naziadin	-	-	-	None

Audit Committee Report

AUDIT COMMITTEE REPORT

The Audit Committee is a Committee established to support the Board of Commissioners in effectively and independently discharging its oversight Duties and Responsibilities

Composition, Expertise, and Independence

The composition of Audit Committee is as follow:

For the period January – March 2013

- Zulkifli M. Ali, Chairman (Independent Commissioner)
- Ananda Barata, Member (Independent Commissioner)
- Joseph Dominic Silva, Member (Commissioner)
- Sukrisno Agoes, Member (Independent Party)
- Jusuf Halim, Member (Independent Party)
- Binhadi, Member (Independent Party)

For the Period of April - December 2013

- Roy Edu Tirtadji, Chairman (Independent Commissioner)
- Sri Hartina Urip Simeon, Member (Independent Commissioner)
- Mawar IR Napitupulu, Member (Independent Party with expertise in finance and accounting)
- Shariq Mukhtar, Member (Independent Party with expertise in banking)
- Darminto, Member (Independent Party with expertise in finance and accounting)
- Sumantri Slamet, Member (Independent Party with expertise in banking)

Membership, composition and independency criteria of the above Audit Committee have complied with Bank Indonesia and Financial Services Authority (OJK) regulations. The Committee consists of an Independent Commissioner as Chairman and independent parties who have expertise in financial or accounting and knowledge about law or banking. Most of the members are independent professionals.

Duties and Responsibilities

In line with the Audit Committee Charter, the Audit Committee conducts its duties and responsibilities independently with professionalism and due care. While the Directors is responsible for ensuring proper financial reporting and adequacy of internal control, compliance and risk management system, the Audit Committee supports the Board of Commissioners in evaluating and monitoring financial reporting process, internal and external audit processes to secure strong Good Corporate Governance practices.

The Audit Committee's main duties is to review and secure:

1. Adequacy and integrity of internal control, management information system and governance.
2. Proper planning and implementation of the internal audit function.
3. Objective and independent external audit work in accordance with professional standards.
4. High quality financial reporting.
5. A culture of discipline and control awareness.

Pursuant to OJK regulation No. Kep-643/BL/2012 dated 7 December 2012, the tasks of the Audit Committee in addition to the above mentioned also include:

- a. reviewing financial information which will be released by a publicly listed company to the public and/or authorities such as financial reports, projections, and other statements relating to financial information;
- b. reviewing compliance with legislation related to activities carried out by a publicly listed company;
- c. giving independent opinion when there are disagreements between management and the appointed accountant for services the latter provides;
- d. giving recommendations to the Board of Commissioners on the appointment of public accountant based on independence, the scope of the audit work, and fee;
- e. reviewing the inspection by the internal auditor and overseeing the implementation of follow-ups by the Directors based on findings from the internal auditors;
- f. examining complaints relating to accounting and financial reporting for a publicly listed company;

- g. Analyzing and giving advice to the Board of Commissioners related to potential conflict of interest in a publicly listed company, and
- h. keeping the confidentiality of the documents, data and information of a publicly listed company.

The Audit Committee Charter is reviewed annually and was last amended on 26 June 2011. This charter is subject to changes due to issuance of new regulations.

Focus in 2013

During 2013, the Audit Committee set out to conduct an evaluation on the following matters:

1. The objectivity and transparency of the process of preparing financial statements.
2. The reliability of corporate governance, risk management, compliance and control structure to support business development.

3. The effectiveness of governance, compliance and internal control.
4. The effectiveness of the implementation of fraud detection and prevention strategies.

Meetings in 2013

Audit Committee held 14 meetings in 2013, which included the ratification of the previous meeting, discussion of things that need to be followed up from the previous meeting and other matters that require further attention.

As stipulated in the Charter, the Audit Committee shall meet at least once in every three months. Meetings can only be held when attended by at least 51% of total members, including an Independent Commissioner and Independent Parties.

Attendance of each member is as follows:

For the period January - March 2013

Meeting Frequency	Zulkifli M. Ali	Ananda Barata	Joseph Dominic Silva	Sukrisno Agus	Jusuf Halim	Binhadi
Attendance at Audit Committee Meeting	4	4	4	4	4	4
Physical Attendance	4	4	3	4	4	4
Participation through technology, teleconference or telepresence	-	-	1	-	-	-

For the Period April - December 2013

Meeting Frequency	Roy Edu Tirtadji	Sri Hartina Urip Simeon	Mawar IR Napitupulu	Shariq Mukhtar	Darminto	Sumantri Slamet
Attendance at Audit Committee Meeting	9	9	9	7	9	9
Physical Attendance	7	9	9	6	9	9
Participation through technology, teleconference or telepresence	2	-	-	1	-	-

Meetings throughout 2013 included the following:


1. Meeting with the Finance Director and executive officers to:
 - Review financial statements including financial statements presentation, the application of accounting and compliance with the generally accepted accounting principles.
 - Review the financial performance and the adequacy of the publication of the financial statements and reporting to the authorities.
2. Meeting with the Head of Internal Audit Unit to:
 - Discuss the audit plan, scope and findings, the revised audit plan, audit follow-up procedures and the adequacy of internal control systems,
 - Achievement of Key Performance Indicator (KPI) of the Internal Audit per semester.
 - Discuss recommendations from Bank Indonesia, Bank Negara Malaysia and the Public Accounting Firm.
3. Meeting with Compliance Director to:
 - Discuss progress of audit follow-ups every quarter by Bank Indonesia and Bank Negara Malaysia.
 - Discuss Compliance Director reports to Bank Indonesia, including the implementation of PPT APU, as well as the implementation of whistle blowing program.
 - Discuss risk of compliance in the area of human resources, fines to Bank Indonesia, and follow-ups of findings by Bank Indonesia. Moreover discussed were experiences from previous cases.
4. Meeting with Public Accountant to discuss the scope of the audit, the audit plan, audit findings and management letter has been submitted.
5. Meeting with Directors and related work units to ensure the adequacy of internal control system in the management of non-performing assets, non-performing financing (NPF) Sharia, Rahn business, asset quality of Mikro Laju and key project status in 2013, particularly in the Group Financial Management System (GFMS).

The Audit Committee periodically reports its activities and gives recommendations to the Boards of Commissioners and Directors.



Roy Edu Tirtadji

Chairman (Independent Commissioner)



Sri Hartina Urip Simeon

Member (Independent Commissioner)



Mawar I.R. Napitupulu

Member (Independent Commissioner)



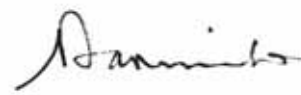
Sumantri Slamet

Member (Independent)



Shariq Mukhtar

Member (Independent)



Darminto

Member (Independent)

Audit Committee Profile



Shariq Mukhtar
Member

**Sri Hartina Urip
Simeon**
Member

Roy Edu Tirtadji
Chairman

Darminto
Member

**Mawar I.R.
Napitupulu**
Member

Sumantri Slamet
Member

Roy Edu Tirtadji

Chairman

Chairman of the Audit Committee since March 2013. He also serves as Independent Commissioner of CIMB Niaga. Detailed profiles are listed in the Board of Commissioners.

Sri Hartina Urip Simeon

Member

Member of the Audit Committee since March 2013. She also serves as Independent Commissioner of CIMB Niaga. Detailed profiles are listed in the Board of Commissioners.

Mawar I.R. Napitupulu

Member

Indonesian citizen, 50 years old. Has served as a Member of the Audit Committee since March 2013.

She previously served as a Member of Risk Monitoring Committee during November 2008 - February 2013. In July 2001 - March 2006 she served as Member of the Audit Committee of CIMB Niaga.

She currently serves as Senior Managing Partner at the Accounting Firm RSM Aryanto, Amir Jusuf, Mawar and Saptoto (RSM AAJ Associates), Honorary Chairwoman of Profession - Indonesian Institute of Certified Public Accountants, as well as faculty in the Department of Accounting, Faculty of Economics, University of Indonesia.

She earned an MBA Degree in Finance from the Katholieke Universiteit Leuven, Belgium, in 1990, a Bachelor Degree in Accounting from the Faculty of Economics, University of Indonesia, 1986.

Shariq Mukhtar

Member

U.S. citizen, 58 years old. Has served as a Member of the Audit Committee of CIMB Niaga since March 2013 and as a member of the Risk Monitoring Committee.

Currently, he is the owner of Solution Finders Management Consultants (SFMC). He began his career in the banking sector in April 1986 at Citibank in several countries with several functional positions such as Vice President Marketing Director at Citibank Indonesia, Head of Regional Marketing at ABN AMRO - Asia Pacific Region, Singapore since July 1999 - December 2000, Senior Vice President - Cards Business Manager at Citibank, NA Taiwan in Jan 2001 - November 2004, CEO of Consumer Banking at Citibank, NA Thailand in December 2004 - September 2005, Citi Country Officer at Citibank, NA Indonesia in October 2005 - August 2011 and Managing Director at Citibank, NA Singapore in September 2011 - June 2012.

He earned his Bachelor Degree in Economics from the University of Minnesota, Minneapolis with Public Accountant Certificate. He was also the chairman of the Foreign Bankers Association of Indonesia in 2010-2011.

Darminto

Member

Indonesian citizen, 60 years old. Has served as a Member of the Audit Committee since March 2013.

Currently he also serves as Independent Member of the Audit Committee of PT Bank Negara Indonesia (Persero) Tbk since 2008. Previously, he was an Independent Member of the Audit Committee of PT Indonesia Infrastructure Finance (IIF) and PT Garuda Indonesia (Persero). He is also experienced as a corporate executive in the textile industry and services company rating agency. In addition, he also worked as a financial consultant at Deloitte Touche Tohmatsu.

His permanent position is a lecturer at the Faculty of Economics, the Universitas Indonesia for Corporate Finance and Investment Management. His highest position at the University of Indonesia was Deputy Vice Dean II.

He earned his Bachelor Degree in Economics from the University of Indonesia, a Master of Business Administration (MBA) from the State University of New York, and a Doctorate degree from the Faculty of Economy the University of Indonesia.

Sumantri Slamet

Member

Indonesian citizen, 59 years old. Has served as Member of the Audit Committee since 2013 and is also a member of the Nomination & Remuneration Committee.

Prior to August 2013, he served as Head of Project Finance and Head of Investor Relations of PT Medco Energy International Tbk and Managing Directors of several subsidiaries of PT Medco Energy International Tbk overseas.

He also served as Director of the PT Surya Citra Media Tbk and its subsidiary PT Surya Citra Televisi (SCTV) during 2005 through 2008. Prior to that from 1999 to 2004 he served as Vice Chairman of Bank Restructuring Agency (BPPN). He previously served as Managing Director of PT Kliring Deposit Efek Indonesia, and CEO of PT Kustodian Depositori Efek Indonesia during 1996-1998. He was also appointed as a member of the Board of Commissioners of PT Bank Central Asia Tbk (BCA), PT Astra International Tbk, PT Bank International Indonesia (BII) and Trimegah. When he was Commissioner at BII, he was concurrently a Member of the Nomination and Remuneration and also Chairman of the Audit Committee. Similarly, while serving as Commissioner at Trimegah he also was Chairman of the Audit Committee.

He earned his Bachelor Degree from the Faculty of Mathematics and Natural Sciences of the University of Indonesia in 1978. He completed his Master of Science Degree in 1981 and in 1983 and his Ph.D. in Computer Science from the University of Illinois at Urbana Champaign.

Risk Monitoring Committee Report

RISK MONITORING COMMITTEE

The Risk Monitoring Committee (KIPER) is a Committee formed by the Board of Commissioners to assist the Board in performing its risk monitoring responsibilities with regards to risk management.

Composition, expertise, and Independence

The composition of KIPER is as follow:

For the period January - March 2013

- Roy Edu Tirtadji, Chairman (Independent Commissioner);
- Sri Hartina Urip Simeon, Member (Independent Commissioner);
- Zulkifli M. Ali, Member (Independent Commissioner);
- Glenn M.S. Yusuf, Member Commissioner);
- Mawar I.R. Napitupulu, Member (Independent Party);
- Jusuf Halim, Member (Independent Party).

For the Period of April - December 2013

- Zulkifli M. Ali, Chairman (Independent Commissioner);
- Glenn M.S. Yusuf, Member (Independent Commissioner);
- Joseph Dominic Silva Member (Independent Commissioner);
- Ananda Barata, Member Independent Party);
- Binhadi, Member (Independent Party);
- Shariq Mukhtar, Member (Independent Party)

Membership, composition, and independency criteria of the above KIPER membership have complied with Bank Indonesia Regulations. Pursuant to Bank Indonesia Regulations, KIPER must at least consist of an Independent Commissioner as Chairman, an independent party who has

expertise in finance, and an independent party who has expertise in risk management. The number of Independent Commissioners and Independent Parties combined must represent 51% of all members of the KIPER.

The Risk Monitoring Committee Charter is reviewed annually and was last amended on 26 July 2013.

Duties and responsibilities

KIPER conducts its duties and responsibilities in a professional and independent manner without intervention from any party that does not comply with regulations.

KIPER is mainly tasked to monitor the implementation of principles and key risks management practices within the Bank's risk management framework, specifically to:

1. Ensure that risk management implementation conforms to risk management policies.
2. Monitor and evaluate the implementation of tasks of the Risk Management Committee (RMC) and Risk Management Unit.

Meetings in 2013

As stipulated in the Charter, the KIPER shall meet at least 10 times a year. Meetings can only be held when attended by at least 51% of total members, including an Independent Commissioner and Independent Parties. In 2013, the KIPER conducted 12 meetings with 10 agenda discussed in each meeting.

The record of attendance of each member is as follows:

For the period January - March 2013

Meeting Frequency	Roy Edu Tirtadji	Sri Hartina Urip S.	Zulkifli M. Ali	Glenn M.S Yusuf	Jusuf Halim	Mawar IR Napitupulu
Attendance at Risk Monitoring Committee Meeting	3	3	3	3	3	3
Physical Attendance	3	3	3	3	3	3

For the period April - December 2013

Meeting Frequency	Zulkifli M. Ali	Glenn M.S Yusuf	Joseph D. Silva	Ananda Barata	Binhadi	Shariq Mukhtar
Attendance at Risk Monitoring Committee Meeting	9	9	8	9	9	7
Physical Attendance	9	8	2	9	9	6
Participation through technology, teleconference or telepresence	-	1	6	-	-	1

Meetings throughout 2013 included the following activities:

1. Provided input to the Board of Commissioners to focus on oversight role in 2012.
2. Met with the Risk Management Unit to:
 - Monitor risk management, the Bank's soundness, and findings from stress test and submitted reports and recommendations to the Board of Commissioners on significant issues that require its attention in carrying out oversight duties and in providing advice to the Directors.
 - Reviewed policies related to risk management including policies for Funding Contingency Plan, evaluation on the suitability of the risk management policy implementation and monitoring and evaluation of the implementation of tasks of the Risk Management Committee and the Risk Management Unit.
 - Gave recommendations to the Board of Commissioners with regards to risk management policies made by the Directors.
3. Held meetings with the Finance Director and finance executives to:
 - Review financial statements and discuss about on going strategic initiatives/projects and their implications to the Bank.
 - Review the Bank Business Plan for 2014.
4. Meeting with the Directors and work units to:
 - Monitor the risk aspects of products and activities including evaluating product Post Implementation Review (PIR) framework.
 - Review strategy and business plan to improve Current Account and Savings Account (CASA) and fee income over the Commission from risk based perspective of particularly the impacts of risks on liquidity and financing.

- Evaluate management strategies and settlement of accounts and plans/strategy for Impaired accounts and NPL.
- Evaluate reputation risk by monitoring customer and regulator complaints a copy to the Board of Commissioners.
- Monitor and evaluate the implementation of good corporate governance, including compliance with the policies and provisions of legislation including BI's new regulations.
- In addition, the Risk Monitoring Committee also monitors the adequacy of the Standard Operating Procedure (SOP), internal control system and risk mitigation plan within business unit as well as discuss the lessons that can be learned from previous cases to prevent them from recurring.

Discussion with the Director and work units or officials, among others held with Commercial Banking and Sharia Banking, Consumer Banking, Securities Services, Treasury, and subsidiaries.

5. Held meetings with the Internal Audit Unit to review significant findings related to risks and the application of risk policies, including reports on findings from investigation and corrective actions as follow-ups and risk mitigation undertaken.
6. Held meetings with IT work Unit to monitor the implementation of Business Continuity Management, Information Technology Governance Process and other risks related to Information Technology.

Risk Monitoring Committee periodically reports its activities and gives recommendations to the Board of Commissioners.



Zulkifli M. Ali

Chairman (Independent Commissioner)



Glenn M.S. Yusuf

Member (Independent Commissioner)



Joseph Dominic Silva

Member (Independent Commissioner)



Ananda Barata

Member (Independent)



Binhadi

Member (Independent)



Shariq Mukhtar

Member (Independent)

Risk Monitoring Committee Profile



Ananda Barata
Member

Glenn Muhammad
Surya Yusuf
Member

Shariq Mukhtar
Member

Zulkifli M. Ali
Chairman

Binhadi
Member

Joseph Dominic
Silva
Member

Zulkifli M. Ali

Chairman

Chairman of the Risk Monitoring Committee since March 2013 and also a member of the Nomination & Remuneration Committee. He also serves as Independent Commissioner of CIMB Niaga. His full profile is available in the profile of the Board of Commissioners.

Glenn Muhammad Surya Yusuf

Member

Member of Risk Monitoring Committee since March 2013. He also serves as Vice President Commissioner of CIMB Niaga and Non-Executive Independent Director of CIMB Group Holdings Berhad, Malaysia. His detailed profile is available in the BOC Profile.

Joseph Dominic Silva

Member

Member of Risk Monitoring Committee since March 2013. He also serves as Commissioner of CIMB Niaga. His detailed profile is available in the BOC Profile.

Ananda Barata

Member

Indonesian citizen, 54 years old. Has served as member of Risk Monitoring Committee since March 2013 and also a member of the Nomination & Remuneration Committee.

Previously he served as Director of Operations & IT (2007-2008), as Commissioner (2003-2007), and as Independent Commissioner (2008-2013) during which time he also served as Member of the Audit Committee and the Nomination and Remuneration Committee. He also served as Director of PT Perusahaan Pengelola Aset (Persero) in 2004-2007; Head of Restructuring at Bank Restructuring Agency (IBRA) during 2000-2004. In addition, he also has held various executive positions at PT Bank Universal, PT Bank Nusa Nasional, and Chase Manhattan Bank, NA.

He earned his Bachelor Degree in Business Administration majoring in Finance from the American University, Washington DC, USA.

Binhadi

Member

Indonesian citizen, 78 years old. Member of Risk Monitoring Committee since March 2013.

Currently he also serves as Commissioner of AJB Bumiputera 1912, Vice Chairman of the Sub - Committee on Corporations - National Committee on Governance, Honorable faculty member of the Indonesian Banking Development Institute and the Indonesian Banking School and a lecturer at the Institute for the Commissioner and Director of Indonesia. Had a vast experience at Bank Indonesia with his last position as Member of the Board of Directors (Deputy Governor) and at several commercial banks and financial institutions including Bank Niaga and Commissioner of Bank Mandiri.

He earned his Bachelor Degree in Business Administration from the Universitas Tujuh Belas Agustus 1945, Jakarta in 1964.

Shariq Mukhtar

Member

U.S. citizen, 58 years old. Has served as a Member of the Audit Committee of CIMB Niaga since March 2013 and as a member of the Risk Monitoring Committee.

Currently, he is the owner of Solution Finders Management Consultants (SFMC). He began his career in the banking sector in April 1986 at Citibank in several countries with several functional positions such as Vice President Marketing Director at Citibank Indonesia, Head of Regional Marketing at ABN AMRO - Asia Pacific Region, Singapore since July 1999 - December 2000, Senior Vice President - Cards Business Manager at Citibank, NA Taiwan in Jan 2001 - November 2004, CEO of Consumer Banking at Citibank, NA Thailand in December 2004 - September 2005, Citi Country Officer at Citibank, NA Indonesia in October 2005 - August 2011 and Managing Director at Citibank, NA Singapore in September 2011 - June 2012.

He earned his Bachelor Degree in Economics from the University of Minnesota, Minneapolis with Public Accountant Certificate. He was also the chairman of the Foreign Bankers Association of Indonesia in 2010-2011.

Nomination and Remuneration Committee Report

The Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NomRem) was formed by the Board of Commissioners to assist the Board in supervising the implementation of Nomination and Remuneration policies for Directors and employees pursuant to the Company's Deeds and Bank Indonesia Regulations.

Composition, Expertise, and Independence

The composition of NomRem Committee is as follow:

For the period of January - March 2013

- Sri Hartina Urip Simeon, Chairman (Independent Commissioner).
- Roy Edu Tirtadji, Member (Independent Commissioner).
- Ananda Barata, Member (Independent Commissioner).
- Joseph Dominic Silva, Member (Commissioner).
- Hamidah Naziadin, Member (Commissioner).
- Eric G. Kosasih (Human Resources Executive), effectively serving as a member and secretary of the Committee since 1 January 2013

For the Period of April - December 2013

- Pri Notowidigdo, Chairman (Independent Commissioner), effective as Chairman of during the Meeting NomRem held on 17 December 2013
- Zulkifli M. Ali , Member (Independent Commissioner), as interim chairman until NomRem meeting held on 27 November 2013
- Hamida Naziadin, Member (Commissioner)
- Ananda Barata, Member (Independent Party)
- Sumantri Slamet , Member (Independent Party)
- Eric G. Kosasih (Human Resources Executive Officer)

Membership, composition, and independency criteria of the above NomRem Committee have complied with Bank Indonesia Regulations. According to Bank Indonesia Regulations, the NomRem must at least consist of an Independent Commissioner, a Commissioner and an Executive Officer who is in charge of Human Resources or serves as an employee representative. The Committee must consist of at least three members. In the case when the Committee has more than three members, it should have at least two Independent Commissioners. The Chairman of the Committee must be an Independent Commissioner. Independent Commissioners and Independent Parties combined must represent at least 51% of all members of the NomRem.

The NomRem Committee conducts its duties and responsibilities in a professional pursuant to prevailing rules and regulations.

In line with the ASEAN Corporate Governance Scorecard, a majority of the composition of the NomRem Committee are independent parties (4 independent and 2 non independent) and is chaired by an independent party.

The NomRem Committee Charter is reviewed annually and was last amended 26 July 2013.

Duties and Responsibilities

The main duties and responsibilities of the NomRem Committee to ensure as follows:

The Committee is tasked to give recommendations to the Board of Commissioners including but not limited to the following:

1. In connection with the remuneration policy:
 - a. To evaluate the remuneration policy;
 - b. To evaluate the compatibility between the remuneration policy with the implementation of the policy;
 - c. To give recommendations to the Board of Commissioners with regards to:
 - The remuneration policy for Board of Commissioners, Sharia Supervisory Board and the Directors to be submitted to the General Meeting of Shareholders (GMS), and
 - The framework of the remuneration policy for Executive Officers and the entire employees has been approved by the Directors
2. In connection to nomination policy:
 - a. To prepare and give recommendations about system and procedure for replacement of members of Board of Commissioners, Directors and Sharia Supervisory Board to be submitted to the General Meeting of Shareholders;
 - b. To give recommendations on prospective members of Board of Commissioners and Directors and Sharia Supervisory Board to be submitted to the General Meeting of Shareholders ;
 - c. To give recommendations on independent parties nominated for as members of the Audit Committee and the Risk Monitoring Committee.

3. The Committee shall ensure that the remuneration policy with at least respect to:
 - a. financial performance and the fulfillment of reserve as stipulated in prevailing rules and regulations;
 - b. individual job performance;
 - c. reasonableness of the peer group, and
 - d. consideration of the Company's long-term goals and strategies.
4. In the case of members of the Committee having a conflict of interest with a recommended proposal, then the proposal should disclose the conflict of interest along with considerations underlying the proposal.
5. On the authority granted by the GMS, the Committee conducts a review, and provides advice and recommendations to Board of Commissioners about changes related to remuneration and compensation policies for members of Board of Commissioners, Directors, and Sharia Supervisory Board
6. Make evaluations and provide recommendations to the Board of Commissioners about manpower policy and HR management function that contain significant risks including in the Company's future growth.
7. Assist Board of Commissioners in its active oversight function in order to meet the responsibility to implement effective risk management in outsourcing in accordance with its scale, characteristics, and complexity, that at least include:
 - a. Approve and evaluate policies including improvements in outsourcing policy, and
 - b. Evaluate the accountability of Directors on risk management in outsourcing.
8. Give recommendations to the Board of Commissioners with regard to independent parties nominated as members of the Audit Committee, Risk Monitoring Committee and the Nomination and Remuneration Committee.
9. Develop guidelines for and rules of the Committee (the Charter) and conduct a review at least once 3 in years.

As stipulated in the Charter, the NomRem Committee shall meet at least 10 times a year. Meetings can only be held when attended by at least 51% of the total members, which includes an Independent Commissioner and an Executive HR. In 2013, the NomRem Committee held 13 meetings with 6-8 meeting agenda items in each meeting.

The attendance record of each member is as follows.

For the Period January - March 2013

Meeting Frequency	Sri Hartina Urip Simeon	Roy Edu Tirtadji	Ananda Barata	Joseph Dominic Silva	Hamidah Naziadin	Eric Kosasih
Attendance at Nomination and Remuneration Committee (4 times)	4	4	4	4*	4*	4
Physical Attendance	4	4	4	1	3	4
Participation through technology, teleconference or telepresence	-	-	-	3	1	-

For the Period April - December 2013

Meeting Frequency	Pri Notowidigdo	Zulkifli M. Ali	Hamidah Naziadin	Ananda Barata	Sumantri Slamet	Eric Kosasih
Attendance at Nomination and Remuneration Committee (9 times)	2	9	8*	9	9	9
Physical Attendance	2	9	6	9	9	9
Participation through technology, teleconference or telepresence	-	-	2	-	-	-

During 2013 the NomRem Committee has carried out its duties as follow:

1. Provide assessment and suggested nominees for members of the Board of Commissioners proposed by the shareholders after taking into account their skills, competencies, and experience. Further recommendations given to the Directors in order to be forwarded as an agenda at the GMS for approval. The GMS decision on the appointment of new members of
- the Boards of Commissioners and Directors are only effective upon approval from Bank Indonesia.
2. To evaluate and provide an assessment of Key Performance Indicators (KPI) of the members of the Directors based on achievement in each KPI component, and make recommendations for the preparation of the Directors KPI framework for 2014, by adding more weight of Risk Management aspect at all Directorates, adding more weight of Development HR aspect with

- a focus of measurement: employee retention, EEL, and coaching, and continuous improvement process. To give emphasis on efforts to conduct cross-selling and synergy through breakthroughs and innovation, as reflected in the improvement of business processes to support a strong foundation (such as, among others, CASA and Fee Income). The KPI for 2014 also emphasizes on the shared components of impartial targets and the appropriate weighting between business directorates and those supporting so both the success and failure of the Directorate Business can be sensed by Business Support Directorates to reach more optimum commitment.
3. Evaluate the compensation of the the Directors and the Board of Commissioners, with due regard to the internal balance and comparison with the market so as to encourage more optimum performance of the two Boards. Give recommendations on the framework of incentives for employees, the Directors and members of senior management in a balanced and reasonable way, by always upholding the principles of fairness and objectivity based on performance.
 4. Give recommendations on the Company's Vision, Mission and Values as part of a regional bank in the ASEAN region, but with considering CIMB Niaga as a local entity that has its own characteristics in a multi-local Indonesian market. Alignment of Vision, Mission and Values will then be reviewed by a team to be set formed in the year 2014 as a transition process to strengthen and build the right culture and sustainable goals.
 5. Give recommendations for the formulation of framework for clear policies and procedures with regards to employment of foreign Labor (TKA), who need to be distinguished as foreign workers occupying key positions the Bank's executive officers, or foreign workers assigned to support ongoing strategic projects and work as consultants. CIMB Niaga as a part of a regional bank in the ASEAN region, also has exchange programs and/or assignment of employees between countries, called GEM (Global Employee Mobility), which is a program that provides an opportunity for high outstandingly performing employees to have the opportunity to participate more within the ASEAN region through job assignments. The Nomination and Remuneration Committees also gives recommendations on the extension of contracts of foreign workers both as executive officers and consultants, to be submitted at the meeting of the Board of Commissioners and to Bank Indonesia for approval.
 6. Provide recommendations on the implementation of the new work grading referred to as the Universal Grading, a career and rotational platform that embraces the principle of equality among other countries in the ASEAN region and as a reference for organizational management, career planning, and employee development. Universal Grading was effective 1 October 2013.
 7. Give recommendations on the implementation of the Branch Manager Entrepreneur (BME) project in order to ensure better synergy between units at branches to encourage progressive productivity. To emphasize the necessity to monitor progress of financial and non-financial aspects (such as operational, control and risk management) in every quarter, and sharpen decision-making aspects of empowerment and relevant stakeholders at branches.
 8. Give recommendations on the framework of the implementation of regional leaders as the key persons in the area who represent the Bank to communicate with the local Regulators (BI, Department of Labor, and others), and is responsible for business development in a holistic and integrated manner in the region, covering not only consumer and SME business, but also other sectors such as commercial banking, corporate banking, transactional banking, and so on.
 9. Give recommendations on the implementation of Performance Management through simultaneous change management initiatives, involving 565 people as "Pioneers of Change" within all organizational units to ensure the same understanding towards the implementation of performance management model, covering not only KPI setting and evaluation of performance, but also an emphasis on the need for two-way communication.
 10. Give recommendations on the implementation of Risk Management framework to build risk awareness throughout the entire HR process, such as recruitment, KPIs, training and other interventions, rewards and sanctions.
 11. Give recommendations on the framework of both short- and long-term Strategic Workforce Planning, with the main objective to get the right size the organization capable of supporting the achievement of short- and long-term business goals.
 12. Give recommendations and review of Mikro Laju business model by analyzing aspects of leadership and employees to ensure that all outsourced employees go through a phase as trainees before recruited as permanent employees.

13. Give recommendations on the framework of Legal Transformation organization model.
14. Review the implementation of the policy of outsourcing.
15. Review and give recommendations on the proposed 2014 NRC Focus review, changing it from previously having 6 focuses to 5.
16. Give recommendations related to HR issues in general as the solution of problems related to industrial relations.

NomRem Committee regularly reports activities and recommendations to the Board of Commissioners.



Pri Notowidigdo

Chairman (Independent Commissioner)



Zulkifli M. Ali

Member (Independent Commissioner)



Sumantri Slamet

Member (Independent)



Ananda Barata

Member (Independent)



Hamidah Naziadin

Member (Commissioner)



Eric G. Kosasih

Member and Secretary of the Committee

Nomination and Remuneration Committee Profile



Ananda Barata
Member

Eric G. Kosasih
Member and Secretary of
the Committee

Zulkifli M. Ali
Member

Pri Notowidigdo
Chairman

Hamidah Naziadin
Member

Sumantri Slamet
Member

Pri Notowidigdo**Chairman**

Chairman of the Nomination and Remuneration Committee of CIMB Niaga since March 2013. He also serves as Independent Commissioner. His full profile is available in the profile of the Board of Commissioners.

Zulkifli M. Ali**Member**

Member of Nomination and Remuneration Committee of CIMB Niaga since March 2013 and serves as chairman of the Risk Monitoring Committee. He also serves as Independent Commissioner of CIMB Niaga. His full profile is available in the profile of the Board of Commissioners.

Hamidah Naziadin**Member**

Member of Nomination and Remuneration Committee of CIMB Niaga since March 2013. She also serves as Commissioner of CIMB Niaga. Her detailed profile is available in the profile of the Board of Commissioners.

Ananda Barata**Member**

Indonesian citizen, 54 years old. Has Served as Member of Risk Monitoring Committee since March 2013 and also a member of the Nomination & Remuneration Committee.

Previously he served as Director of Operations & IT (2007-2008), as Commissioner (2003-2007), and as Independent Commissioner (2008-2013) during which time he also served as Member of the Audit Committee and the Nomination and Remuneration Committee. He also served as Director of PT Perusahaan Pengelola Aset (Persero) in 2004-2007; Head of Restructuring at Bank Restructuring Agency (IBRA) during 2000-2004. In addition, he also has held various executive positions at PT Bank Universal, PT Bank Nusa Nasional, and Chase Manhattan Bank, NA.

He earned his Bachelor Degree in Business Administration majoring in Finance from the American University, Washington DC, USA.

Sumantri Slamet**Member**

Indonesian citizen, 59 years old. Has served as Member of the Audit Committee since 2013 and is also a member of the Nomination & Remuneration Committee.

Prior to August 2013, he served as Head of Project Finance and Head of Investor Relations of PT Medco Energy International Tbk and Managing Directors of several subsidiaries of PT Medco Energy International Tbk overseas.

He also served as Director of the PT Surya Citra Media Tbk and its subsidiary PT Surya Citra Televisi (SCTV) during 2005 through 2008. Prior to that from 1999 to 2004 he served as Vice Chairman of Bank Restructuring Agency (BPPN). He previously served as Managing Director of PT Kliring Deposit Efek Indonesia, and CEO of PT Kustodian Depositori Efek Indonesia during 1996-1998. He was also appointed as a member of the Board of Commissioners of PT Bank Central Asia Tbk (BCA), PT Astra International Tbk, PT Bank International Indonesia (BII) and Trimegah. When he was Commissioner at BII, he was concurrently a Member of the Nomination and Remuneration and also Chairman of the Audit Committee. Similarly, while serving as Commissioner at Trimegah he also was Chairman of the Audit Committee.

He earned his Bachelor Degree from the Faculty of Mathematics and Natural Sciences of the University of Indonesia in 1978. He completed his Master of Science Degree in 1981 and in 1983 and his Ph.D. in Computer Science from the University of Illinois at Urbana Champaign.

Eric G. Kosasih**Member and Secretary**

Has served as a Member and Secretary of the Nomination & Remuneration Committee of CIMB Niaga since January 2013. He is also the Company's HR Executive Officer.

His detailed profile is available in the Senior Executive Officer profile.

THE DIRECTORS

Requirements to Become Directors

The Directors of CIMB Niaga have met all requirements stipulated in regulation of Bank Indonesia and that of the Indonesian Financial Services Authority.

Bank Indonesia Regulation

No. 11/1/PBI/2009 as amended by PBI. No 13/27/PBI/2011 regarding Article 27, stipulating that member of the Directors shall meet the requirements of integrity, competence, and financial reputation.

No. 12/23/PBI/2010 regarding Fit & Proper Test). The incumbents shall pass a Fit & Proper Test and obtain approval from Bank Indonesia before assuming their respective posts and performing their duties and functions.

No. 9/8/PBI/2007 Chapter 8 regarding Employment of Foreign Workers and Knowledge Transfer Program in the Banking Sector. A Director of a foreign nationality must meet the following requirements:

- a. He/she must pass a Fit & Proper Test, and
- b. He/she must have knowledge about Indonesia, especially about its economy, culture and language.

CIMB Niaga has four Directors of foreign nationalities; Mohamed fadzil Sulaiman, Wan Razly Abdullah, Samir Gupta and Lo Nyen King all of whom have met the requirements.

Limited Liability Company Law and OJK Regulations

Requirements to become a Director are stipulated in Limited Liability company Law Article 93 and OKJ Regulations (Bapepam-LK Regulation No. IX.1.6.), which is an attachment to the Decision of Chairman of Bapepam-LK. No Kep-45/PM/2004 regarding Directors and Commissioners of Issuers and Public Companies, which include:

- possesses good character and morals;
- has not been declared bankrupt or was once a member of a Directors found guilty of causing bankruptcy to a company within a 5-year period prior to the appointment, and
- has not committed crime in the financial sector within 5 years prior to the appointment.

Directors shall refrain from directly or indirectly making untrue statements about material facts and are obliged to disclose truthful material facts about the condition of a publicly listed company when such statements are made.

Structure

1. President Director: Arwin Rasyid
2. Vice President Director : Daniel James Rompas
3. Vice President Director : Lo Nyen Khing
4. Director : Handoyo Soebali
5. Compliance Director : Lydia Wulan Tumbelaka
6. Director : Mohamed Fadzil Sulaiman
7. Director : Wan Razly Abdullah
8. Director : Rita Mas'Oen
9. Director : Samir Gupta
10. Director : Megawati Sutanto
11. Director : Harjanto Tanuwidjaja
12. Director : Vera Handajani

¹⁾ effective 15 January 2013

²⁾ effective 26 November 2013

The Directors has 12 members, four of whom are female and has met the principles of the ASEAN Corporate Governance Scorecard.

The Directors Independence

Currently, none of members of the Directors and/or members of the Board of Commissioners and the controlling shareholders has financial, management, shareholding or family relationships with each other.

Presented below is the table of financial and family relationships between members of the Board of Commissioners and the Directors and/or Controlling Shareholder of the Company.

Name	Family Relationship with						Financial Relationship with					
	Board of Commissioners		Directors		Other Shareholders		Board of Commissioners		Directors		Other Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Directors												
Arwin Rasyid	-	√	-	√	-	√	-	√	-	√	-	√
Daniel James Rompas	-	√	-	√	-	√	-	√	-	√	-	√
Lo Nyen Khing ¹⁾	-	√	-	√	-	√	-	√	-	√	-	√
Handoyo Soebali	-	√	-	√	-	√	-	√	-	√	-	√
Lydia Wulan Tumbelaka	-	√	-	√	-	√	-	√	-	√	-	√
Mohamed Fadzil Sulaiman	-	√	-	√	-	√	-	√	-	√	-	√
Wan Razly Abdullah	-	√	-	√	-	√	-	√	-	√	-	√
Rita Mas'Oen	-	√	-	√	-	√	-	√	-	√	-	√
Samir Gupta	-	√	-	√	-	√	-	√	-	√	-	√
Megawati Sutanto	-	√	-	√	-	√	-	√	-	√	-	√
Harjanto Tanuwidjaja	-	√	-	√	-	√	-	√	-	√	-	√
Vera Handajani ²⁾	-	√	-	√	-	√	-	√	-	√	-	√

¹⁾ effective 15 January 2013

²⁾ effective 26 November 2013

Reporting Duties of the Directors

Each member of the Directors shall disclose his or his family's share ownership of the Company or of any other company, which is to be recorded in a Special Report. This special report is updated once in every semester or when there is some change.

Term of Office

No	Name	Position	Term of Office			
			A/EGM Approval	BI Approval	Reappointment	Validity
1	Arwin Rasyid	President Director	EGM 18 July 2008	No. 10/137/GBI/DPIP/ Rahasia, date 16 September 2008	AGM 28 March 2013	AGM closing for Fiscal Year 2015 held in 2016
2	D. James Rompas *	Vice President Director	EGM 27 August 2009	No. 11/126/DPB3/ TPB3-3/Rahasia, date 9 September 2009	AGMn 28 March 2013	
3	Lo Nyen Khing	Vice President Director	EGM 29 October 2012	No. 15/9/GBI/DPIP/ Rahasia, date 15 January 2013	AGM 28 March 2013	
4	Handoyo Soebali	Director	EGM 18 July 2008	No. 10/156/GBI/DPIP/ Rahasia, date 14 October 2008	AGM 28 March 2013	
5	L. Wulan Tumbelaka	Director	EGM 19 December 2008	No. 11/12/GBI/DPIP/ Rahasia, date 4 February 2009	AGM 28 March 2013	
6	Mohamed Fadzil Sulaiman	Director	AGM 30 April 2009	No. 11/68/GBI/DPIP/ Rahasia, date 4 June 2009	AGM 28 March 2013	

No	Name	Position	Term of Office			
			A/EGM Approval	BI Approval	Reappointment	Validity
7	Wan Razly Abdullah	Director	EGM 27 August 2009	No. 11/106/GBI/DPIP/Rahasia, date 18 August 2009	AGM 28 March 2013	AGM closing for Fiscal Year 2015 held in 2016
8	Rita Mas'Oen	Director	EGM 27 August 2009	11/150/GBI/DPIP/Rahasia, date 16 November 2009	AGM 28 March 2013	
9	Samir Gupta	Director	EGM 15 December 2010	No. 13/23/GBI/DPIP/Rahasia, date 3 March 2011	AGM 28 March 2013	
10	Megawati Sutanto	Director	EGM 15 December 2010	No. 13/23/GBI/DPIP/Rahasia, date 3 March 2011	AGM 28 March 2013	
11	Harjanto Tanuwidjaja	Director	AGM 21 March 2012	No. 14/66/GBI/DPIP/Rahasia, date 17 July 2012	AGM 28 March 2013	
12	Vera Handajani	Director	EGM 26 July 2013	No. 15/113/GBI/DPIP/Rahasia, date 26 November 2013	-	

* First Appointed as the Company's Director in 2000

Duties and Responsibilities

1. The Directors is fully responsible for the management of the Company.
2. The Directors is obliged to manage the Company in line with its span of authorities and responsibilities as outlined in the Articles of Association. The Directors are mainly tasked to:
 - a. lead and manage the Company in line with the Company's objectives.
 - b. control, maintain and manage the Company's assets in the best interests of the Company.
 - c. establish an internal control structure, ensure the implementation of the internal audit function at every management level and follow up all internal audit findings in line with policies and directions given by the Board of Commissioners as part of general management practice specified in the Standard Implementation of the Internal Audit.
3. The referred management as noted in point (1) and (2) above must be sincerely and responsibly implemented.
4. Each Director is personally liable for any loss incurred by the Company when found guilty or proven to have intentionally failed his/her duties.
5. The Directors is obliged to implement GCG principles in each of the Company's business activities at all levels of the organization.
6. The Directors is obliged to follow up all audit findings and post-audit recommendations from the Internal Auditor, external auditors, Bank Indonesia and/or other relevant regulators.
7. As part of the implementation of Good Corporate Governance principles outlined in point (5), the Directors is required to form:
 - a. an Internal Audit Unit
Rotation or dismissal of the Chief Audit Executive must be reported to Bank Indonesia and OJK.
 - b. a Risk Management Unit and a Risk Management Committee
 - c. a Compliance Work Unit
8. The Directors is obliged to give account of the fulfillment of its duties to shareholders at the Annual General Meeting of Shareholders.
9. The Directors should refrain from authorizing any party(s) that may lead to transferring its duties and responsibilities.
10. The Directors should refrain from assigning an individual advisor and/or use professional service for consultative purposes except during a special project.

11. Each member of the Directors is allowed to hold another supervisory position at one of the Company's non-banking subsidiaries in which the Company has major control.
 12. The Directors must inform all employees about the Bank's HR strategic policies through well known and accessible media.
 13. The Directors must provide accurate, relevant and timely data and information to the Board of Commissioners.
 14. The Directors is accountable for every piece of information about the Company that is conveyed by the Corporate Secretary to the public.
 15. The Directors must:
 - a. Make a List of Shareholders, special lists, and minutes of GMS and those of Directors.
 - b. Publish the Company's Annual Report as described in Article 66 of the Company Law and Bank's financial statements as described in relevant laws regarding Company Document.
 - c. Keep all of the Bank's lists, minutes of meetings and other documents as outlined in points (a) and (b). Related to point (c), all reports, minutes of meetings, and others documents are to be kept and stored at the Bank's premises.
 16. Each member of the Directors must disclose his and/ or his family's share ownership at the Company or any other company. This share ownership will be recorded in a special list.
 17. A member of the Directors failing to comply with the above point (1) thus causing a loss to the Company will be held personally responsible.
 18. The Directors must obtain approval from the General Meeting of Shareholders when deciding to use more than 50% of Company's assets as collateral in a single or several transactions be such transactions are interrelated or not.
 - (i) Actions beyond the scope of normal business activity as in a financial institution:
 - (1) To purchase or by other means acquire assets (including ownership of land or/and building).
 - (2) To sell or by other means transfer ownership of assets (including ownership of land and building titles).
 - (3) Participate in or partially or completely releasing rights in a company or other type of institution including but not limited to establishing a new company or closing down a subsidiary.
 - (ii) Carry out business activities that do not constitute every-day operations as in a financial/banking institution on the account of their infrequency, and/or having transactional value higher than a certain nominal value. Some of the actions are:
 1. borrow money or issue a debenture that does not constitute the Company's daily business activities;
 2. write off and/or charge off debts;
 3. Make temporary investments and/ or purchase debtor's assets for protective purpose.
- The involvement of the Board of Commissioners as explained above does not remove any of the Directors' managerial responsibilities.
2. The rights to represent and take necessary measures on behalf of the Directors as well as the Company are collectively given to:
 - a. President Director and a Vice President Director; or
 - b. Two Vice President Directors; or
 - c. President Director and a Director; or
 - d. A Vice President Director and a Director; or
 - e. Two Directors in the absence of both the President Director and a Vice President Director.
 3. Pursuant to prevailing laws in the capital market, it takes approval from independent shareholders at the Annual General Meeting of Shareholders to make transactions deemed as containing conflict of interest between the Company and members of the Directors, members of the Board of Commissioners or major shareholders of the Company.
 4. When there is a conflict of interest between the Company and any member of the Directors, the Company will be represented by other members of the Directors; and in the case that the Company has a conflict of interest with all members of the Directors, the Bank will be represented by the Board of Commissioners, without violating the regulation contained in point (3).

Authority

1. To fulfill their duties, the Directors is authorized to represent the Company, both outside and inside a Court of Justice in all matters and in all cases that bind the Company and other party(s) or vice versa, and take management- and ownership-related actions; however, approval from the Board of Commissioners is still required when:
 - a. All measures taken by the Directors that pursuant to regulations require approval from the Board of Commissioners; or
 - b. All measures taken by the Directors in the following points (i) and (ii) that have exceeded or potentially exceed a certain value limit stated in the Bank policies require approval from the Board of Commissioners, for examples:

5. (1) Each member of the Directors is not authorized to represent the Company when:
 - a. there is a legal court action between him/her and the Company; or
 - b. he/she has a conflict of interest with the Company.
- (2) In a situation described in Point 1, those who are authorized to represent the Company are:
 - a. Members of the Directors who do not have a conflict of interest against the Company;
 - b. The Board of Commissioners when all members of the Directors have a conflict of interest against the Company; or
 - c. Other party(s) appointed by the GMS when all members of the Directors and all members of the Board of Commissioners have a conflict of interest against the Company.
6. The Directors may assign authority in writing to one or more employee(s) of the Company or to other party to act on behalf of the Company for a particular legal action specified in the proxy.
7. The Directors is not authorized to file bankruptcy for the Company to a Commercial Court before obtaining approval from GMS and should also refrain from neglecting the Liability Settlement Act regarding bankruptcy and suspension of payment when doing so.
8. Pursuant to BI Regulations, the Directors has the obligation to establish Executive Committees such as Asset & Liability Committee (ALCO), Risk Management Committee (RMC) and IT Steering Committee (ITSC).
9. The Directors also has the authority to establish additional Executive Committees when deemed necessary.

Duties and Responsibilities of Each Director

Arwin Rasyid – President Director

Main Duties: To establish the Company's long-term strategies, marketing strategies and product/service development to respond to market demands and needs of all business segments, also providing policy direction and guidelines for operational support and banking services, information technology, systems and procedures, as well as legal, financial and human resources aspects, and ensuring compliance in all banking operations in order for Company to keep up high ethical standards and comply with GCG principles and prudential banking practices.

Daniel James Rompas – Vice President Director & SMME Director

Main Duties: With the President Director establishes the Company's long-term strategy and assists him in the performance of duties directing the Directorate of Credit, SMME, and Operations & Information Technology to achieve targeted business growth, with due regards to prudential aspects, the implementation of all aspects in overall risk management policy and the Company's business process to achieve efficient and effective banking.

Lo Nyen Khing – Vice President Director & Corporate Banking Director

Main Duties: Help the President Director to set short- and long-term corporate strategies in marketing and product and service developments in Corporate Banking, Commercial Banking and Sharia Banking and Treasury and Capital Market to achieve the targeted business growth by providing innovative products without disregarding the prudential aspects in risk management for the accomplishment of efficient and effective banking business process.

Handoyo Soebali – Commercial Banking & Sharia Director

Main Duties: To provide strategic direction in marketing, product and service development, particularly in Commercial Banking segment, comprising High End and Sharia Business to achieve the targeted growth, profitability and competitive position in the market without disregarding the prudential aspects in risk management for the accomplishment of efficient and effective banking business process.

Lydia Wulan Tumbelaka - Compliance, Corporate Affairs & Legal Director

Main Duties: To formulate compliance strategy, including issues related to compliance policies and principles, as well as ensuring all the Company's internal regulations (policies, systems, procedures) are in line with the relevant rules and external regulations (those of Bank Indonesia, and/or other financial authorities). Also responsible for managing the Company's legal risk by keeping updated on progresses in the Capital Market especially those related to regulations, and providing services to the society in the form of information about the Company as a public entity, including keeping its good reputation, and serving as contact person that connects the Company with the public and the Government including through CSR programs.

Mohamed Fadzil Sulaiman - Treasury & Capital Market Director

Main Duties: To determine the direction and business strategy in marketing products of the Treasury & Capital Markets Directorate, and generate the best revenues possible through money market and capital market activities. To manage funding, liquidity, and liability to ensure prudence.

Wan Razly Abdullah - Strategy & Finance Director

Main Duties: To develop and monitor the implementation of business strategies and initiatives and budget for the achievement of the Company's vision and mission. To manage the financial performance of the Company with respect to productivity and efficient use of resources. To develop and manage the Company's management information systems and performance to be reported to relevant regulators and communicated to stakeholders. To formulate Capital and investment strategy to optimize the profitability of the Company and Total Shareholders' Return, ROA, and ROE. To monitor and plan effective financial management and ensure its execution in accordance with accounting practices and standards.

Rita Mas'Oen - Operations & IT Director

Main Duties: To determine long-term strategies and to direct Operations & IT Division to improve effectiveness and efficiency in managing reliable and accurate banking transactions while securing good flow of communication for users.

Samir Gupta - Sales & Distribution Director

Main Duties: To develop strategies in sales and cross selling products in branches throughout Indonesia and optimize market potential through sales of competitive and innovative banking products developed to reach the stated profitability without disregarding the prudential aspects in risk management for the accomplishment of efficient and effective banking business processes.

Megawati Sutanto - Credit Director

Main Duties: To provide strategic direction in all aspects of credit management, Credit Underwriting Standards in line with best practices; to review and continuously improve review and approval process of credit to increase effectiveness and efficiency in predetermined credit chain and maintain the quality of the loan portfolio as well as ensuring that business activities are carried out pursuant to the Company's policies and procedures and Code of Ethics.

Harjanto Tanuwidjaja - Human Resources Director

Main Duties: To provide strategic direction in human resource management and development to improve productivity and quality of human resources to support the achievement of the Company's business objectives, to ensure and maintain compliance with applicable labor regulations and corporate culture.

Vera Handajani - Risk Management Director

Main Duties: Together with President Director is to set long term corporate strategy and support the President Director in coordinating the Credit Directorate in order to achieve business growth while maintaining prudential aspects and realizing an efficient banking business process the Company's risk management and in achieving an efficient and effective banking process.

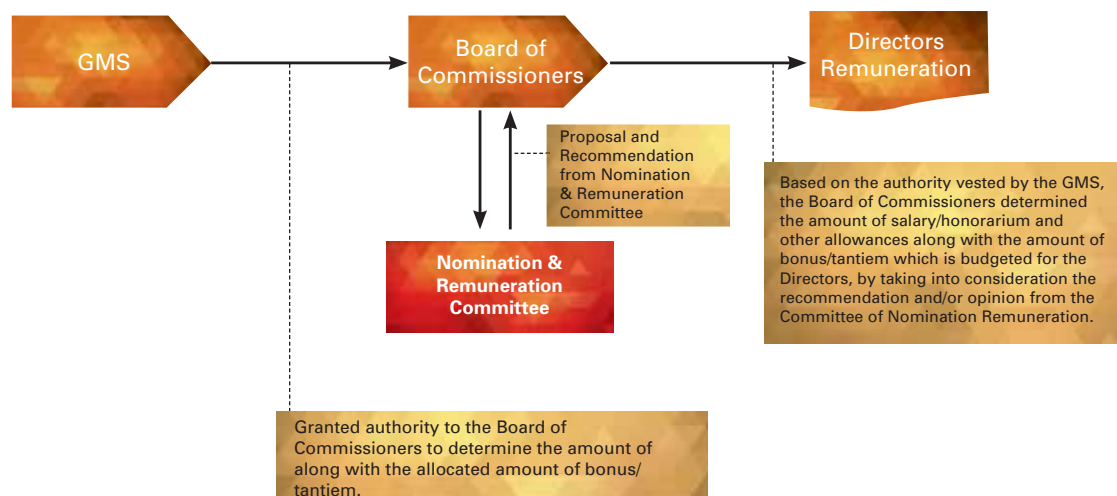
Directors Meeting**Table of Attendance at Directors Meetings**

Meeting Frequency	Arwin Rasyid	D. James Rompas	Lo Nyen Khing ¹⁾	Handoyo Soebali	L. Wulan Tumbelaka	M. Fadzil Sulaiman	Wan Razly Abdullah	Rita Mas'Oen	Samir Gupta	Megawati Sutanto	Harjanto Tanuwidjaja	Vera Handajani ²⁾
Directors Meeting 51 times	51	47	49	48	42	47	48	49	47	44	48	16

¹⁾ Appointed at the Extraordinary General Meeting of Shareholders held 29 October 2012 and effective through BI approval on 15 January 2013

²⁾ Appointed at the Extraordinary General Meeting of Shareholders held 26 July 2013 and effective through BI approval on 26 November 2013

Remuneration Approval Procedure for Directors



The amount of salary, fee, remuneration and benefits for members of the Directors are to be resolved in a GMS. When the Board of Commissioners decides to assign the GMS to determine the salaries of and benefits for the Directors, the GMS meeting will do so based on recommendations made by the Remuneration and Nomination Committee.

Remuneration for members of the Directors for their services as Commissioners in a non-bank subsidiary controlled by the Company shall be proposed to the Company for approval.

No	Type of Remuneration & Other Facilities	Amount Received in 1 Year	
		Person	Million Rupiah
1	Remuneration (salary, bonus, routine allowance, tantiem, and other facilities received in cash)	12	139,668.50
2	Other facilities in form of in-kind (housing, transportation, health insurance, etc.) * :		
	a. Can be owned	-	-
	b. Cannot be owned	-	-
Total		12	139,668.50

Type of Remuneration per person in 1 year	Number of Directors
Above Rp2 billion	12
Above Rp1 billion - Rp2 billion	-
Above Rp500 million - Rp1 billion	-
Below Rp500 million	-

* Equivalent to Rupiah

Assessment of Directors' Performance

CIMB Niaga has been applying the Balanced Scorecard to execute strategies and monitor performances. This is in line with the Company's policy to assess achievements and to give awards based on performance. To ensure that strategies are focused and well executed, strategic objectives are translated into Key Performance Indicators (KPI) to be collectively agreed by the Directors and implemented down to the lower levels.

KPI framework used by CIMB Niaga has been prepared in order to meet strategic objectives set out in the four Balanced Scorecard perspectives, namely Financial, Customer, Internal Process and People.

Directors' performance appraisal in 2013 was conducted based on collegial performance parameters and the performance of individual/sectoral. The performance appraisal has considered quantitative and qualitative factors. Furthermore, the basis of measurement of success can be reflected in the performance of the Directors of the Bank which includes aspects of risk profile, Good Corporate Governance (GCG), profitability and capitalization.

Performance appraisal system for members of Directors is prepared jointly by the Directors and approved or assessed by the Board of Commissioners through the Nomination and Remuneration Committee and the GMS. The scoring system is continuously enhanced in line with the Company's business development. The results of the performance appraisal serve as one of the basis for remuneration for each Director.

Table of Criteria Rating for Directors

No.	Description	Directorate											
		Business						Support					
		President Director	Corporate Banking	Commercial Banking	SNMME	Consumer Banking	Treasury and Capital Market	Credit	Risk Management	Operations and IT	Compliance, Corporate Affairs & Legal	Strategy and Finance	HRD
1	Shared Target	5%	10%	10%	10%	10%	10%	15%	15%	15%	15%	15%	15%
2	Profit & Cost Management	25%	20%	20%	20%	20%	25%	-	-	-	-	-	-
3	Cost Management	-	-	-	-	-	-	10%	10%	10%	10%	10%	10%
4	Business Foundation	20%	35%	30%	35%	30%	25%	-	-	-	-	-	-
5	Business	-	-	-	-	-	-	5%	5%	5%	5%	-	-
6	Customer	10%	5%	10%	5%	10%	10%	10%	10%	12.5%	15%	12.5%	15%
7	Key Initiatives	5%	-	-	-	-	-	-	-	-	-	-	-
8	Key Initiatives & Improvement	-	-	-	-	-	-	20%	20%	22.5%	25%	32.5%	30%
9	Risk Management	20%	15%	15%	15%	15%	15%	25%	25%	20%	15%	15%	15%
10	Learning & Growth	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

The Directors performance for the year 2013 was excellent. The Directors managed well in the midst of challenging economic conditions and remained vigilant in maintaining asset quality and stability of the Company's performance in order to show optimal performance.

Director's Training

No	Name	Type of Workshop	Time and Place of Event
1	Arwin Rasyid	Macro Economic Outlook	11 September 2013 (Jakarta)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)
		Enterprise Risk Management	9 - 11 December 2013 (New York, USA)
		APEC CEO Summit Indonesia 2013	5 - 7 October 2013 (Bali)
2	D. James Rompas	Three Lines of Defense	17 May 2013 (Medan)
		R.I.S.K Forum	3 June 2013 (Jakarta)
		Risk Management Discussion	15 July 2013 (Jakarta)
		Senior Credit Workshop	5 - 7 September 2013 (Jakarta)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Refreshment - Risk Management Certification Program (Public class)	30 September - 1 October 2013 (London, UK)
		Leaders Talk	13 November 2013 (Jakarta)
3	Lo Nyen Khing	AMS Kick Off Workshop	26 - 27 August 2013 (Kuala Lumpur, Malaysia)
		Senior Executive Program in Asia - The View from C Suite	13 - 21 September 2013 (Hong Kong)

No	Name	Type of Workshop	Time and Place of Event
4	Handoyo Soebali	FCL Workshop & Kickoff 2013	11 January 2013 (Jakarta)
		Workshop Improvement Audit Rating	21 January 2013 (Bogor)
		Seminar On Islamic Finance	30 - 31 May 2013 (Jakarta)
		Senior Credit Workshop	5 - 7 September 2013 (Jakarta)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Basic Credit System	21 November 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)
5	L. Wulan Tumbelaka	Seminar Kebijakan Multiple License 'Tantangan terhadap Perbankan Indonesia'	7 February 2013 (Jakarta)
		Refreshment - Getting Ready for Uncertainty in Regulation and Market Environment	8 - 10 April 2013 (Seoul, South Korea)
		Workshop Three Lines of Defense	19 April 2013 (Jakarta)
		Seminar 'Harapan dan Tantangan Nasional 2013 - 2015'	16 May 2013 (Jakarta)
		Workshop 'Pedoman GCG Perbankan Indonesia 2013'	21 August 2013 (Jakarta)
		Seminar FKDKP - Penerapan Program APU-PPT dan Implementasi FATCA	19 September 2013 (Jakarta)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
6	M. Fadzil Sulaiman	The Secret to Successful Strategy Execution Workshop	18 January 2013 (Jakarta)
		Senior Executive Forum XV-Leadership, Strategy & Being The Boss	24 - 27 July 2013 (Perth, Australia)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
7	Wan Razly Abudllah	Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)
8	Rita Mas'Oen	ASEAN Global Leadership Programme	5 - 10 May 2013 (Cambridge, UK)
		Seminar FKDKP - Penerapan Program APU-PPT dan Implementasi FATCA	19 September 2013 (Jakarta)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)
9	Samir Gupta	Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)
10	Megawati Sutanto	Workshop 3 Lines of Defense	19 April 2013 (Jakarta)
		CBTM Credit Risk CoE: Pulse Survey Workshop	10 May 2013 (Kuala Lumpur, Malaysia)
		Senior Credit Workshop	5 - 7 September 2013 (Jakarta)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)
11	Harjanto Tanuwidjaja	ACAMS CERTIFIED EXAMINATION	7 - 8 March 2013 (Singapore)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)
12	Vera Handajani	Risk Management Certification Program Level 5 (Public Class)	3 June 2013 (Jakarta)
		Indonesia Fixed Income And High Yield Bonds	28 June 2013 (Jakarta)
		Senior Credit Workshop	5 September 2013 (Jakarta)
		Macro Economic Outlook	11 September 2013 (Jakarta)
		Seminar FKDKP 'Penerapan Program APU-PPT dan Implementasi FATCA	19 September 2013 (Jakarta)
		Leadership Forum for Senior Executive with Jim Huling	29 September 2013 (Jakarta)
		Leaders Talk	13 November 2013 (Jakarta)

Share Ownership at the Company

Based on the Special Register records (list of shareholding of the Boards of Commissioners and Directors and their families in both the Company and other companies), which is updated every six (6) months or whenever there is a change, members of the two boards who hold shares at the Company as per 31 December 2013 are as follow:

Name	Position	Number of Shares	%
Arwin Rasyid	President Director	1,381	0
Handoyo Soebali	Director	288,750	0

Shareholding in Other Companies

Based on the record of Special Register as per 31 December 2012, and in accordance with Bank Indonesia, members of the two Boards either individually or jointly have no more than 25% of the paid up capital of any other company. The Company has complied with this stipulation.

Table of Shareholding that reaches 5% or more of the paid up capital at other Companies

Based on the record of Special Register as per 31 December 2012, and in accordance with Bank Indonesia, no member of the two Boards has more than 5% of the paid up capital of any other company.

No	Name	Other Companies	Other Bank	Financial Institutions Non-Bank	Description
1	Arwin Rasyid	-	-	-	None
2	Daniel James Rompas	-	-	-	None
3	Lo Nyen Khing ¹⁾	-	-	-	None
4	Handoyo Soebali	-	-	-	None
5	Lydia Wulan Tumbelaka	-	-	-	None
6	Mohamed Fadzil Sulaiman	-	-	-	None
7	Wan Razly Abdullah	-	-	-	None
8	Rita Mas'Oen	-	-	-	None
9	Samir Gupta	-	-	-	None
10	Megawati Sutanto	-	-	-	None
11	Harjanto Tanuwidjaja	-	-	-	None
12	Vera Handajani ²⁾	-	-	-	None

1) effective 15 January 2013

2) effective 26 November 2013

Positions outside the Company's the Directors on 31 December 2013

No	Name	CIMB Niaga Position	Non CIMB Niaga Position	Company / Institution / Organisation
1	Arwin Rasyid	President Director	None	-
2	Daniel James Rompas	Vice President Director	None	-
3	Lo Nyen Khing ¹⁾	Vice President Director	None	-
4	Handoyo Soebali	Director	None	-
5	Lydia Wulan Tumbelaka	Director	None	-
6	Mohamed Fadzil Sulaiman	Director	None	-
7	Wan Razly Abdullah	Director	President Commissioner	PT Kencana Internusa Artha Finance
			Commissioner	PT CIMB Niaga Auto Finance
8	Rita Mas'Oen	Director	None	-
9	Samir Gupta	Director	President Commissioner	PT CIMB Niaga Auto Finance
10	Megawati Sutanto	Director	None	-
11	Harjanto Tanuwidjaja	Director	None	-
12	Vera Handajani ²⁾	Director	None	-

1) effective 15 January 2013

2) effective 26 November 2013

The Executive Committees

The Executive Committees are committees at the level of the Directors established to support the implementation of the duties and responsibilities of the Directors. In accordance with BI Regulations, the Company is required to have three (3) Executive Committees, which are Risk Management Committee, Asset Liability Committee and IT Steering Committee. As its business is growing more complex that has made more important the implementation of good governance, the Company has formed eight additional Executive Committees based on Directors decisions each carrying duties and responsibilities set out in the Terms of Reference of each Committee. The organizational structure of the Executive Committees is based on the minutes of meetings of the Directors.

The composition of the Executive Committees is available in the Risk Management discussion of this annual report.

Corporate Governance Committee (CGC)

Structure

- Chairman: President Director
- Vice Chairman 1: Compliance, Corporate Affairs & Legal Director
- Secretary: Head of Compliance Management
- Members:
 - All Directors
 - Chief Audit Executive*
 - Risk Management Head
 - Corporate Secretary
 - Human Resource Management

Duties and responsibilities

1. To ensure that governance structure is in accordance with prevailing rules and regulations.
2. To socialize principles of Good Corporate Governance to all employees.
3. To review the implementation of Good Corporate Governance internally or externally.
4. To report the implementation of good governance to all stakeholders.

Work Program in 2013

1. To ensure that governance structure at the levels of the Board of Commissioners, Directors, Committees and Company policies and procedures is completed in accordance with the rules and regulations of Good Corporate Governance.
2. To transparently disclose Good Governance and Good Corporate Governance assessment results to stakeholders through annual reports.

3. To disseminate Good Corporate Governance in collaboration with relevant organizational units.
4. To consistently strive to improve the implementation of good corporate governance at par with best practice including through benchmarking with the industry or other independent agencies.
5. Whistle Blowing and code of conduct to support the implementation of better good corporate governance through issue handling and socialization.

Realization of Work in 2013

1. The structure and composition of the Board of Commissioners, the Directors and Committees have met the corresponding changes in related provisions and complexity of our business.
2. During 2013, the Company conducted reviews and updates on guidelines related to corporate governance such as: Board of Commissioners Charter, Audit Committee Charter, the Charter of the Risk Monitoring Committee and the Nomination and Remuneration Committee Charter. Reviews were also conducted on supporting policies Conflict Management Policy governing conflicts of interest and GCG self-assessment procedures.
3. Reports of GCG implementation and transparency for the Company and for its Islamic Business Unit (UUS) have been published in the Annual Report 2013.
4. To review the results of GCG self assessment in 2013.
5. GCG internalization was been done through:
 - the socialization and training for GCG and compliance, codes of conduct, anti-fraud and Whistle Blowing to employees
 - Periodic disclosure via email about Conflict Management policies that regulate conflict of interest for employees in trading securities for personal benefits.
6. Programs to improve the quality of GCG implementation to meet the best practice were done by participating in:
 - Annual Report Award 2012 organized by the FSA, Bank Indonesia, Ministry of SOE, National Committee on Governance, Indonesian Institute of Accountants, the Directorate General of Taxation and the Indonesia Stock Exchange. The Company was awarded the first rank in the Annual Report Award (ARA) in 2012 for the category of Listed Private Financial.
 - Corporate Governance Perception Index CGPI Award 2012 organized by The Indonesian Institute for Corporate Governance (IICG) and SWA magazine. As in previous years, this time the Company retained the title of "The Most Trusted Company".

- The IICD & Corporate Governance Award 2013 organized by The Indonesian Institute for Corporate Directorship (IICD) in collaboration with Business Review Magazine, in which the Company won "Best Responsibility of the Boards" category.
- Working Group on Communication Forum adherence Banking Compliance Director (FKDKP) or in the forum working group APU/PPT Indonesian Company and INTRAC and sharing knowledge of the provisions of the new GCG self-assessment GCG to subsidiaries for consolidative purpose.

Risk Management Committee (RMC)

Structure

- Chairman: Vice President and SMME Director
- Vice Chairman 1: Credit Director
- Vice Chairman 2: Operations & Information Technology Director
- Members:
 - President Director
 - Vice President and Corporate Banking Director
 - Risk Management Director
 - Commercial Banking and Sharia Director
 - Compliance, Corporate Affairs & Legal Director
 - Treasury & Capital Markets Director
 - Strategy & Finance Director
 - Consumer Banking Director
 - Human Resources Director
 - Head of the Risk Management Unit
 - Head of the Internal Audit Unit *

* Non-voting member

Duties and responsibility

1. To recommend risk strategy, risk appetite and aggregate level of risk tolerance to Directors, including how to address risks deemed potential in subsidiaries.
2. To review the implementation of risk management.
3. To review and analyze the consolidated risk profile whether individually or collectively with its subsidiaries each quarter.
4. To provide recommendation for risk management policy framework to the Directors.
5. To review and manage risks and the performance of subsidiaries.
6. To review and analyze capital adequacy and capital allocation based on risks faced.
7. To review and evaluate the performance of the loan portfolio that has become the main focus of the committee members.
8. To give approval for the country limit.

9. To have a report from the Secretary of Business Development Committee (BDC) related to products and activities that have been approved by the BDC.
10. To review and approve proposals submitted by the RMC sub-committee, the Credit Policy Committee (CPC), Market Risk Committee (MRC) and the Operational Risk Committee (ORC).
11. To review other important issues that needs to be addressed in Risk Management Committee.

Work Program in 2013

1. Approval for and evaluation of policies related to risk management.
2. Synergy with CIMB Group in the implementation of the best risk management strategy.
3. Focus on key risk issues and deepen coordination with other Executive Committee, especially the Risk Management Committees.
4. Meet Bank Indonesia Regulation in the field of risk management.

Realization of Work in 2013

1. Conducted analysis and evaluation of collateral coverage over the credit exposure arising from treasury transactions assuming weakening rupiah exchange rate against foreign currencies.
2. Approved Limit Value at Risk (VaR), delinquency Cap in consumer financing products.
3. Evaluated the subsidiaries' liquidity and that of Sharia business unit particularly with respect to the parameters Financing to Deposit Ratio (FDR)
4. Approved the results of bank-wide stress testing.
5. Reviewed of the effectiveness of the executive committees, in particular committees in the scope of risk management.
6. Evaluated the liquidity in the Sharia Business Unit, evaluated the Company's soundness level, and that of Sharia Business Unit and subsidiaries periodically.
7. Discussed matters from earlier RMC meeting (if any).

Market Risk Committee (MRC)

Structure

- Chairman: Vice President Director and SMME Director
- Vice Chairman 1: Strategy & Finance Director
- Vice Chairman 2: Treasury & Capital Markets Director

- Members:
 - Vice President Director and Corporate Banking Director
 - Head of the Risk Management Unit
 - Head of Trading, Treasury
 - Head of Sales, Treasury
 - Head of the Internal Audit Unit *
 - Head of Finance & Accounting
- * Non-voting member

Duties and Responsibilities

1. To assess market risks and performance portfolios of Treasury products.
2. To conduct periodic evaluation on the Bank's market risk profile and that of its subsidiaries.
3. To evaluate and approve the Treasury trading limit.
4. To evaluate and approve changes in market risk measurement methodologies.
5. To evaluate and approve Credit Risk Factor (CRF) of products of Treasury.
6. To review and approve Market Risk Management Policy.

Work Program in 2013

1. To assess Market Risk Management Policy in order to support improvements in identifying, measuring, monitoring, and controlling market risk.
2. To improve the function of market risk factor identification, more accurate and integrated market risk measurement and to improve the monitoring function to support decision making in market risk control function that may ultimately keep an acceptable level of market risk

Work Realization in 2013

1. MRC approved the Treasury Market Risk Limit.
2. MRC monitored the Limit excesses that occurred during the year and gave advice on risks that needed to be mitigated by the management to prevent limit exceedance from reoccurring in the future.
3. MRC monitored the results of backtesting and Stress testing.
4. MRC approved the Tenor limits of the Underlying Bond Option as part of the fulfillment of BI requirements.
5. MRC agreed to the terms Intraday net open position by referring to changes in BI regulations related to Net Open Position.
6. MRC agreed to the modification of the Hull White (HW) model into Tree into Hull White (HW) Partial Differential Equation (PDE) as part of monitoring risk to on Range Accrual cancelable products in accordance with the Murex system migration (from v32 to v45).
7. MRC decided that the limit of concentration at 30% is not applicable to HTM Book.

8. MRC approved proposed changes to procedures and authority for approval for the allocation limits of Treasury at the desk level and if there is a limit overrunning at the desk level.
9. MRC approved the valuation of corporate securities by using IBPA (Indonesia Bond Pricing Agency) prices, if no quotation prices are available in the market.
10. MRC recommended that Treasury shall submit request for payment in writing immediately when default transactions are identified and other facilities other than that of Treasury are to be reported to the Director of Credit for further review.
11. MRC agreed to Holding Limit Parameter Government and Corporate Bonds.

Operational Risk Management Committee (ORC)

Structure

- Chairman: Operations & IT Director
 - Vice Chairman I: Vice President Director and SMME Director
 - Vice Chairman II: Consumer Banking Director
 - Secretary: Operational Risk Management Head
 - Members:
 - Strategy & Finance Director
 - Human Resource Director
 - Compliance, Corporate Affairs & Legal Director *
 - Risk Management Unit Head
 - Head of Centralized Banking Operations
 - Head of National Branch Operations
 - Head of Credit & Operation Policy
 - Head of Service Quality & Network Development
 - Head of IT Delivery & Services
 - Head of Internal Audit Unit *
- *non-voting member

Duties and responsibilities

1. To approve operating policies (such as the Operational Risk Policy, Operational Policies, etc.)
2. To evaluate and approve policy of operational limits.
3. To review and update issues related to operational risk.
4. To monitor critical operational risks and report findings to the Risk Management Committee.
5. To decide on policies regarding issues on how to handle certain situations that may bring operational risks.
6. To review reports on Key Risk Indicators; Risk Control Self Assessment and Loss Event Data.
7. To review findings in Bank's Quality Assurance report to ensure that corrective measures are made.
8. To address other urgent and important issues that needs ORC's attention.

Work Program in 2013

1. To review and approve Operational Policy (Minimum Control Standard) and several other operational policies and to ensure that policies and procedures are carried out properly.
2. To Improve monitoring function in the implementation of operational risk management primarily related to monoline work units such as Microfinance, Credit Card and Custodian
3. To evaluate the implementation of operational risk management process, including necessary improvements in line with changes that could affect the Company's operational risk profile.
4. To review the adequacy of risk identification and implementation of control over the activity of branchless banking.
5. To assess and monitor progresses in projects undertaken and initiatives that support operational risk management.

Work Realization in 2013

1. The ORC approved the updated Operational Policy (Minimum Control Standard) and several other operational policies. Policies are developed based on the needs of the work units and by considering risk aspects.
2. Reviewed Branchless Banking activities such as Digital Lounge, Rekening Ponsel, etc. to ensure the identification of risk has been done thoroughly and risk mitigation has been done adequately.
3. Reviewed findings from the gap analysis on the activities of Treasury to ensure adequate control policies and procedures and the implementation and monitored corrective actions needed for improved control.
4. Conducted periodic evaluations of the implementation of operational risk management and internal controls in Sharia Business Unit and monoline work units such as Micro Finance, Credit Card Business & Merchant, and Custodian services.
5. Reviewed the Gold Pawn (Rahn) business of the Sharia Banking and made recommendations while monitoring improvements in control mechanism to mitigate risks as well as compliance with regulatory provisions.
6. Monitored Customer Complaint Handling Reports including those also forwarded to regulators to ensure prompt and proper handling have been done.
7. Reviewed reports on transitorily accounts and difference accounts to ensure corrective and preventive actions have been implemented adequately.
8. Monitored corrective actions for over reporting process and monitored foreign exchange transactions are executed in accordance with the regulators to minimize fines/sanctions.

9. Reviewed and recommended corrective actions for the process of policy making and operational procedures to improve its quality and enhance employee comprehension.
10. Reviewed and monitored initiatives to improve risk management including handling dormant accounts, ATM and cash management, the implementation of Business Continuity Management, etc.

Information Technology Steering Committee (ITSC)**Structure**

- Chairman: Vice President Director & SMME Director
- Vice Chairman 1: Operations & Information Technology Director
- Vice Chairman 2: Consumer Banking Director
- Members
 - Strategy & Finance Director
 - Compliance, Corporate Affairs & Legal Director
 - Risk Management Director
 - Head of Transformation Office
 - Head of Information Technology
 - Head of Cash Management TB
 - Head of Consumer Lending
 - Head of Credit & Operations Policy
 - Head of the Risk Management Unit
 - Head of Centralized Bank Operation
 - Head of the Distributed Bank Operation
 - Head of Service Quality & Network Development
 - Head of Internal Audit Unit
 - Chief of Transaction Banking

Duties and responsibilities

1. To formulate short-term and long term IT plans and budget allocation.
2. To give priorities and monitor strategic IT projects.
3. To formulate and monitor the effective implementation of IT policies.
4. To thoroughly monitor IT services efficiency.
5. To review budgets and IT spending pattern.
6. To assess the effectiveness of efforts to minimize risks in IT investment.
7. To address IT issues.
8. To review and evaluate activities in Business Continuity Plan (BCP) execution and in Disaster Recovery Plan (DRP).
9. To review and formulate a process/acquisition of new IT infrastructure.

Work Program in 2013

1. To evaluate the effectiveness of the implementation of IT policies.
2. To evaluate strategic IT projects governance
3. To evaluate and approve strategic IT projects
4. To evaluate and review Corporate Operating Plan

Realization of Work in 2013

1. Evaluated and established the efficiency and effectiveness of processes and the implementation of IT policies.
2. Evaluated and established the efficiency and effectiveness of the governance process of strategic IT projects.
3. Evaluated, approved and monitored the status strategic IT project development.
4. Evaluated findings from Project Implementation Review of the Corporate Operating Plan.

Asset & Liability Committee (ALCO)

Structure

- Chairman: Strategy & Finance Director
- Vice Chairman 1: Treasury and Capital Markets Director
- Vice Chairman 2: Vice President and Corporate Banking Director
- Secretary: Assets and Liabilities Management Head
- Members
 - President Director
 - Vice President & SMME Director
 - Consumer Banking Director
 - Commercial Banking and Sharia Director
 - Treasury Sales Head
 - Head of the Risk Management Unit
 - Head of Syariah Banking
 - Head of the Internal Audit Unit *
 - Risk Management Director **
 - Chief Corporate Banking Officer **
 - Chief Financial Institutions and Non-Banking Financial Institution Officer **
 - Transaction Banking Chief Officer **
 - Product and Performance Management Business Head - Commercial Banking **
 - Preferred, Private, Wealth Management & Business Head Consumer Liabilities **
 - SMME Chief Officer **
 - Consumer Lending Head **

* Non-voting member

**Member since 1 December 2013

Duties & Responsibilities

Balance Sheet Management

- To review and approve risk objectives and returns to generate a sound balance sheet.
- To approve all matters relating to risk management and balance yield according to predetermined limits.
- To review, evaluate and approve proposed hedging strategies in accordance to the agreed limits.
- To review, evaluate and approve new products and product variations of Corporate, Commercial, Retail and Syariah Banking.
- To assess, evaluate, and approve pricing of Corporate, Commercial, Retail and Syariah Banking products exclusive of capital markets and money markets.
- To analyze, review, and evaluate performances of each product particularly concerning issues on profitability, volume, and market share.

Liquidity Management

- To establish liquidity management policies.
- To assess resources and uses of funds, and monitor bank liquidity level to create an optimum level.
- To assess performance of initiatives to generate more customer deposit against predetermined targets in Retail, Commercial, Corporate, and Sharia Banking.
- To monitor and maintain contact with relevant parties in order to secure liquid cash flow in different scenarios (conditions).
- To address disputes between divisions arising from efforts to raise funds.
- To ensure that the Bank is capable of cost-effectively meeting cash flow commitments in a timely manner even during turbulence in the financial markets.
- To assess the maturity of funding and diversify funding sources by trying not to rely on fluctuating source of funds.
- To secure the Bank's compliance with BI regulations.
- To oversee how LMAT (Liquidity Management Action Triggers) is being monitored.
- To monitor the development of stress tests in liquidity risk.
- To conduct periodic reviews of CFP (Contingency Funding Plans).
- To oversee liquidity risk management in line with new product and business developments.

Work Program in 2013

- To ensure distribution of gross yield in the same month.
- To optimize the Bank's balance sheet in order to generate maximum profit.
- To manage long-term funding through the issuance of bonds.

Realization of Work in 2013

- Established the Alert and LDR MAT limits at respectively 92.5% and 95%.
- Applied internal method stress test to simulate a crisis for bank liquidity and ensured compliance with the liquidity requirements set by the regulators.
- Ensured the Bank's liquidity condition is at an optimum level through routine estimated projections of loan and deposit in a 3-month period.
- Made adjustments to interest rate for deposit products and loan products in order to remain competitive.
- Implemented a base lending rate method for loan products with a floating rate.
- Issued CIMB Niaga Sustainable Bonds of 2013; Series A with Fixed interest rate of 8.75% and a 2-year tenor, and Series B with 9.15% and 3-year tenor and Series B with 9.75% with a tenor of 5 years in the amount of Rp1.45 trillion.

Credit Policy Committee (CPC)**Structure**

- Chairman: Credit Director
- Vice Chairman: Vice President Director & SMME Director
- Secretary: Commercial Credit Policy Head
- Members:
 - Vice President & Corporate Banking Director
 - Commercial Banking & Sharia Director
 - Treasury & Capital Markets Director
 - Consumer Banking Director
 - Risk Management Director
 - Operations & Information Technology Director
 - Compliance, Corporate Affairs & Legal Director *
 - Head of the Internal Audit Unit **
 - Chief Corporate Banking Officer
 - Head of the Risk Management Unit
 - Wholesale Banking Credit Head
 - Consumer Banking Credit, Programmed Lending, Micro Credit Head
 - Syariah Banking Head
 - Asset Restructuring and Recovery (ARR) Head
 - Credit Policy & Operations Head
 - Bankwide Credit Administration Head

* Non-voting member

** Mandatory Invitee

Duties and Responsibilities

1. To determine:
 - i. Loan policy and credit management strategy including Risk Acceptance Criteria (RAC) in line with the Bank's risk appetite.
 - ii. the Bank's compliance with the approved loan management policies and prevailing regulations particularly those which govern exposures to significant risks.
 - iii. Approval for the change in credit policy and the Bank's credit management strategy.
 - iv. The number, nature, characteristics, exceptions to the principles and guidelines of credit, important trends in credit quality, market and economic trends and other matters that could affect the Bank's credit profile.
 - v. Supervision of the implementation of the Bank's Credit Policy.
2. To monitor and evaluate the performance of duties of the credit unit.
3. To approve the criteria for Bank officials as members of the Credit Committee.
4. To monitor and evaluate the process of credit process and settlement.
5. To approve the Industry Exposure Management Action Trigger (MAT).
6. To evaluate and approve debtors or groups of debtors over in-house credit limit.
7. To review Global Country Limit (GCL) proposal.

Work Program and Realization in 2013

1. Credit Approval for Delegated Authority (DA) Framework at the Head Office and Areas (including Branch Manager Entrepreneur - BME), for the segments of Corporate, Commercial, Small Medium Enterprise (SME), Micro Finance and Consumer. Approval may be granted by the Committee or jointly by relevant Business Unit and Credit Unit or solely by Credit Unit.
2. Refinement of policy related to:
 - a. Commercial: Corporate Finance Policy, Asset Sale Policy, Industry Management Action Trigger, Debtor Management of Non-Performing Loans, Program Product Approval (Distributor, Auto Dealers and Civil Contractor & Construction).
 - b. SME: SME Policies & Procedures <Rp 3 Billion
 - c. Microfinance: Cap Portfolio Credit
 - d. Trade Finance: Approval for over limit LC Transactions and SKBDN and the Release of Import Documents under discrepancy conditions, opening of L/C and SKBDN with Guarantee Credit Insurance, Import and Discount Transactions for Transactions of Export Aval and Export Import Bank Payment Obligation

- e. Treasury Formula for the Calculation of Global Financial Institutions Limit
- f. Consumer: Credit Cards including eCommerce Merchants; Multipurpose Credit; Champion Challenger; Personal Loan; Terms DSR, DBR and BI Checking for Mortgage and Direct Auto; Terms of Loan to Value (LTV), Financing to Value (FTV) and Down Payment (DP) for Micro Financing Consumer and mortgage adjusted to Bank Indonesia regulations.

Business Development Committee (BDC)

Structure

- Chairman: Consumer Banking Director
- Vice Chairman 1: Strategy & Finance Director
- Vice Chairman 2: Operations & Information Technology Director
- Secretary :
 - Head of Private, Preferred, Wealth Management & Consumer Liabilities Business
 - Corporate Finance & Special Projects Head
- Members:
 - President Director
 - Vice President Director & SMME Director
 - Treasury & Capital Markets Director
 - Commercial Banking & Sharia Director
 - Compliance, Corporate Affairs & Legal Director *
 - Risk Management Director
 - Head of Private, Preferred, Wealth Management & Consumer Liabilities Business
 - Chief of Transaction Banking Officer
 - Syariah Banking Head
 - Head of Sales & Distribution and Branchless Banking
 - Head of the Risk Management Unit
 - Corporate Finance & Special Projects Head
 - Head of Internal Audit Unit *

* Non-voting member

Duties and responsibilities

1. To approve or reject proposals for a product or activity (new products, product variations and product development).
2. To approve new distribution channels, variety, and development and new concepts for branches.
3. To ensure that product owners conduct performance reviews of all products/activities that require approval from Bank Indonesia, within 6 months after such product/activity is introduced.

4. To gain authority to request branches to give information or present their activities, marketing plans, and performance (when necessary).

Work Program in 2013

1. To develop products/activities and programs related to business and marketing, in order to innovate quality products/activities and program that suit customers and communities.
2. To improve quality and added values to our products and services both in terms of technology and services in order to provide quick and competitive responses to the community.

Realization of Work in 2013

1. Approved products/activities and programs of retail banking (conventional and Sharia), wealth management, treasury (conventional and sharia), branchless banking, transaction banking, corporate and commercial.
2. Enhanced the intensity of product promotion and marketing based on various promotional and marketing strategies for retail banking (conventional and sharia), including credit card and debit card.
3. Performed Post Implementation Review of products of retail banking, wealth management and treasury (conventional and sharia).

Marketing and Communications Committee (MarCom)

Structure

- Chairman: Consumer Banking Director
- Vice Chairman: Compliance, Corporate Affairs & Legal Director
- Secretary: Corporate Communication Group Head
- Members:
 - President Director
 - Corporate Banking Director
 - Strategy & Finance Director
 - Head of Corporate Affairs
 - Head of Preferred, Private Wealth Management and Consumer & Business Liability
 - Head of Sales and Distribution Branch & Branchless Banking
 - Head of Consumer Lending
 - Head of Syariah Banking

Duties and responsibilities

1. To give strategic direction on CIMB Niaga brand, which includes strategies and integrated communication plans, value propositions and positioning executed in line with CIMB Niaga's corporate image.
2. To evaluate and approve marketing communications activities, including Above the Line and Below the Line campaigns and corporate events.
3. To provide strategic direction in the selection of communication media that are effective and efficient, comprehensive, and sustainable, including budgets involved.
4. To evaluate and give direction in all internal and external communications activities.
5. To coordinate marketing communication activities undertaken by corporate or business units.

Work Program in 2013

1. To review, approve and give proposals related to communication plan for Sharia and Consumer Banking products and services covering communication strategy, product branding and approval for collateral
2. To review, advise and approve programs of CIMB Niaga Indonesian Masters 2013
3. To assess, provide inputs to and approve the proposed the Company's website design
4. To review, advise and approve communications campaigns of melodious card in social media during the Independence Day event and religious holidays
5. To review and approve the proposed 2013 Ramadan TV Program
6. To review, advise and approve proposals for the Color Run event to be held in 2014
7. To monitor the Company's advertising spending periodically.

Work Realization in 2013

1. Approved product naming and the plan for Digital Lounge communication, Poin Clna, Poin Xtra, CIMB Junior & Hypermart Co-Branding Card, and gave direction for CIMB Niaga online communication and Account Opening and Sharia Platinum card design.
2. Approved the naming and communication plan for thematic X-Tra Manfaat mortgage.
3. Approved the communication plan to support CIMB Niaga Indonesian Masters 2013.
4. Approved the proposed Corporate web design.
5. Approved the campaign for Kartu Berlagu as corporate communication campaign in social media (Facebook) designed specifically to celebrate Independence Day, the Eid and Christmas.

6. Approved the proposal for Ramadan TV Program in 2013 at MNC TV.
7. Directed and gave relevant suggestions related to Consumer Banking Campaign & Marketing Collateral.
8. Approved the proposed event of The Color Run to be held in 2014.
9. Supervised the Company's spending on advertising.

Personnel Policy Committee (PPC)**Structure**

- Chairman: President Director
- Vice Chairman 1: Human Resources Director
- Vice Chairman 2: Vice President & SMME Director
- Secretary: Head of Human Resources Business Partner
- Members:
 - Vice President & Corporate Banking Director
 - Compliance, Corporate Affairs & Legal Director
 - Credit Director
 - Operations & Information Technology Director
 - Consumer Banking Director
 - Commercial Banking & Sharia Director
 - Treasury & Capital Markets Director
 - Strategy & Finance Director

Duties and Responsibilities

1. To ensure HR policies and strategies are aligned with and support CIMB Niaga's Vision, Values, Culture and Aspiration Culture
2. To review and approve guidelines for total compensation that includes salary, bonuses, incentives, benefits and other matters relating to remuneration
3. To review and approve employment planning, and meet the need for labor both from internal and external sources, especially for senior leaders and executives
4. To review and approve CIMB Niaga's organizational structure and changes to it
5. To review and approve of the Annual Performance Indicators (KPIs), Performance Management System and its achievement
6. To review and approve employee development plans, career, talent, and training
7. To review the industrial relations and make decisions on employment issues.

Work Program in 2013

1. Reviewed and approved the Remuneration Policy Framework in 2013 and several other HR operational policies and ensured that the policies were carried out properly.
2. Reviewed CIMB Niaga's Vision, Values and Culture to keep pace with the development and aspirations of shareholders.
3. Reviewed and approved Rank and Job Title System to keep them aligned with organizational development and in order to meet the 2015 ASEAN open market.
4. Identified and improved monitoring function and gave opportunity for high-achieving employees with rare skills and abilities to grow.
5. Ensured the implementation of BME project and evaluated this project in relation to the Company's performance.
6. Assessed and monitored operational risks with respect to human resources, and ensured that proper sanctions were given in accordance with applicable regulations.

Realization of Work in 2013

During 2013, the PPC held 17 meetings with the following agenda:

1. Set criteria, policies and mechanisms for incentives for high achievements and production services in 2012, salary adjustment in 2013 and the implementation of job promotions in 2013, which is principally based on the Company's profitability, performance of the directorates and units, individual performance, levels of salaries both internal and external.
2. Reviewed CIMB Niaga's Vision and Values
3. Reviewed findings from Internal Satisfaction Survey (ICSI) and determined corrective measures to improve the current index

4. Implemented performance assessment in 2013 to perform validation process in each directorate/sub directorates/areas to ensure fairness and objectivity
5. Determined changes in EOP administration period for 2013 equipped with EOP procedures
6. Made changes in organizational structure with the new position of Director of Risk, and structural changes in Sales & Distribution Organization with regards to changes in the division of working areas, the separation of the SME and Micro sub-directorates from Commercial Directorate, and reviewed the incorporation of legal operation to business function
7. Launched programs of Strategic Workforce Planning and employee productivity
8. Determined the new pension fund manager; the Board of Commissioners the Directors of KITAF; the Board of Commissioners of CNAF and Independent Commissioners of CNAF in 2013 in accordance with the stated criteria and prevailing regulations
9. Launched employee development programs such as "Leadership Series", "Credit Academy", "Teller School", and programs for fresh graduates as TCB and DP.

Capital Investment Committee (CIC)

Structure

- Chairman: Vice President Director
- Vice Chairman: Strategy and Finance Director
- Secretary: PMO Group Head
- Members:
 - Consumer Banking Director
 - Commercial Banking & Sharia Director
 - Operations & Information Technology Director
 - Corporate Banking Director
 - Strategy & Finance Director
 - Head of Information Technology
 - Head of Transformation Office
 - Head of Risk Management
 - Head of Business Unit

Duties and Responsibilities

1. To give approval for and recommendations to projects proposed by project coordinator (whether related or not related to IT) after taking into accounts limits in Capex budgeting and the availability of IT resources.
2. To determine guidance for approval for Capex/Opex in each project.
3. To decide and approve project rating (i.e. a,b, or c) based on priority and urgency in line with the Company's vision and mission
4. To approve IT projects after referring to recommendations from IT Team with regards to the availability of IT resources

Work Realization in 2013

Since its approval as one of the Executive Committees under the BOD, the Capital Investment Committee has held 4 meetings with the following agenda:

1. To overview the performance of corporate projects in 2013.
2. To approve corporate projects proposed by business and supporting units to be implemented in 2014, and to determine priority for the approved projects.
3. To approve budgets for the approved projects to be implemented in 2014, including in when there are deviations for projects carried forward to 2014 from the previous year.
4. To approve timeline for the approved projects for 2014, including when there are deviations for projects carried forward from previous year.

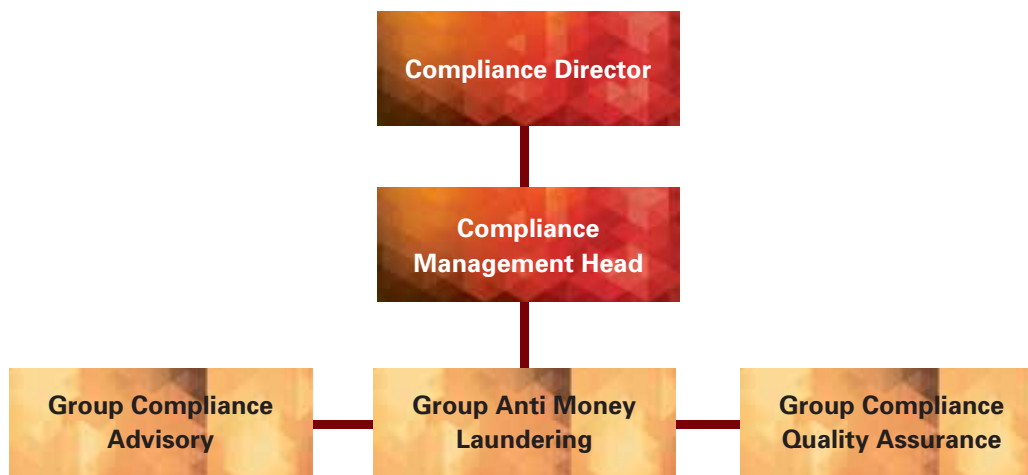
Table of Directors attendance in Executive Committee Meetings

No	Name	CGC	RMC	MRC	ORC	ITSC	ALCO	CPC	BDC	MAR COM	PPC	CIC
		Attendance										
1	Arwin Rasyid	1	3	-	-	-	2	-	-	4	12	-
2	D. James Rompas	1	12	9	8	10	23	8	1	-	13	6
3	Lo Nyen Khing	1	6	7	-	-	20	6	-	-	14	3
4	Handoyo Soebali	1	10	-	-	-	16	7	3	-	15	2
5	L. Wulan Tumbelaka	1	8	-	8	8	-	5	9	5	11	6
6	M. Fadzil Sulaiman	1	5	9	-	-	25	2	1	-	16	-
7	Wan Razly Abdullah	1	8	7	4	5	30	-	14	4	16	6
8	Rita Mas'Oen	1	5	-	11	9	-	5	5	-	15	5
9	Samir Gupta	1	3	-	4	6	16	4	14	6	15	3
10	Megawati Sutanto	1	4	-	-	-	-	10	-	-	15	-
11	Harjanto Tanuwidjaja	1	5	-	8	-	-	-	-	-	17	-
12	Vera Handajani	-	5	1	5	3	3	4	4	-	8	-
Number of Meetings held		1	12	11	12	10	35	11	17	6	17	7
Minimum Meetings to Be Held		1	6	9	9	9	12	6	9	6	10	2

COMPLIANCE MANAGEMENT

The Compliance unit is headed by Liston Siahaan

Organizational Structure



Compliance Statement

Compliance culture is one of the most important elements within the organization, realized in the Company's Compliance Policy to ensure the implementation of principles and secure compliance culture development

It is also stipulated in the Company's policy that the Directors shall develop and implement a compliance culture at all levels of the organization and operations, and shall ensure effective Corporate Compliance functions including enforcing new provisions that should be applied by all employees.

In addition, leaders in all work units are directly responsible for the implementation of compliance in their respective units, including securing corrective measures for non-compliance and overseeing the implementation of corrective actions.

Compliance Function

Bank CIMB Niaga has established a Compliance unit (SKK) authorized with ex-ante function and mainly tasked to support all organizational units to mitigate compliance risks.

The Compliance function is preventive in nature and ensures that the Company's policies, rules, systems and procedures comply with Bank Indonesia's regulations and other applicable legislation. Thus, compliance programs are compiled annually covering socialization and education to promote awareness, and test new policies,

products and activities against prevailing regulations, and monitor compliance implementation and commitment while reporting whatever progress made with regards to compliance aspect.

In carrying out its functions, SKK coordinates with business units and other supporting units to manage compliance risks properly so as to minimize the impacts of such risk and at its early stage. Therefore, SKK is supported and coordinates with the Designated Compliance & Operational Risk Officer (DCORO) stationed at relevant units who is tasked to monitor the application of compliance principles and compliance risk mitigation in their respective work units.

In addition, the SKK also manages the implementation of Anti-Money Laundering and Combating the Financing of Terrorism (AML and CFT) activities and those of Whistle Blowing system and monitors the implementation of GCG.

Duties

The duties and responsibilities of the Compliance Unit (SKK) include:

- To make the necessary measures to support the establishment of compliance culture throughout the Bank's business activities at every level of the organization;
- To identify, measure, monitor, and control Risk Compliance with reference to Bank Indonesia regulations on the Application of Risk Management for Commercial Banks;

- To assess and evaluate the effectiveness, adequacy, and appropriateness of the Bank's policies, regulations, systems and procedures in line with applicable regulations;
- To review and/or recommend updating and refinement of the Bank's policies, regulations, systems and procedures in accordance with Bank Indonesia regulations and other legislations in force, including Sharia Principles for Sharia Banks and Sharia Business Units;
- To make efforts to ensure that the Bank's policies, regulations, systems and procedures and business activities comply with Bank Indonesia/FSA regulations and other legislations in force;
- Perform other tasks related to the compliance function.

To perform duties and responsibilities, SKK carries out various activities or compliance programs, including to:

- Monitor the implementation of Bank Indonesia regulations including those related to prudential ratios.
- Socialize compliance programs in order for relevant units to comprehend applicable banking regulations through various tools such as regulation and compliance news updates.
- Update and administer databases that contain compliance provisions of banking authorities.
- Improve the competence of employees with regards to regulatory requirements through e-Learning instructional modules.
- Align compliance with other work units through the determination of person in charge to monitor the implementation of compliance (DCORO) in each work unit and build a device to monitor the implementation of compliance through compliance matrix.
- To have compliance tests through:
 - compliance test against proposals for new policies or amendments thereto as and the Company's new products and activities, and
 - Monitoring on compliance implementation within work units and compliance risk assessment using compliance matrix.
- Regular compliance reporting both internally and to Bank Indonesia/OJK.
- Conduct self-assessments on the Bank's Compliance Risk in various work units.
- Coordinate with the Sharia Supervisory Board (DPS) related to the implementation of compliance function on the sharia principles.
- In addition to the above, the Compliance Unit also serves as a coordinator for the implementation of programs of Anti-Money Laundering and Combating the Financing of Terrorism.

Compliance Indicators in 2013

The Company complied with the prudential ratios during 2013, as shown by the following indicators:

- The Bank's CAR (Capital Adequacy Ratio for credit risk, market risk and operational risk) was 15.43% or well above Bank Indonesia's minimum limit of 8%.
- There was no evidence of excesses or violations against BI regulations on Bank Legal Lending Limit (LLL).
- Net NPLs (Non Performing Loan) was 1.62%, or much lower than Bank Indonesia's maximum limit of 5%.
- The ratio of allowance for impairment of financial assets to Earning Assets (CKPN) was 1.77%.

CKPN is the allowance/reserve determined in case the carrying value of financial assets after values are reduced is less than the carrying amount when first recorded. The reserves shall be set in accordance with Statement of Financial Accounting Standards (SFAS) on Financial Instruments; Indonesian Banking Accounting Guidelines (PAPI) and BI regulations regarding Asset Quality Rating, which includes allowance for impairment of individual and collective CKPN.

- The Bank's Statutory Reserves (GWM) have met BI regulations, which was 8.12% for primary GWM (BI's minimum requirement is 8%).
- Foreign Exchange Statutory Reserves (GWM) was 8.17%, still higher than BI's minimum limit of 8%.
- Net Open Position (on and off balance sheet) was 2.32% of the capital and thus met BI's maximum limit of under 20%.
- External Auditors stated that the Company's consolidated financial statements were present fairly, in all material respects, in accordance with accounting principles generally accepted in Indonesia.
- Commitments to external parties were principally fulfilled.

Development and Compliance Activity During 2013

As an ex - ante function, the Compliance function supports other work units to ensure that the Company's business decisions and operations comply with the applicable regulations through various activities such as media advisories, internalization, and reviews or other compliance tests. The Company understands the importance of a compliance culture for its business in increasingly complex banking and regulatory environments. A compliance culture aims to minimize risk to which the Company is exposed.

Throughout 2013, compliance activities undertaken included:

- Disseminating external regulations in relevant units through disclosing 93 regulation updates and 78 compliance news related items on such new external regulations.
- Socializing and conducting training on compliance management, major banking regulations, the principles of the Anti-Money Laundering and Combats against Terrorism Funding (APU and PPT), Compliance Awareness and GCG.
- Conducting socialization through in-class trainings and e-Learning programs participated by 10,202 employees. In addition, compliance function also ran dissemination programs through CMG news that has been made accessible to all employees.
- Promoting a compliance aware culture through e-learning.
- Conducting assessments on 108 new policies, and on 73 new products and activities recently proposed.
- Managing the Whistle Blowing System.
- Fulfilling commitments to Bank Indonesia and other authorities.
- Conducting self-assessment and preparing reports of GCG implementation.
- Making alignments with subsidiaries in terms of GCG self-assessment.
- Actively participating in Banking Compliance Communication Forum working groups Banking Compliance Forum for Bank Directors (FKDKP) and APU/PPT.

- Collaborating with all relevant units to participate in the "Corporate Governance Perception Index IICG Award 2013", "IICD Corporate Governance 2013" and "Annual Report Award (ARA) 2013".

Anti-Money Laundering and Combats against Funding for Terrorism

One of the inherent functions in the Compliance Unit is the implementation of Anti-Money Laundering and Combating the Terrorism Funding required by Bank Indonesia. The Know Your Customers (KYC) principle is mandatory knowledge for all employees. Since the issuance of BI Regulations on APU and PPT in 2009, KYC principles have been developed as Customer Due Diligence (CDD) and Enhance Due Diligence (EDD) as part of the Company's effort to implement APU and PPT in the Indonesian banking industry.

During 2013, the Company undertook a number of activities to comply with laws and regulations with regards to Anti-Money Laundering (APU) and Combating the Terrorism Funding (PPT) as it:

- held trainings on and socialized APU and PPT to 5,396 participants comprising:
 - a. Basic training, participated in by 3,968 employees.
 - b. Refresher training, participated in by 1,428 employees
- Conducted reporting activities and followed up what authorities and corresponding banks had requested as explained below:

No	Activities	Number of Transactions/Reports
1	Reported Cash Transactions	71,318 transactions
2	Reported Suspicious Financial Transactions	408 reports
3	Followed up action on requests for account/financial data and information: <ul style="list-style-type: none"> • PPATK • KPK • BNN 	108 reports 181 reports 5 reports
4	Customers Due Diligence Process (Existing and New)	793,343 customers

Responsibilities of the Compliance Director

- a. formulate strategies to create a strong Compliance Culture within the Bank;
- b. propose compliance policy or compliance principles to the Directors for approval;
- c. establish a compliance system and procedures that will serve as the basis for the Bank's internal rules and guidelines;
- d. ensure that all policies, rules, systems, and procedures, and business activities are conducted in compliance with Bank Indonesia regulations and other prevailing stipulations, including Sharia principles for Sharia Commercial Bank Sharia Business Unit;
- e. mitigate Compliance Risk;
- f. take preventive actions to ensure that policies and/or decisions made by the Directors or the management of foreign bank office do not deviate from Bank Indonesia stipulations and other prevailing regulations;
- g. carry out other duties related to Compliance Function.
- h. coordinate with the Sharia Supervisory Board in the implementation of Sharia Compliance Function.
- i. report the performance of duties and responsibilities to the President Director with a copy to the Board of Commissioners.

The Implementation of Guidelines and Regulations related to GCG

At the Company, commitment to the implementation of good corporate governance is supported by GCG structure and mechanisms in order to maintain sound and strong and improve sound GCG.

GCG system implementation mechanisms can be seen from:

- The adequacy of governance structure, which is the adequacy of the Committees of the Board of Commissioners and in terms of the number of independent parties in the composition of membership of the committees. In addition to meeting the above minimum requirements of the Executive Committee, the Company has also established executive committees to the Directors. The current 11 Executive Committees was established based on terms of reference in accordance with the scope of duties and responsibilities of each.

- The availability of policies, systems and procedures to support the Company's operations at every level of the organization in accordance with the duties and functions of relevant business units and supporting units.
- The fulfillment of the Company's obligations to stakeholders through the availability of financial statements disclosure and that of non-financial aspects presented on time and pursuant to prevailing regulations.
- The application of risk management and internal control through the concept of 3 lines of defense. To support the implementation of risk management and internal control where business unit serves as the 1st line of defense, the Company has formed functioning/independent units as the 2nd and 3rd lines of defense, which are: Internal Audit, Risk Management Unit (SKMR), Compliance Unit (SKK), Bank Quality Assurance (BQA), Credit Policy & Operation Procedure (COPP), and Anti- Fraud Management (AFM).
- Company prepares and submits its bank business plan and its realization reports to stakeholders.
- The Company also actualizes GCG principles as specified in its GCG Charter through supporting policies such as codes of conduct, violation handling, enforcement of discipline and determination of sanctions for violations, corporate communications, and handling customer complaints.
- Programs and activities of socialization or training related to GCG and other policies related to employees at the Company's various units.

RISK MANAGEMENT

The Risk Management unit is headed by Henky Sulistyo.

Organizational Structure of Risk Management



In performing the function of risk management, the Company applies the risk management function in line with the framework of Enterprise Wide Risk Management (EWRM). EWRM is a combination of strategies, processes, resources, competencies and technologies intended to evaluate and manage the risk. This framework effectively ensures the implementation of risk management governance and consistently optimizes risk management function to support business decisions in terms of pricing, resource allocation and other business decisions. Implementation of EWRM is an ongoing initiative and supported by senior management, investment in human resources and appropriate technology.

The implementation of risk management is supported by an implementation of sound risk management governance, independent Risk Management unit functions, the determination of risk appetite and risk tolerance levels and the development of appropriate risk management policies and procedures to keep the level of risk at the agreed limits.

Risks Faced by the Company

The eight main risks managed by Company are credit risk, liquidity risk, market risk, operational risk, strategic risk, compliance risk, and legal and reputation risk. In Sharia Business Unit (UUS), there are 2 types of additional risks, profit sharing risk and investment risk due to PBI No.13/23/PBI/2011, dated 2 November 2011 on Application of Risk Management for Sharia Banks and Sharia Business Unit.

Efforts to Manage Risk

The process of risk management is done through the stages of risk identification that aims to determine material risk on every product and activity that is subsequently measured allowing the Company to determine the level of risk. The Company monitors these risks periodically to ensure that all of the Company's risk mitigation strategies have been implemented properly to ensure effective risk mitigation measures and lower the levels of risk appetite and risk tolerance. The Company determines which risk is to be taken, avoided, transferred or accepted after taking into account the impacts of risk and the cost and benefit of the Company's products or activities.

Review of the effectiveness of the Company's risk management systems is conducted periodically by Risk Management Committee and other Executive Committee at the level of Directors and Risk Supervisory Committee at the level of Board of Commissioners. Results from the evaluations used for improvements in risk management process are followed up by Risk Management Unit and other relevant units, in terms of policies and procedures, information systems, risk management methodologies, human resources and other infrastructure associated with risk management. The Company strives to implement its risk management system based on the principle of prudence and good corporate governance.

Review of Risk Management is presented in more details in the Risk Management Report in the Review of Business Support section of this Annual Report.

INTERNAL AUDIT WORK UNIT (SKAI)



Restiana Linggadjaya

Chief Audit Executive

Indonesian citizen, 47 years old, Chief Audit Executive of CIMB Niaga since March 1, 2010. Previously, she served as Chief Audit Executive at PT Bank Danamon Tbk since May 2004. She began her career at Citibank Indonesia in Financial Control (1990-1992), Foreign Exchange & Loans Deposit Operations (1992-1994) and Marketing & Product Development (1994-1996). Her career continued at IPT ING Indonesia Bank as Assistant Vice President, after then as Vice President - Head of Treasury, Cash Management & Custody Operations (1996-1998). After that, she served at ABN AMRO Bank as Vice President, Internal Audit (2000-2002). She also served as Finance Director of PT Asuransi Allianz Life Indonesia (2002-2004). She graduated from the Faculty of Economics, Trisakti University in 1989 and earned a Master Degree from Asian Institute of Management in Manila by means of scholarship program (1999-2000). She is also a Certified Internal Auditor, Institute of Internal Auditors, Florida, USA (2006), Certified Risk Management Assurance (CRMA), Institute of Internal Auditors, Florida, USA (2013), and is also active as a speaker of Internal Audit both domestic and overseas. She is a member of the Supervisory Board, Association of Bank Internal Auditors (IAIB) for period of 2008-2010 and 2011-2014.

Internal Audit function

The Company's Internal Audit function is undertaken by the Internal Audit Unit, directed by Head of Internal Audit Unit, as Chief Audit Executive. Internal Audit provides independent and objective assurance and consulting that can give added values and improve the Company's operations. Internal Audit assists the Company in achieving its objectives by evaluating and improving the effectiveness of risk management, internal control and governance process.

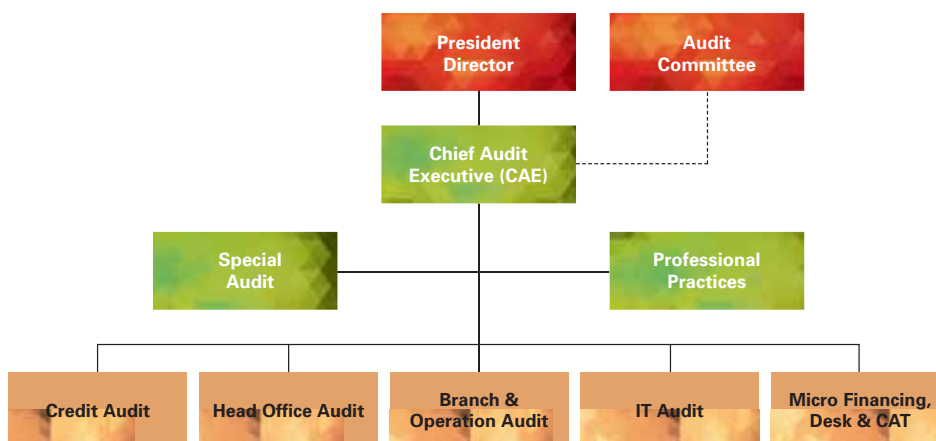
Structure and Position of Internal Audit

Pursuant to Bank Indonesia Regulation No.1/6/PBI/1999 dated 20 September 1999 concerning the Assignment of Compliance Director and Application of Implementation Standard of Commercial Banks Internal Audit Function and OJK Regulation (formerly Bapepam-LK) No.IX.1.7 attachment of Chairman Decision the (formerly) Bapepam No. Kep-496/BL/2008 28 November 2008.

The appointment of Head of Internal Audit

The Chief Audit Executive Director was appointed by the President Director with the approval from Board of Commissioners effective on 1 March 2010. The appointment of Chief Audit Executive was reported to Bank Indonesia and OJK (formerly Bapepam - LK), respectively based on Letter No.002/DIR/III/2010 dated 5 March 2010 and Letter No.003/DIR/III/2010 dated 5 March 2010. As an independent supervisory unit, Internal Audit Unit reports directly to President Director and to BOC via the Audit Committee, in conformity with organizational structure of Internal Audit below.

Organizational Structure of Internal Audit



Number of Employees and Professional Certification

As of December 2013 the Bank had 153 auditors, including Chief Audit Executive. To increase competency, internal auditors have been required to earn professional certification such as Qualified Internal Auditor Internal Auditor (QIA). Other professional certification programs that have been participated include Certified Internal Auditor (CIA), Certified Risk Management Assurance (CRMA), Certified Information Systems Auditor (CISA) and Certified Ethical Hacker (CEH), with details as follows:

Certification	Number of Auditors
International Certification	
Certified Internal Auditor (CIA)	3
Certified Risk Management Assurance (CRMA)	5
Certified Information System Auditor (CISA)	10
Certified Information Security Manager (CISM)	1
Certified Information System Security Professional (CISSP)	2
Certified in Risk and Information Systems Controls (CRISC)	2
Certified Ethical Hacker (CEH)	7
Quality Assurance Review (QAR)	3
Financial Risk Management (FRM)	1
Certified Forensic Auditor (CFrA)	1
Sertifikasi Nasional	
Qualified Internal Auditor (QIA)	83
Risk Management Certification Agency (BSMR), Level I	83
Risk Management Certification Agency (BSMR), Level II	39
Risk Management Certification Agency (BSMR), Level III	10
Risk Management Certification Agency (BSMR), Level IV	3

Internal Audit Charter

In accordance with OJK regulations attachment of Chairman Decision No.IX.I.7 (formerly) Bapepam No.Kep-496/BL/2008 dated 28 November 2008 on the Establishment and Guidelines for Preparation of Internal Audit Charter and Bank Indonesia Regulation No.1/6/PBI/1999 dated 20 September 1999 regarding the Assignment of Compliance Director and the Application of Implementation Standard of Commercial Banks Internal Audit Function, Internal Audit Unit will be guided by an Internal Audit Charter which contains the Vision and Mission, function and scope of works, responsibility, authority, accountability, independency, impartiality and ethics of the Internal Audit Unit in executing their duties. The Internal Audit Charter is reviewed and updated periodically according to organizational needs, with the latest review and update made on 19 April 2013 that has been approved by President Director and the Board of Commissioners.

Based on the Company's Internal Audit Charter, the audit work should ensure:

1. Risks are identified and managed appropriately.
2. Interaction with the some governance groups has been run intended.
3. Important information regarding financial, managerial and operational is accurate, reliable and punctual.
4. Employee conduct is in accordance with prevailing policies, laws and regulations.
5. Resources are acquired economically and used efficiently and adequately protected.
6. Programs, plans and objectives can be achieved effectively and efficiently.
7. Quality and continuous improvement have been inherent in the Company's process of control.
8. Legislation that significantly affects the Company have been recognized and settled appropriately.
9. The opportunity to improve management control, profitability, and reputation of the Company are identified and disclosed during audit work.

During an audit, the Internal Auditor is guided by a code of ethics that includes the principles of integrity, objectivity, confidentiality, and competency. Technically the implementation refers to Implementation Standards of Bank Internal Audit Function as stipulated by Bank Indonesia and "The International Standards for the Professional Practice of Internal Auditing (ISPPA)" from the Institute of Internal Auditors.

Duties and Responsibilities of Internal Audit

In respect of what was stated in Internal Audit Charter, Internal Audit duties and responsibilities are to:

1. Arrange an annual auditing plan based on risk-based methodology, and submit it to Directors and to Board of Commissioners through Audit Committee for approval.
2. Implement the approved annual audit plan, including specific tasks or projects requested by Directors or by Board of Commissioners through Audit Committee.
3. Have a sufficient number of audit staff with adequate knowledge, skills, and experience and certified professionals to perform audit work.
4. Perform audit activities and provide an assessment of the efficiency and effectiveness in finance, accounting, operational, human resources, marketing, information technology and other activities.

5. Prepare an audit report and submit it to the auditee with a copy to President Director, Compliance Director and other relevant units including to Board of Commissioners through the Audit Committee.
6. Prepare semester report in the form of summary of audit activities and significant audit findings to Bank Indonesia, not later than two months after the end of period.
7. Inform all significant findings to Directors and Board through Audit Committee.
8. Inform about the status of corrective actions on audit findings and recommendations to Directors and Board of Commissioners through the Audit Committee.
9. Investigate on indications of fraud within the Company, including coordinating an investigation with other units.
10. Report the results of material and high impact investigations to Directors and Board of Commissioners through the Audit Committee.
11. Set up several measures of performance success and achievement of Internal Audit objectives.
12. Create and file adequate inspection working paper in accordance with regulations.

Focus and Execution of Audit 2013

In 2013, Internal Audit activities focused on the following:

1. Worked with business units in implementing the program "Audit Attachment".
2. Implemented program of identifying problems early on and independently by the management in order to strengthen the internal control system on first and second layer.
3. Became a partner in the 1Platform strategy implementation.
4. Extended the scope of Audit Desk to branches not covered by on-site audits
5. Set up talent mapping and developed a model of Internal Audit competency.

During 2013, the Internal Audit Unit completed all of its audit assignments as stated in the audit plan. Every 6 months, the results of audit assignments are reported to Bank Indonesia.

The Company's Internal Audit Unit has been certified ISO 9001: 2008. On 3 May 2011, Internal Audit Unit was assessed by an independent party and managed to make an ISO re-certification that is valid till 27 May 2014.

Audit Focus in 2014

For 2014, the Internal Audit Unit has made a work plan and is focused on how to:

1. Adjust the organizational structure of Internal Audit Unit to CIMB Niaga's organizational structure changes.
2. Build synergy with business units to continue the program "Audit Attachment".
3. Implement programs of early and independent problem identification by the management in order to strengthen the internal control system on first and second layer.
4. Continue the role of Internal Audit Unit as partners in the implementation of 1Platform strategy.
5. Extend the scope of Audit Desk to branches not covered by on-site audits
6. Develop the educational curriculum of Internal Auditor.
7. Update policies and procedures of Internal Audit Unit in line with the development in the banking industry and international best practices.

To execute its plan, the Internal Audit will continue to increase the competence of auditors, methodology development, and optimization of audit tool and its utilization.

Participation in the Internal Audit Association

In order to broaden the perspectives and professional competence of internal auditors, the Internal Audit Unit has participated in registering auditors to Internal Audit associations such as, Ikatan Auditor Intern Bank (IAIB), Institute of Internal Auditors (IIA) – Indonesian Chapter, Information Systems Audit and Control Association (ISACA), Ikatan Akuntan Indonesia (IAI), Ikatan Auditor Intern Bank (IAIB) and through engagement as speakers in Banking Education programs organized by various public and private Universities, Auditor Internal Education Foundation (YPIA) and the Indonesian Institute of Audit Committee (IKAI).

STATEMENT OF INTERNAL CONTROL

Responsibility of Directors and Board of Commissioners

The Directors and the Board of Commissioners are committed to ensuring that Corporate Governance is performed properly as the basis for achieving objectives to maintain and enhance the Company's values. One implementation of Good Corporate Governance to ensure that the system of internal control has been conducted properly.

The Directors is responsible for implementing good internal control system to achieve the Company's objectives. The system of internal control is a process that is executed by (1) The Directors and all Corporate Officers, who provide direction, guidelines and supervision, (2) Executive Committee, (3) Internal Audit and (4) all employees. The Board of Commissioners with the assistance of the Audit Committee is responsible for controlling in order to ensure the implementation of internal control, including the policy of the Directors that governs the internal control.

The internal control system is designed to manage and control risks properly and not to eliminate these risks.

The statement of internal control describes the key elements used to achieve the objectives of internal control of the Company which include:

- Effective and efficient operations;
- Accurate and accountable financial statements;
- Compliance with prevailing law and regulations;
- Asset protection.

Evaluation on Internal Control

During 2013 the quality of the internal control system was excellent.

Issues related to the adequacy of internal controls have been reported to the Directors while measures to mitigate risk were taken. The report has also been submitted to the Board of Commissioners through its Committees.

Control Environment

The Board of Commissioners, through the established committees periodically reviews the control environment and makes independent assessments that will be communicated to Directors for further action.

Risk Assessment and Risk Management

The Directors has established procedures to anticipate identify and respond to events and constraints that may affect the achievement of objectives.

The Board of Commissioners, through Risk Monitoring Committee ensures that the Directors has implemented proper risk management.

Control Activities

The policies and procedures for key business units and support units have been prepared and approved by the Directors and periodically reviewed and updated by Risk Management Unit.

The Compliance unit is responsible for socializing the applicable banking regulations, examining compliance with new internal policies and product/activity, applying the Anti-Money Laundering (AML) program, Preventing Terrorism Financing (PPT) and monitoring the implementation of compliance through a designated officer in other units verified by Bank of Quality Assurance (BQA). The Compliance Unit submits periodic reports of compliance to the Board of Commissioners, the Directors and Bank Indonesia.

The Company's senior managers periodically review the presence and effectiveness of control processes, distribute adequate tasks, regularly verify the accuracy of data and examine the plan for emergency handling.

Information and Communication

The procedures of data collecting and information technology that can help the Board of Commissioners and Directors prepare reports on business operations, financial conditions, risk management and regulatory compliance in meeting their duties have been provided.

Monitoring

The Directors, senior managers and internal Audit conduct an ongoing monitoring for the effectiveness of overall internal control implementation. The monitoring for the main risks have been prioritized and become part of daily activities, including regular evaluation.

The Directors and senior managers have followed up the results of monitoring and the recommendations from the Internal Audit.

EXTERNAL AUDITOR

In accordance with OJK regulations, the appointment of an external auditor and cost determination are proposed by the Audit Committee through to the General Meeting of Shareholders.

More information can be found in the General Meeting of Shareholders section of this Annual Report.

Effectiveness and Frequency of Auditor Communication External and Directors

During the audit, the external auditors and the management maintain intensive and routine communication and cooperation.

Supervision on External Auditor

For the year 2013, the Public Accounting Firm that audited the Company's consolidated financial statements was Tanudiredja, Wibisana and Co (a member firm of PricewaterhouseCoopers Global Network). The year 2013 was the fourth year for the public accounting firm to audit the Company. Previously, for period 2005 to 2009, the Company appointed Haryanto Sahari and Partners. The appointment of Tanudiredja, Wibisana and Partners was done through a process according to prevailing regulations. The Audit Committee has fairly conducted a review and monitoring of the appointment and in determining the audit fee.

The Audit Committee was monitoring the implementation of external audit process through regular meetings with the public accounting firm to discuss all findings and developments during the audit work, helped and ensured

that there was no obstruction in the implementation of audits and evaluated the quality of the audit process, ensured the compliance of audit provisions and applicable standards.

The Periods of Accountants and Public Accounting Firms that have audited the Company's financial statements

Based on PBI Regulation No.3/22/PBI/2001 on Transparency of Bank Financial Condition, a Public Accounting Firm can only be appointed for five consecutive years unless it meets certain conditions and on the approval of Bank Indonesia. The Public Accounting Firm Tanudiredja, Wibisana & Partners (a member firm of PricewaterhouseCoopers Global Network) has been appointed as the Company's auditor since 2010.

Other Services of Accountant & Public Accounting Firm to CIMB Niaga in addition to Audit Services

During 2013, Tanudiredja, Wibisana & Partners only provided audit services.

Audit Fee

The total audit fee for audit work in 2013 was USD569,112 which covered the cost of annual audit and the audit on subsidiaries.

Name of Certified Public Accountants

Name of Certified Public Accountants:
Drs. Haryanto Sahari, CPA.

Name Public Accounting Firm

Tanudiredja, Wibisana & Partners.

Below is the list of Public Accounts firms that have audited the Company during the last five years :

Year	Public Accountant	Name of Accountant
2013	KAP Tanudireja Wibisana & Rekan	Drs. Haryanto Sahari, CPA
2012	KAP Tanudireja Wibisana & Rekan	Drs. Haryanto Sahari, CPA
2011	KAP Tanudireja Wibisana & Rekan	Drs. Muhammad Jusuf Wibisana, M.Ec., CPA
2010	KAP Tanudireja Wibisana & Rekan	Drs. Muhammad Jusuf Wibisana, M.Ec., CPA
2009	KAP Haryanto Sahari & Rekan	Drs. Muhammad Jusuf Wibisana, M.Ec., CPA

CORPORATE GOVERNANCE PROCESS

Corporate Strategic Plan

The Company's strategic short-term and long-term plan can be seen in section Introduction of this Annual Report.

Provision of Funds to Related Parties and Large Exposures Funds Provision

Table of Provision of Funds to Related Parties and Large Exposures Funds Provision per 31 December 2013

No.	Fund Provision	Amount		
		Debtor	Nominal (Rp billion)	Total Credit
1	To related party	10	700.8	0.4%
2	To core debtor *)			
	a. Individual	25	17,723.2	11.3%
	b. Group	25	27,305.1	17.4%

Table of Related Parties of PT CIMB Niaga as per 31 December 2013

No.	Related Party	Dec-13	Dec-12
		Outstanding (Rp million)	Outstanding (Rp million)
1	Directors and Senior Executives of PT CIMB Niaga Tbk	47,755	28,329
2	Parties related to Directors and Senior Executives of PT CIMB Niaga Tbk	36,646	27,918
3	Parties related to PT CIMB Niaga Tbk:		
	- PT CIMB Niaga Auto Finance	152,820	171,014
	- PT Kencana Internusa Artha Finance	412,083	284,417
	- PT CIMB Sun Life	8,534	6,656
	- PT CIMB Securities Indonesia	2,231	38,646
	- CIMB Bank Berhad	15,350	15,550
	- CIMB Thai Bank	830	1,020
	- PT Niaga Management Citra	4,663	3,872
	- PT Lintas Marga Sedaya	19,879	-
	Total	700,792	577,421

Transparency of The Company's Financial and Non-Financial Condition

In order to improve its corporate governance, the Company has a policy regarding the Transparency of Financial and Non-Financial Condition and Transparency of Company's Products and Services Information in respect of Bank Indonesia Regulation No.14/14/PBI/2012 on Transparency and Publication of Bank reports.

Aspects of this transparency cover transparency of financial and non-financial conditions are exposed through various print and electronic media and can be accessed by all stakeholders. The Company also keeps on reporting and publishing financial and non - financial conditions, procedures and scope as provided in applicable provisions.

The Company's financial and non-financial condition is delivered in the forms:

1. Quarterly Financial Publication Statements submitted to authorities and printed in press media.
2. The Company's Annual Report and Corporate Governance Annual Report prepared and presented as prescribed by Bank Indonesia Regulation on Transparency of Bank Financial Condition and GCG Implementation for Commercial Banks. The report is submitted to regulators, rating agencies, banking development agencies, research institutions and financial magazines.
3. Annual Report, GCG Report and Quarterly Financial Statements are also provided on the Company's website in order to be noticed by the stakeholders and public.

4. Information of Company's management and activities including information of Audit Committee Charter and Annual General Meeting of Shareholders (AGM) on Company's website.
5. In addition to that required information, the Company also provides information on banking products and services including network of offices in order to facilitate the public in accessing information on products and services offered by the Company.
6. Information on products and services are also presented through oral and written forms with marketing tools or similar media that explain the characteristics, benefits and risks of the products and other information for customer interest.

Buyback of Shares and Bonds

Buyback of shares or bonds is the Company's effort to reduce the number of shares or bonds issued by the Company that is done by repurchasing shares or bonds in with regulations.

The Company did not buyback shares or bonds during 2013.

Legal Issues/Litigation of the Company and Subsidiaries

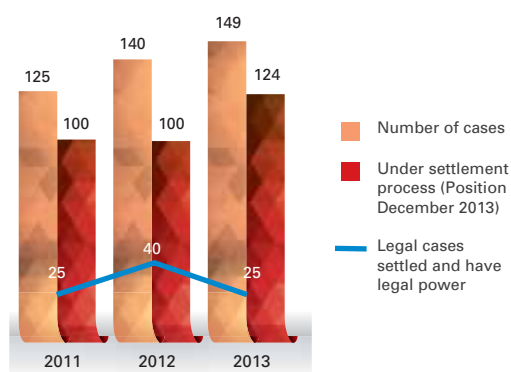
All legal issues faced by the Company in 2013 did not materially affect the status, position and continuity of the Company's operations.

Company's legal issues in 2013 consisted of civil and criminal cases. In civil cases, the Company was as a Defendant while in a criminal case the Company was as the Accused.

Civil Case

Legal Case	Civil Cases (the Company as defendant)		
	Year 2011	Year 2012	Year 2013
Legal cases faced	125	140	149
Legal cases settled and have legal power	25	40	25
Legal cases under settlement process (Position December 2013)	100	100	124

Civil, the Company as defendant



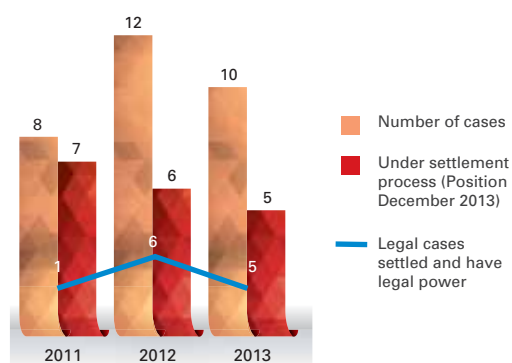
The increasing numbers of civil cases handled by the Company were caused by the presence of:

- Lawsuit of a Debtor or third party on mortgages that a Debtor pledged to the Company.
- Lawsuit related to bank guarantees, interest rate changes, application for credit agreement cancellation, and request for disbursement of deposit slips.

Criminal Case

Legal Case	Criminal Cases (the Company as the sued party)		
	Year 2011	Year 2012	Year 2013
Legal cases faced	8	12	10
Legal cases settled and have legal power	1	6	5
Legal cases under settlement process (Position December 2013)	7	6	5

Criminal (the Company as the sued party)



Criminal cases handled by the Company were caused by:

- Reports from a customer or third party related to an alleged criminal banking offense.
- Reports from a customer or third party related to an alleged forgery or false information, and an inclusion of the name of client in reporting Debtor Information System at Bank Indonesia.

Below are some cases with a value of lawsuit more than 10 billion:

1. Claim on Deposit no. (697/Pdt.G/2010/PN.Jkt.Sel)	
Parties involved:	M - Plaintiff the Company - Defendant I and Defendant II
Case:	A request to the Company to liquidate deposit account
Amount in dispute:	- Material in the amount of Rp11,000,000,000 and USD302,000 - Immaterial in the amount of Rp100,000,000,000
Case status:	The Company has filed a cessation on 16 April 2013

2. Claim on unlawful action with regard to Bank Guarantee no. (187/Pdt.G/2012/PN.Jkt.Sel)	
Parties involved:	ME (Plaintiff) The Company (Defendant I) PLN (Defendant II)
Case:	Request to deny execution of Bank Guarantee.
Amount in dispute:	Material in the amount of Rp83,300,000,000 and USD5,000,000
Case status:	A request to not liquidate Bank Guarantee The Company has filed an appeal on 28 November 2013

3. Lawsuit for Cancellation of credit facility no. (160/Pdt.G/2010/PN.Jkt.Pst)	
Parties involved:	IS (Plaintiff) The Company (Defendant)
Case:	A cancellation on a credit facility offered by the Company
Amount in dispute:	Material in the amount of Rp98,800,000,000
Case status:	The Company has filed an appeal on 9 May 2012

4. A Case of unlawful action of the Company filed by a bankrupt former debtor no. (398/Pdt.G/2010/PN.Jkt.Sel)	
Parties involved:	CI (Plaintiff) The Company (Defendant)
Case:	An unlawful action by the Company in an offering of derivative product
Amount in dispute:	Material in the amount of Rp184,700,000,000
Case status:	The Company has filed an appeal on 23 November 2012

5. A Case of unlawful action of the Company filed by a bankrupt former debtor no (75/Pdt.G/2011/PN.Kds)	
Parties involved:	CI (Plaintiff) The Company (Defendant) LPS (Plaintiff)
Case:	Plaintiff has been declared bankrupt. Plaintiff has filed a civil case on the Company for making an unlawful corporate action in foreign exchange trading and for not liquidating a deposit account of the Plaintiff
Amount in dispute:	- Material in the amount of Rp182,300,000,000 - Immaterial in the amount of Rp50,000,000,000
Case status:	The Company has made an appeal on 29 October 2012

6. A case of unlawful action no. (393/Pdt.G/2011/PN.Jkt.Pst)	
Parties involved:	DAPEN (Plaintiff) GT (Defendant I) FS (Defendant II) YS (Defendant III) P ((Defendant IV) The Company (Defendant V) TPS (Defendant VI) TM (Defendant VII) SW (Defendant VIII) HP (Defendant IX) BPN (coDefendant I) PPK (coDefendant II) IF (coDefendant III) BW (coDefendant IV) HM (coDefendant V) AHS (co Defendant VI)
Case:	The Plaintiff as a Promissory Note Investor has sued the Company and 14 other entities on the issuance of promissory notes
Amount in dispute:	- Material in the amount of Rp285,300,000,000 - Immaterial in the amount of Rp100,000,000,000
Case status:	The Company has filed an appeal in May 2013

7. A case of unlawful action no. (240/Pdt.G/2011/PN.Jaksel)	
Parties involved:	SA (Plaintiff I) SP (Plaintiff II) BUG (Plaintiff III) SB (Plaintiff IV) SPP (Plaintiff V) Bank II (Defendant I) The Company (Defendant II) KD (Defendant III) MW (Defendant IV) DPK (Defendant V)
Case:	The same case previously filed by Plaintiffs and the former shareholders of KD against the Company with a claim that has been rejected in its entirety by the Court and with a binding verdict. In this case the Plaintiff as the former shareholders of KD filed a lawsuit against the Company for failing to exercise the rights owned by Plaintiffs with an option to buy back shares of the Company KD, as stipulated in Decision of deliberation made by tge Jakarta Commercial Court dated May 25, 1999 No.01 / PKPU/1998 / PN.Niaga.Jkt.Pst jo KD No.01/Pailit/1998/PN.Niaga.Jkt.Pst on bankruptcy cases.
Amount in dispute:	- Material in the amount of Rp400,000,000,000 - Immaterial in the amount of Rp450,000,000,000
Case status:	The Company has filed an appeal on 18 October 2013

8. A case of unlawful action in share ownership and dividend no. (338/Pdt.G/2010/PN.Jkt.Ut)	
Parties involved:	WH (Plaintiff) GMS (Defendant) Company (Co-Defendant)
Case:	Plaintiff has resigned from his post as commissioner of GMS and thus pledged no longer responsibility for debts of GMS and has also filed a lawsuit for sequestration for most parcels which should have been placed as collateral for the Company's debts.
Amount in dispute :	Material in the amount of Rp13,500,000,000
Case status:	The Company has filed an appeal on 8 February 2013

9. A case of unlawful action no. (180/Pdt.G/2008/PN.Jkt.Pst)	
Parties involved:	DMZ (Plaintiff I) STM (Plaintiff II) JCM (Plaintiff III) PNK (Plaintiff IV) KNV (Plaintiff V) RSV (Plaintiff VI) SNV (Plaintiff VII) RM (Defendant I) DSRA (Defendant II) The Company (Co-Defendant)
Case:	The plaintiffs filed a case on the basis that they have not received cars from the defendant I and sued it to pay all of its commitment to co-defendant and propose for a cancellation on loan agreement with co-defendant
Amount in dispute :	Material in the amount of Rp19,500,000,000
Case status:	The Company has filed an appeal on 16 June 2013

10. Claim of Default no.(175/Pdt.G/1998/PN.Jkt.Pst)	
Parties involved:	WM (Plaintiff) PE (Defendant I) Company (Defendant II) BTA (Defendant III) BUN (Defendant IV) DH (Defendant V) BCD (Defendant VI) BUS (Defendant VII) BB (Defendant VIII) SGP (Defendant IX) BS (Defendant X) IDX (Defendant XI) SAN (Defendant XII)
Case:	The cancellation of a syndicated loan facility as debtor fails to fulfil his commitment
Amount in dispute :	Rp500,000,000,000
Case status:	The Company has filed an appeal on 26 May 2001

11. A case of unlawful action no. (255/PDT.G/2008/PN.Jkt.Pst)	
Parties involved:	II, IIM, DPP, KS (Plaintiffs) BGI (Defendant I) IS (Defendant II) RHIS (Defendant III) B (Defendant IV) ISB (Defendant V) RS (Defendant VI) HS (Defendant VII) S (Defendant VIII) KAP TTHR (Defendant IX) IT (Defendant X) JS (Defendant XI) KCRI now MI (Defendant XII) KKH ST (Defendant XIII) HT (Defendant XIV) FH (Defendant XV) APS (Defendant XVI) The Company (Defendant XVII)
Case:	The Plaintiffs filed a case against the Company for making a lawful action in its position as trustee in the issuance of BGI subordinated bond I
Amount in dispute :	- Material in the amount of Rp10,600,000,000 - Immaterial in the amount of 400,000,000,000
Case status:	The Company has filed an appeal on 17 May 2013

12. Lawsuit against execution of debtor collateral no. (365/PDT.G/2013/PN.Sby jo 886/Pdt.Plw/2013/PN.Sby)	
Parties involved:	S & TS (Plaintiffs) Company (Defendant I) KPKNL (Defendant II) IT (Defendant III) HA (Defendant IV) AZA (Defendant V) SPS (Defendant VI) BPN (Co-Defendant)
Case:	A file to delay and cancel auction of foreclosed collateral
Amount in dispute :	Material in the amount of Rp15,891,636,000
Case status:	The Company has filed an appeal in December 2013

Important cases that are being faced by Incumbent Directors and Commissioners

During 2013 no member of the Directors and Board of Commissioners was involved in a case and/or civil and/or criminal dispute.

Administrative sanctions by Capital Market Authority or Other Authorities

During 2013 the Company was not subject to administrative sanction from a capital market authority or other authorities.

Legal Issues/Litigation in Subsidiary

1. CIMB Niaga Auto Finance (CNAF)

All legal issues faced by CNAF in 2013 did not materially affect the status, position and continuity of CNAF and Company's business operations.

CNAF legal issues in 2013 consisted of civil and criminal cases. In civil cases, CNAF was as a Defendant while in criminal cases CNAF was as an Accused.

Civil Case

Legal Case	Civil Cases (the Company as defendant)		
	Year 2011	Year 2012	Year 2013
Legal cases faced	5	3	5
Legal cases settled and have legal power	3	1	1
Legal cases under settlement process (Position December 2013)	2	2	4

Criminal Case

Legal Case	Criminal Cases (the Company as the sued party)		
	Year 2011	Year 2012	Year 2013
Legal cases faced	0	5	4
Legal cases settled and have legal power	0	1	0
Legal cases under settlement process (Position December 2013)	0	4	4

Important cases that are being faced by Incumbent CNAF Directors and Commissioners.

During 2013 no member of the CNAF Directors and Board of Commissioners was involved in a lawsuit and/or civil and/or criminal dispute.

2. KITA Finance (KITAF)

All legal issues faced by KITAF in 2013 did not materially affect the status, position and continuity of KITAF and the Company's business operations.

KITAF's legal issues in 2013 consisted of civil and criminal cases. In civil cases KITAF was as Defendant while in criminal cases KITAF was as the Accused.

Civil Case

Legal Case	Civil Cases (the Company as defendant)		
	Year 2011	Year 2012	Year 2013
Legal cases faced	1	3	5
Legal cases settled and have legal power	1	1	1
Legal cases under settlement process (Position December 2013)	0	2	4

Criminal Case

Legal Case	Criminal Cases (the Company as the sued party)		
	Year 2011	Year 2012	Year 2013
Legal cases faced	0	0	0
Legal cases settled and have legal power	0	0	0
Legal cases under settlement process (Position December 2013)	0	0	0

Important cases that are being faced by Incumbent KITAF Directors and Commissioners

During 2013 no member of KITAF Directors and Board of Commissioners was involved in a lawsuit and/or civil and/or criminal dispute.

Material Transactions

In accordance with OJK Regulation No. IX.E.2, Chairman Decision attachment No. Kep-614/BL/2011, dated 28 November 2011 ("POJK IX.E.2") about Material Transactions and Change Main Business activity. A material transaction is:

- a. Investment in business entities, projects, and/or certain business activities;
- b. Any purchase, sale, transfer, exchange of assets or business segment;
- c. Any lease assets;
- d. Any loans of funds;
- e. Any pledge of assets, and/or
- f. Any corporate guarantees reaching 20% (twenty percent) of or more of the Company's equity that are transacted in a single or in a series of transaction for a particular purpose or activity.

During 2013 the Company did not have material transactions as stipulated in POJK IX.E.2.

Conflict of Interest

In accordance with FSA Rules No IX.E.1. Chairman Decree attachment No. Kep-412/BL/2009 dated 25 November 2009, ("POJK IX.E.1") on Affiliate Transactions and Particular Transactions Conflict of Interest, a Conflict of Interest is a difference between economic interests of the Company and personal economic interests of BOD, Board of Commissioners, or major shareholder that can damage the Company.

Conflict of Interest transactions are governed in Section III.2 paragraph (3) of Directors Charter that Directors need approval from shareholders who do not have a conflict of interest in accordance with legislation in capital markets to legally carry out a transaction that contains conflict of interest between personal economic interests of members of Directors, Boards of Commissioners or major shareholders and economic interests of the Company.

Besides those stipulations, in order to ensure the independence of members of Boards of Directors, Boards of Commissioners or major shareholders, the Company's Articles of Association have also arranged:

1. Article 12 paragraph 4 of Articles of Association provides that if members of Board of Commissioners appointed by Board of Commissioners have a conflict of interest on a matters that will be decided at GMS, the GMS will be directed by other members of the Board of Commissioners who do not have conflict of interest. If all members of Boards of Commissioners have a conflict of interest on the matter that will be decided at the GMS, the GMS will be directed by the President Director. If the President Director has a conflict of interest on the

matter that will be decided at the GMS, the GMS will be directed by members of Boards of Directors who do not have conflict of interest. If all members of Boards of Directors have conflict of interest, the GMS will be directed by one of independent shareholders i.e. a shareholder who does not have a conflict of interest and being selected by independent shareholders attending the GMS.

2. Article 16, paragraph 11 (b) Articles of Association stipulates that any member of the Directors who is personally in any way either directly or indirectly has an interest in a transaction, contract or proposed contract, in which the Company is one of parties, must state the character of the interest at Boards of Directors Meeting and does not have the right to participate in voting on matters relating to that contract or transaction, unless the Directors Meeting decides otherwise.

During 2013 there was no conflict of interest transaction with affiliated parties.

Affiliate transactions

In accordance with OJK Rules No. IX.E.1, Chairman Decision Attachment No. Kep-412/BL/2009 dated 25 November 2009 on Affiliate Transactions and Particular Transactions with Conflict of Interest, a Transaction with Affiliates is a transaction conducted by the Company or the Controlled Company with Affiliates of the Company or Affiliates of members of Directors, Board of Commissioners, or major shareholders of the Company.

Considering the definition of Affiliate according to Capital Market Act is too complex, which may include the relationship between the Company and certain parties (both individual and corporate) where there is a relationship due to family connections, ownership, control and/or sameness of Directors and/or Board of Commissioners and/or main shareholders, so the transaction with affiliates party in this annual report will be submitted in conformity with Financial Statement of the Company ('Affiliate Party'), which is mainly as follows:

Details of transactions with affiliated parties during 2013 can be seen in the following table:

No	Related Parties	Nature of Relationship	Nature of Transactions
1	CIMB Group Holdings Berhad	Parent of majority shareholder	Deposits from customer; Derivative Liabilities
2	PT CIMB Principal Asset Management	Under same ultimate shareholder	Deposits from customer
3	PT CIMB Sun Life	Under same ultimate shareholder	Deposits from customer
4	CIMB Islamic Bank Berhad	Under same ultimate shareholder	Deposits from other bank
5	CIMB Bank Berhad	Under same ultimate shareholder	Deposits from other bank; Borrowing
6	PT XL Axiata Tbk	Under same ultimate shareholder	Deposits from other bank
7	CIMB Bank (L) Limited	Under same ultimate shareholder	Deposits from other bank
8	PT CIMB Securities Indonesia	Under same ultimate shareholder	Loans receivable; Deposits from customer
9	PT Niaga Manajemen Citra	The company is managed by an executive officer of the Bank	Prepaid expenses; Deposits from customer
10	PT Commerce Kapital	Under same ultimate shareholder	Deposits from customer
11	Dana Pensiun PT Bank CIMB Niaga Tbk	The company is managed by an executive officer of the Bank	Deposits from customer
12	Board of Commissioners, Directors and Senior Executives	Managers and Management of the Bank	Loans receivable; Deposits from customer

As additional information, there have been some business relationships with Affiliated Parties concerning the Company's primary business activities which occurred in 2013 or continuing from the previous year, such as: (i) CIMB Sun Life for bancassurance activities, (ii) CIMB Bank for credit transactions (two-step loan from JBIC), and (iii) CIMB Group Holdings for derivative transactions.

While transactions with Affiliated Parties that support the main business activities are: (i) CIMB Group for cooperative usage of logo "CIMB" and (ii) CIMB Securities as an underwriter of CIMB Niaga Bonds Issuance in issuing Bank CIMB Niaga Sustainable Bond I Phase I in 2012 and in issuing Bank CIMB Niaga Sustainable Bond I Phase II in 2013.

Programs of Management Shares and Shares Ownership

a. Management Option Program (MOP)

CIMB Group Holdings Berhad had provided 162,180,111 shares of Bank CIMB Niaga to the management of Bank CIMB Niaga through MOP. CIMB Group Holdings Berhad, within its letter dated 22 June 2006 had offered this program to the specific management of Bank CIMB Niaga. Grant date of this program is June 30th 2006, i.e. a date on which management asserted to participate in the program.

This option could be executed at the grant date up to 31 October 2008 according to percentages allocated to each period. The exercised price determined was between Rp292 (full amount) to Rp368 (full amount).

MOP execution was recorded on the consolidated financial statements of Bank CIMB Niaga as regulated in PSAK 53 - Accounting for share-based compensation. Therefore, Bank CIMB Niaga did not have liability to deliver cash to the management (no impact on cash flows of Bank CIMB Niaga), Bank CIMB Niaga treated this transaction as a transaction that had been settled by providing shares (equity-settled) in the consolidated financial statements, in which Bank CIMB Niaga recorded that charge and credited the share-based compensation reserve (so there was no impact on total equity of Bank CIMB Niaga as a whole). The load was measured on grant date based on fair value of granted options using the Binomial method and amortized over the vesting period.

b. Management Equity Program (MES)

The program was a performance-based compensation program that was a part of CIMB Group Holdings Berhad which was provided by the major shareholder of CIMB Group. This program was first provided on 1 March 2004 and would continue until 28 February 2012 (a period that had been extended). In relation to Bank CIMB Niaga, this program was awarded to the management that had been determined by CIMB Group Holdings Berhad in 2009. In this program, the relevant management would receive compensation in cash (Cash - settled) based on the price movement of ordinary shares of CIMB Group Holdings Berhad.

Since 1 January 2012 and in accordance with SFAS 53 (Revised 2010) Share-Based Payment, charge on MES should be recorded retrospectively as profit/loss during 2009-2012. Management did not record the MES charge because the amount was not material to the consolidated financial statements.

Granting rights in this program was conducted by the Nomination and Remuneration Committee of CIMB Group Holdings Berhad. This right was not granted to other parties (non - assignable and nontransferable) in which the administering Nomination and Remuneration Committee represented the major shareholders of CIMB Group. This compensation grant had entered the phase of vesting prop or si on ally in some execution period phases.

On 28 February 2012, the major shareholder of CIMB Group Holdings Berhad had extended the period of MES on 28 February 2012 to 31 May 2012. MES can be executed until 31 May 2012, after that the voting rights on unexecuted amounts would remain belong to the major shareholder of CIMB Group Holdings Berhad.

Here is a change of share rights that had been granted :

	2012	2011
Beginning Balance	1,430,738	2,704,868
Exercised	(1,430,738)	(2,704,868)
Balance at end of the year	-	1,430,738

c. Shares Ownership Program (EOP)

EOP was provided in March 2011 by CIMB Group by awarding ordinary shares of CIMB Group for certain employees (Senior Vice President (SVP) and Executive Vice President (EVP) and Directors) which would be charged directly to Bank CIMB Niaga. Under the EOP, part of remuneration of those certain employees would be used to buy ordinary shares of CIMB Group from the market. The shares that had been bought would be given progressively to eligible employees on certain dates after the date of buying, depending on working relationship between the employee and Bank CIMB Niaga.

Related companies would represent CIMB Group to undertake the administration of EOP and keep those shares during the period prior to the date of submission. The eligibility of Participating in EOP would be determined by the policy of Group Compensation Review Committee CIMB Group.

Shares that had not been granted to deposition excluding retirement, disability or death would be released based on market price and the income received would be donated to CIMB Foundation on behalf of the employee concerned. For the state of retirement, disability or death of the employee who had the right of EOP, the provision of shares would be accelerated based on the date of termination and the shares would be given to the representative parties.

For the entire EOP program, Bank CIMB Niaga had paid Rp35,030 (including taxes) to companies established by CIMB Group (and internal revenue relating to employee's income tax) to buy 1,034,802 shares at average price of RM8.27 per share and would have been effective on 1 April 2011. This right of EOP grant was divided into four (4) tranches, each of them received 25% of total EOP in each vesting period on 1 October 2011, 1 April 2012, 1 October 2012 and 1 April 2013.

On 28 March 2012, an additional of EOP was provided with similar terms and conditions to the previous EOP. For the entire EOP program, Bank CIMB Niaga had paid Rp35,533 (including taxes) to companies established by CIMB Group (and internal revenue relating to employee's income tax) to buy 1,108,502 shares at average price of RM7.70 per share and would have been effective on 1 April 2012. This right of EOP grant was divided into four (4) tranches, each of which received 25% of total EOP in each vesting period on 1 October 2012, 1 April 2013, 1 October 2013 and 1 April 2014.

On 25 March 2013, an additional of EOP was provided with similar terms and conditions to the previous EOP. For the entire EOP program, Bank CIMB Niaga had paid Rp43,374 (including taxes) to companies established by CIMB Group (and internal revenue relating to employee's income tax) to buy 1,220,675 shares at average price of RM7.74 per share and would have been effective on 1 April 2013. This right of EOP grant was divided into three (3) tranches, each of them received 33.33 % of total EOP in each vesting period on 1 April 2014, 1 April 2015 and 1 January 2016.

Here is a change of share rights that had been granted :

	2013	2012	2011
Beginning Balance	1,127,267	778,472	-
Granted	1,220,675	1,108,502	1,034,802
Exercised*	(494,234)	(759,707)	(256,330)
Ending Balance	1,853,708	1,127,267	778,472

* Retirement

Highest and Lowest Salary Ratio

The following table illustrates highest salary and lowest salary ratios:

Ratio	CIMB Niaga 31 Desember 2013
The highest and the lowest ratio of employee's salary	111.02 : 1
The highest and the lowest ratio of Directors' salary	2.64 : 1
The highest and the lowest ratio of the Board of Commissioners' salary	1.50 : 1
The highest ratio of the Directors' salary and the highest ratio of employee's salary	2.33 : 1

Results of GCG Self-Assessment

GCG implementation Self Assessment is conducted by the Company to measure the outcome of GCG implementation for one year. This Implementation of Self-Assessment was done by distributing questionnaires prescribed by Bank Indonesia to respondents consisting of Board of Commissioners, Directors and Executive Officers validated by an independent unit.

The assessed aspects are as follows:

Assessed Aspects	Weight (B) %	Rating (P)	Score (B x P)
Implementation of the Duties and Responsibilities of the Board of Commissioners	10%	1.5	0.1
Implementation of the Duties and Responsibilities of the Directors	20%	1.5	0.3
Completeness and Implementation of Committee's Roles	10%	1.6	0.2
Conflict of Interest Handling	10%	1.6	0.2
Implementation of Compliance Function	5%	1.6	0.1
Implementation of Internal Audit Function	5%	1.6	0.1
Implementation of External Audit function	5%	1.5	0.1
Risk Management Function including Internal Control System	7.5%	1.5	0.1
Provision of funds to Related Parties and Large Exposures	7.5%	1.5	0.1
Transparency of Financial and Non-Financial Conditions, GCG Implementation Reports and Internal Reporting	15%	1.5	0.2
Company's Strategic Planning	5%	1.6	0.1
Composite Score	100%		1.53 (Good)

Composite Score	Composite Ranking
Composite Score < 1.5	Very Good
1.5 ≤ Composite Score < 2.5	Good
2.5 ≤ Composite Score < 3.5	Fair
3.5 ≤ Composite Score < 4.5	Unfavourable
4.5 ≤ Composite Score < 5	Poor

Corporate Culture

As already explained, the Company continues to uphold the Company's values within ICE, namely:

1. Integrity is Everything
2. Always Put the Customer First
3. Passion for Excellence

These values are not only proclaimed and informed to management and employees continuously and an ongoing basis through communication channels such as email blast, CEO Message, Value Card, Net portal CIMB Niaga, CIMB Niaga News, and through other media.

The Company provides information of developments and corporate culture through the management in every meeting with employees, particularly in areas such as Management Walkabouts or Roadshows, along with events such as led Mubarak, Christmas and CIMB Niaga Olympi.

The Adequacy of Policies and Procedures

The Company has established necessary policies and procedures to improve the implementation of GCG as follows:

- Charter of Board of Commissioners and Board of Directors
- Code of Conduct Policy
- Complaint Handling Policy (Whistle Blowing)
- Anti-Fraud Policy
- Policy of Discipline Enforcement and Violations Settlement
- Policy of Management Conflict
- Policy of Safety and Health
- Policy of Goods and Services Procurement
- Policy of Serving, Protection and Handling of Customer Complaints.

The Company also has a Standard Operating Procedure, Implementation Guidelines and Technical Guidelines which are useful in performing duties in all areas of the Company's business.

The Company continually socializes the policies and procedures.

Charter of Board of Commissioners and Directors

This Charter has been issued to establish guidelines and work ethic for the Board of Commissioners and the Directors in order to develop the effectiveness of implementation function of duties and responsibilities of BOC and BOD and to improve the quality of administrative management of Commissioners and Directors, both for the needs of BOC and BOD itself and other parties related to the duties of BOC and BOD.

The Company's Board of Commissioners and Directors carry out their duties and responsibilities as stated in Charter of Board of Commissioners and Directors.

Code of Conduct Policy

The Company upholds integrity by having and implementing standard guidelines on procedures of conduct called the Code of Conduct.

Code of Conduct Statement is applied at all Organizational Levels

The Company has a Code of Conduct that provides guidelines for Board of Commissioners, Directors and all employees.

The Objective of Code of Conduct Policy

The objective of this Code Policy is:

- to be a guideline in preparing policies, procedures and management practices within the Company.
- to be a basic guideline on attitudes and conducts in carrying out duties and decision-making.
- to provide an understanding by employees in establishing relationships among employees, relationships with the Company, with customers, and with competitors, with the authorities or with other stakeholders.
- to ensure equality and consistency of attitudes as well as conduct in implementing daily operations.

Code of Conduct Content

Contents of policy regarding Code of Conduct are as follows:

a. Conflict of Interest

Each employee shall avoid situations that may lead to conflicts of interest. If conflict of interest in certain situations can not be avoided then the employees must report it to the Company.

b. Relationships with customers

- Employees sell the Company's products and other legitimate products only that have been approved by the Directors.

- Employees must have sufficient knowledge about products that are sold and suitability with customers' needs.
 - Employees must explain the product well and transparently.
- c. **Responsibility to keep confidentiality of customer information and personal data of customers**
A violation of such responsibility will be a serious offense and may incur penalties from the authorities, lawsuits by customers and lawsuits from law enforcement officers.
 - d. **Prohibition to receive parcels/gifts/entertainment**
 - e. **Prohibition to give a gratuity such as parcels/gifts/entertainment to government authority**
 - f. **Prohibition from bribery in any form**
 - g. **Relationship arrangement with vendors, suppliers and consultants**
 - h. **Obligation to be wary of transactions dealing with the risk of money laundering and to report any suspected transaction of money laundering to UKPN (Unit of Customer Introduction Principles) and INTRAC (Center for Financial Transaction Reporting and Analysis)**
 - i. **Prohibition to trade securities/shares/forex if they have inside information about it**
 - j. **Provisions of Company's Shares Transactions**
An employee is not allowed to misuse his position to obtain preferential treatment in buying or selling securities/stocks/foreign exchange for its own account or family, except when stipulated otherwise by the Company.

Efforts for socialization and Code of Conduct Enforcement

In order to provide an understanding of and compliance with the Code, the Company provides regular socialization through training sessions. The Company also continually monitors the implementation of the Code such as by providing reporting media which can be accessed via email, phone and SMS, and PO Box. The Company also provides strict sanctions for employees who violate the prescribed provisions.

Whistle Blowing System

The mechanism of implementation and results of whistle blowing system during 2013 will be described below.

How to Report Violations

All internal and external parties can participate in Reporting Violations (whistle blowing) to the Company. Communication channels provided by the Company are:

- Email: ayo.lapor@cimbniaga.co.id
- Post Office Box: PO Box AYO LAPOR JKS 12000
- SMS to: 087829652767
(0878 LET'S REPORT)

A whistle blower can report early indication of infringement along with available evidence by giving a clear identity and address. If the report is not attached with a clear identity, the report will not have to be followed up.



Protection for Whistle Blower

The Company ensures confidentiality and protects the identity of the whistle blower at the time when the report is delivered or when followed up by an investigation unit. To ensure the confidentiality, the name of the informer will only be known by a designated whistle blowing officer.

Report handling

The incoming report will be directly analyzed by a whistle blowing officer. If necessary, the whistle blowing officer will contact the whistle blower confidentially to request additional information.

If the initial information was sufficient, the whistle blowing officer shall submit to the Internal Audit Unit to conduct an investigation in order to examine the validity of the report.

If the report is not relevant, the whistle blowing officer will give a response or notification that the report will not be followed up.

Furthermore, the whistle blower will receive further information about the development of the report, until the report is completely resolved. In order to maintain control, the result of complaint will periodically be reported to Board of Commissioners and Directors through the Audit Committee, to ensure the complaints handling process including complaint investigation process is continuously monitored. The identity of the whistle blower will be kept confidential during the process of handling and supervising.

Parties that Manage Reports

The party appointed to manage reports is the Compliance Unit and specifically two senior officials in the Compliance Unit who manage this whistle blowing program.

Results of Whistle Blowing

During 2013, there were 40 reports of whistle blowing that had been followed up with the following details:

Classification	Numbers of Reports	Numbers of Reports were followed up
Human Resource, Code of Conduct	16	16
Product & Activities	6	6
Procedural	18	18

To increase the effectiveness of the Whistle Blowing program, several efforts had been made, such as;

- Socialization through classroom, posters, stickers and Company websites;
- Rewards to whistleblowers who are considered giving significant impact to the Company.

CEO Hotline

The Company also provides the CEO Hotline as a channel of communication through SMS to President Director concerning the Human Resources, Business and others. During 2013 there were 80 incoming SMS with the details as follows:

Clarify Areas	Number of Messages	Number of Messages were Followed Up
Human Resources	18	14 suggestions and were followed up
		2 questions and were followed up
		2 Complaint and were followed up
Business	22	22 suggestions and were followed up
		No Question
		No Complaint
Others	40	39 suggestions and were followed up
		1 questions and were followed up
		No Complaint

Policy of Discipline Enforcement and Violation Handling

The Company has a policy to handle internal violations committed by employees, and to regulate the roles and responsibilities of supervisors and unit leaders, duties and responsibilities of sanction committee, also duties and responsibilities of units related to violations.

In the implementation of the policy, the Company does not merely emphasize the punishment but also on the aspect of justice by awarding well-performing employees.

Sanctions will be imposed on mild, moderate, and severe violation in punishment starting from a reprimand, written warning letter, decline in authority, no bonus granted, no promotion, demotion or dismissal.

To maintain objectivity of sanctions determination, the sanctions are decided by a committee consisting of independent work units.

During 2013, the Company gave sanctions to 831 employees as described in table below.

No	Type of Penalties	Number of Penalties
1	Reprimand Letter	366
2	Warning Letter 1	194
3	Warning Letter 2	74
4	Warning Letter 3	63
5	Termination	134
TOTAL		831

Policy of Management Conflict (Insider Trading/ Investment Policy)

The objective of this policy is to establish rules, identify, mitigate and manage potential conflicts of interest that may arise within the Company as a result of business unit activities (Covered Division).

This policy regulates share trading for employee's personal interests on shares. Every employee who is included in category of Covered Division as regulated in this policy shall fill in a form of confirmation and openness. Each Covered Division who will conduct Personal Account Trading (PAT) ought to open an account at CIMB Securities and have admittance first to Control Room before making a transaction.

It was expected that the use of insider information for internal personal gain can be mitigated by this policy.

Internal Fraud

The table below summarizes the offenses (fraud) conducted by the board, honorary and outsourcing related to Company's business proceedings and operations whose impacts of deviations reach more than 100 million. This impact of deviations was excluding the recovery that has not been gained yet in an effort to redeem due to fraud case. The Company has imposed hard sanctions against the perpetrators. Sanctions to employees can be seen in section of Policy of Discipline Enforcement and Violation Handling.

Internal Fraud	Number of Cases					
	Management		Permanent Employee		Non Permanent Employee	
	2012	2013	2012	2013	2012	2013
Total Fraud	-	-	11	14	1	-
Has been solved	-	-	4	3	1	-
In the process of being resolved by internal unit	-	-	5	3	-	-
No resolution have been reached	-	-	-	7	-	-
Followed by legal proceeding	-	-	2	1	-	-

Policy of Goods and Services Procurement

To perform its functions as a Bank, the Company has a policy related to Procurement of Goods and Services that has become the key reference of all activities of procurement undertaken by work units, both conventional and Sharia. This policy is also a manifestation of GCG process in terms of procurement, in which the procurement process is always properly managed and made accountable so goods and services required and obtained by the Company are sufficient in quantities, and at reasonable prices and quality according to standards determined by the Company while also timely and in the right place.

This policy also regulates the bidding process, in which partners evaluating process must meet conditions such as:

- Transparency and being free from conflict of interest;
- Usage of explicit and standardized criteria such as technical capability, administrative and financial requirements and price;
- Fair and Honest Bidding Process;
- Engaging at least three (3) Partner Bidders, or based on leader's approval if less than 3.

Management of procurement is performed by Procurement Property and Administration Services (PPAS) Unit under Directorate of Strategy & Finance, and involves other units including Legal, Finance, Internal Audit, and Bank Quality Assurance to ensure the process GCG runs with the best standards.

In a more detailed level, the Company has also been equipped with Procurement Procedures that will clearly and completely manage the process of goods and services procurement, including the procurement of IT equipment as capital expenditure. The entire procurement process complies with the applicable procedures, including the authority, approval limits, classification, and distribution of duties and responsibilities within the Company.

The Policy of Serving, Protection, and Handling of Customer Complaints

Customer Service Improvement Program

In 2013 the Company spent approximately Rp 3.4 billion to improve the quality of its customer service.

As an improvement, the Company undertakes an internal measurement of service quality more comprehensively (ie, working with Marketing Research Indonesia), measures the customer experience on existing Company's channel (Branch, ATM/CDM, Phone Banking, Go Mobile, CIMB Clicks, Mobile Account).

The results of these measurements serve as the Company's input to initiatively renew the Company's policies relating to transaction flow, improvement of process systems, motivational programs, training of mindset & leadership service, in order to improve customer service.

Customer Protection

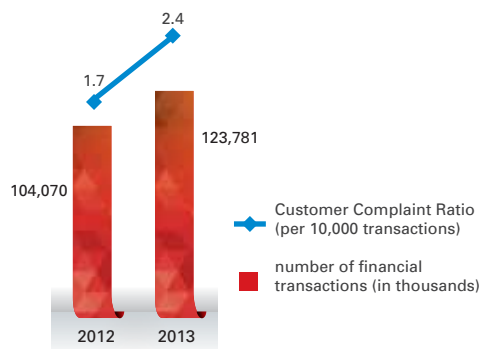
As a commitment to consumer protection, the Company has always attempted to meet the conditions as determined by Bank Indonesia and OJK, for instance, transparency of product information to customers through product features brochures, advertisement and currency exchange rates at branches and product offerings appropriate for customer's risk profile.

Customer Complaints

The Company has a special unit called the Customer Care Center, which handles customer complaints equipped with bank-wide complaints recording system called the Automation Monitoring and Reporting Complaints (OMPK) so customer complaints are handled the best possible way with time target of completion as stipulated by Bank Indonesia.

The Company provides a variety of accessible complaint channels through branches, Phone Banking 14041, Preferred Phone Banking 500800 and e-mail via tab 'Contact Us' on Company's website or through a Facebook account CIMB Indonesia and Twitter @CIMBIndonesia and insert the address of banking mediation on Company's website.

In 2013, CIMB Niaga recorded a significant increase in the number of financial transactions from 104 million transactions in 2012 to 123 million transactions in 2013. That number did not include transactions of merchants' customers that reached 18 million transactions.



The number of customer complaints was maintained at 2bps. The average complaints per month were 2,522 related to financial claims and approximately 752 related to non-financial or administrative claims. The settlement level of customer complaints until December 2013 was 99.3% as the realization of CIMB Niaga's commitment to customers and efforts in improving quality of service.

Settlement level of Customer Complaints during 2013

Type of Complaint	Resolved Cases until December	
	2012	2013
Finance	98.4%	99.6%
Non Finance	98.0%	98.9%
Total	98.2%	99.3%

Employee Welfare

Employee welfare is realized in various ways such as Social Security, Health Benefits, Employee Loans, Pension Funds and Life Insurance.

Employee benefits are reviewed through internal and external surveys and benchmarked with other companies that have good reputation.

Employee Cooperative

The Company supports the employees' cooperative to improve employees' welfare. The existing employees cooperative are Koperasi Karyawan Citra Niaga (KKCN), Jambi Employees Cooperative, Koperasi Karyawan Swadaya Mandiri Prima Sejahtera, Medan and Koperasi Karyawan Mitra Abadi, West Java. As for some of cooperative activities that is operating are savings and loan, trade, and services cooperatives. The benefits obtained by the members are sharing of dividend every year, Voluntary Terms Deposit funds allocation with very attractive interest, low interest loans and holiday allowance in the form of vouchers.

Union

The Company sees the Union as a partner in building harmonious industrial relations in the workplace. Thus the Company allows continuous communication with the Union. Good communication is proven by the signing of Change of Collective Labour Agreement (PKB) 2012-2014 between the Company's Negotiating Team and Union's Negotiator Team on 6 December 2013.

In maintaining an intensive communication with the Union, the Company has conducted formal and informal meetings, during 2013 with 10 formal and informal meetings. With this series of meetings, it was expected that the information gap in employees' aspiration becomes resolvable. Furthermore, the Company can introduce policies with regards to employment in accordance with the purpose and objective of the policy. It was expected to minimize miscommunication that could have disrupted the performance of employees and work environment.

Employment Termination

In principle, the Company has done everything to prevent employment termination. In the event when it cannot be avoided, the termination will be referred to the prevailing rules and regulations.

Program of Employee Development and Equal Opportunity

The Company is a performance-based organization, where employees are rewarded based on the contribution they make to the Company. Each employee has equal opportunity to develop through a clear path of career. In addition to the career management, the Company has also designed various training programs organized by the Learning and Talent Development. The training was carried out comprehensively covering personal development, leadership, and technical skills.

Throughout 2013, the Company spent Rp151.8 billion for employees' education and development. That amount included reserved costs of Rp19.1 billion which will be realized in 2014. For further details on the cost of employees development can be seen in chapter "Human Resources & Development Talents" of this Annual Report.

Good Corporate Governance Awards

By the end of 2013, the Company had received awards from independent external parties in an assessment of GCG practices. These awards were not only a benchmark for the Company to develop but also as the industry acknowledgement for its efforts and achievements in implementing GCG at every level in the organization. The awards included:

- Predicate of Highly Reliable - Assessment IICG, 2013;
- Best of the Boards Responsibility Corporate Governance Best Practices 2013, category of Financial Sector (IICD and SWA Magazine);
- First place for Listed Financial Institution Category at Annual Report Awards 2012.

Funds for Social and Political Activities

The Company has an internal policy to prohibit employees from being engaged in political activities, including providing funds for political purposes. This policy is applied in order to preserve the independence and professionalism of the employees and the Company. The Company believes that social activities will give positive impact to society for a long term. Social activities will be reported in the Corporate Social Responsibility section of this Annual Report.

Government Regulations with Significant Impact on CIMB Niaga in 2013

During 2013, the regulator or financial supervisory authority issued a number of provisions that have a significant impact for banking, as follows.

PRUDENTIAL BANKING

- **Bank Indonesia Regulation No.15/15/PBI/2013 on Reserve (GWM) of Commercial Bank in Rupiah and Foreign Currency for Conventional Commercial Banks.**

During 2013, Bank Indonesia issued 2 amendements on reserve requirements in Rupiah and Foreign Currency, in general the latest alterations are effective since 24 December 2013 were to establish the following matters:

1. Determination of Reserve Ratio
 - a. Rupiah reserve was set at 8 % for Primary reserve and 4 % reserve for Secondary Reserve.
 - b. LDR reserve was set by the result of calculating Lower or upper Disincentive Parameter with the difference of LDR Bank and LDR Target (78% - 92%) by taking into accounts the difference of Bank CAR and Incentive CAR.
 - c. Reserve in foreign currency was set at 8% of Third Party Funds (TPF) in foreign currency.

2. Reserve calculation
 - a. Obligation of Reserves is done on a daily basis.
 - b. Compliance of Rupiah Primary Reserve, Rupiah LDR Reserve and Foreign Currency Reserve is done by comparing Bank's Account Balance at BI in final day of one reporting period to daily average of Deposits in one reporting period within 2 previous reporting periods.
 - c. Compliance of Rupiah Secondary Reserve is done by comparing the amount of SBI, SDBI and/or excess reserve in every final day of one reporting period to daily average amount of Deposits in one reporting period within 2 previous periods.
 - d. LDR reserve calculation in Rupiah was determined with parameters of LDR target range of 78 % - 92 % , Incentives CAR 14% , with Lower Disincentives Parameters of 0.1 and Upper Disincentives Parameter of 0.2, as follows:
 - If a bank LDR is in the range of Target LDR, the bank's LDR reserve will be 0% of deposits in Rupiah.
 - If a bank LDR is smaller than lower limit of Target LDR, the LDR reserve will be the multiplication of Lower Disincentive Parameters, the difference of lower limit of target LDR and bank LDR, and deposits in Rupiah.
 - If a bank LDR is greater than upper limit of Target LDR and the bank's CAR is smaller than Incentive CAR, the LDR Reserve will be the multiplication of Upper Disincentives Parameters, the difference of bank LDR and upper limit of Target LDR, and deposits in Rupiah.
 - If a bank LDR bank is greater than upper limit of Target LDR and the bank's CAR is equal to or greater than incentive CAR, then bank LDR reserve will be 0 % of deposits in rupiah.
 - e. Bank Indonesia may provide dispensation on complying with the provisions of the LDR reserve for a bank that is being restricted to a credit allocation and funds raising based on OJK requirement.
 - f. CAR of a bank in the calculation of LDR reserve is a quarterly CAR resulting from OJK calculation with the following details :
 - CAR final Position in September is a calculation of LDR Reserve for December, January and February;
 - CAR final Position in December is a calculation of LDR Reserve for March, April and May;
 - CAR final Position in March is a calculation of LDR Reserve for June, July and August; and
 - CAR final Position in June is a calculation of LDR Reserve for September, October and November;
 - g. Deposits in Rupiah and Foreign Currency consist of clearing account, savings, fixed deposits and other liabilities.
- **Bank Indonesia Regulation No.15/12/PBI/2013; CAR of Commercial Banks.**

At the end of 2013, Bank Indonesia issued regulations regarding the application of CAR effective 1 January 2014 with some transitional phase up to 2016. The key provisions are as follows:

 1. In accordance with Basel III framework in improving the quality of capital is done through changes in components and capital instruments such as:
 - a. Component of core capital (Tier 1) that consists of:
 - main core capital (common equity Tier 1), which is a high-quality capital instruments in the form of common stock and non-preference feature in dividend payout/yield.
 - additional core capital (Additional Tier 1), which is an innovative refinement of capital components in the form of preference stock or debt instruments that are subordinated, non fixed period, non cumulative dividend payout or yield, and non step-up feature.
 - b. Component of Supplementary capital (Tier 2), which are a subordinated debt instruments, with a period of at least 5 (five) years, and no step-up features.
 2. Banks are required to provide core capital (Tier 1) minimum 6% (six percent) of RWA and main core capital (Common Equity Tier 1) minimum 4.5% (four point five percent) of RWA both individually and in consolidation with its subsidiaries.
 3. Banks that meet certain criteria are required to establish additional capital as a buffer above the minimum capital adequacy in accordance with a risk profile that is defined as follows:
 - a. Capital Conservation Buffer of 2.5% (two point five percent) of RWA for banks of Commercial Bank of Business Activity (BUKU) 3 and BUKU 4 that are gradually fulfilled;
 - b. Countercyclical Buffer within a range of 0% (zero percent) to 2.5% (two point five percent) of RWA for the all banks; and
 - c. Capital Surcharge for D - SIB in the range of 1% (one percent) to 2.5 % (two point five percent) of RWA for systemic-affected banks.

- **Bank Indonesia Letter No15/15/DPNP concerning the Implementation of GCG for Commercial Banks. This provision is the second amendment of GCG provision since 2007, which broadly align the provisions on corporate governance self-assessment by the bank rating. Principles of change in these provisions include:**
 1. GCG self-assessment is conducted every semester and is a part of the Report of Bank Healthy Level that is submitted in June and December.
 2. GCG self-assessment includes an assessment of bank both as individual and consolidated (along with its subsidiaries).
 3. GCG self-assessment is comprehensively and structural conducted by integrating assessment indicators into three (3) aspects of Governance System, namely governance structure, governance processes, and governance outcomes.
 4. Other than the existing self-assessment indicators, such provisions also add and update new indicator/ additions in accordance with the changes in existing regulation, for example, things related to the compliance function and application of risk management.
- **Bank Indonesia Letter No 15/21/DPNP on Implementation of Anti -Money Laundering and Prevention of Financing Terrorism for Commercial Banks (APU and PPT)**

This provision is an implementing term on the issuance of Peraturan Bank Indonesia No. 14/27/PBI/2014 about Implementation of Anti-Money Laundering and Prevention of Financing Terrorism for Commercial Banks, and also an amendment of previous Letter in 2009. The key provisions are as follows:

 1. Duties and responsibilities of a director who performs supervision of the application of APU and PPT programs are:
 - a. To establish the necessary measures to ensure the Bank has complied with Bank Indonesia regulation regarding APU and PPT and other related legislations;
 - b. To monitor the task implementation of special units and/or bank officials who are responsible for the implementation of APU and PPT Program;
 - c. To provide recommendations to a managing director on selecting the official who will lead a special unit or official who will be responsible for the implementation of AML and CFT Program;
 - d. To approve the Report of Suspicious Transactions; and
 - e. To evaluate transaction that requires the approval of senior officials.
 2. Officials of Special Units (UKK) or a bank official who is responsible to run UKK function shall meet at least the following requirements:
 - a. have an adequate knowledge of AML and CFT and other regulations dealing with products and banking activities;
 - b. have adequate experience in banking; and
 - c. have an adequate understanding of risk assessment and risk mitigation associated with the application of AML and CFT Program.
 3. In determining the complexity of branch office business, the bank makes a risk-based approach by taking into account:
 - a. Bank products and services that require Bank Indonesia approval;
 - b. Number of high-risk customers;
 - c. Business volume of branch office;
 - d. Overseas transactions, and/or
 - e. Branch offices that are located in the so-called cash society areas.
 4. Customer and WIC cross-division consists of at least three (3) classification of risk, namely:
 - a. low, so that a simple CDD procedure will be applied to this class.
 - b. medium, so that a CDD procedure will be applied to this class.
 - c. high, so that an EDD will be applied to this class.
 5. If there is an inexpediency between the transaction and/or customer profile with a predetermined level of risk, the bank has to adjust the level of risk by:
 - a. applying CDD procedures for customers who originally were classified as low risk turns into medium risk according to a new determination of the level of risk;
 - b. applying EDD procedures for customers who initially were classified as low or medium risk turn into high-risk.
 6. In determining the level of risk of customer, services, and bank products, a bank will refer to:
 - a. Provisions of INTRAC that regulate guidelines of identification of products, customers, businesses, and high-risk countries for financial service providers, and
 - b. Other references issued by the competent authority or which has become international best practice.
 7. Prevention of using a bank as a medium or object of money laundering and terrorism financing is made through a screening procedure (pre-employee screening), introduction, and monitoring employee profile as outlined in the Know Your Employee (KYE) policy that refers to rules of applying anti-fraud strategy.

8. Action plan to implement AML and CFT Program includes strategies, measures, and/or plan of AML and CFT compliance such as:
- adjustment system, agreement of opening the business relationship, and mitigation of risks related to the implementation of simple CDD in term of financial inclusion;
 - customer grouping based on RBA;
 - Improvement of information technology infrastructure;
 - preparation in developing single Customer Identification File (CIF);
 - appointment of employees who perform the function UKK in branch with high complexity of its business;
 - Preparation of adequate human resources, and/or
 - Information Technology Adjustment to implement a program of updating data Customers.
9. Changes in report of action plan and report of data updating plans can be performed as long as there is a change that happens out of a bank's control and submitted to Bank Indonesia not later than seven (7) working days after the change made.

• **Bank Indonesia Letter No. 15/40/DKMP; Application of Risk Management for Banks that is Applying Credit or Financing Property, Consumer Credit or Financing with a Mortgage, and Vehicle Credit or Financing.**

In reference to the provision of risk management implementation at Commercial Banks and Islamic Banks/Islamic Business Unit, Bank Indonesia Issued implementing provision that in outline determines the Loan to Value (LTV) in financing as described below.

- Loan to Value (LTV)/Financing to Value (FTV) applies to:
 - Credit/Financing Property (KPP/KPP iB), consists of KPR/KPR iB, KPRS/KPRS iB, KPRukan/KPRukan iB, and KPRuko/KPRuko iB, and
 - Consumer Credit/ Financing with a Mortgage (KKBP /KKBP iB).
- Regulation on LTV or FTV was excluded KPP atau KPP iB in terms of implementing the Program of Central Government and/or Local Government Housing as referred to the prevailing regulatory.
- LTV and FTV were decided as presented in the following table:

Loans / Financing & Type of Collateral	FK/FP 1	FK/FP 2	FK/FP 3 etc
KPR Type > 70	70%	60%	50%
KPRS Type > 70	70%	60%	50%
KPR Type 22 - 70	-	70%	60%
KPRS Type 22 - 70	80%	70%	60%
KPRS Type s.d. 21	-	70%	60%
KPRuko/ KPRukan	-	70%	60%

Loans / Financing & Type of Collateral (Mmq & lmbt)	FP 1	FP 2	FP 3 etc
KPR Type > 70	80%	70%	60%
KPRS Type > 70	80%	70%	60%
KPR Type 22 - 70	-	80%	70%
KPRS Type 22 - 70	90%	80%	70%
KPRS Type up to 21	-	80%	70%
KPRuko/ KPRukan	-	80%	70%

- In determining the order of credit/financing in the calculation of LTV/FTV, the Company must take into account the entire KPP/KPP iB and KKBP/KKBP iB facilities that has been received by debtor/customer at the same bank or other banks.
- Such provisions also treat debtor's or customers' husband or wife as 1 (one) debtor or customer unless there is an agreement of separating property that is certified by a notary.
- The Company shall not provide any credit or financing facilities to advance property purchasing that is financed by KPP/KPP iB and/or KKBP or KKBP iB.
- This provision also requires the adjustment of policies and written procedures of providing KPP/KPP iB, KKBP or KKBP iB and/or KKB or KKB iB and submits it to the Bank Indonesia.

• **OJK Regulation No 1/POJK.7/2013; Consumer Protection of Financial Services Sector**

This provision is the first regulation issued by OJK for all financial services entrepreneurs. Other than this provision, the Company has implemented previously with Bank Indonesia regulations concerning the settlement of customer complaints since 2005. Some of OJK's key provisions include that an:

- Entrepreneur of Financial Services shall provide and/or inform the products and/or services accurately, fairly, clearly and not be misleading
- Entrepreneur Financial Services shall use the terms, phrases, and/or simple sentences in Bahasa that is easily understandable by consumers in every document

3. Entrepreneur Financial Services shall inform the consumer about any changes in benefits, costs, risks, terms, and conditions quoted in documents and/or agreements regarding the products and/or services.
4. Entrepreneur Financial Services is prohibited in any way to give data and/or information of Consumers to third parties.
5. Entrepreneur Financial Services are required to have and implement service mechanisms and complaints resolution for consumers.

• **Regulation of Head of INTRAC No. Per-12/1.02/PPATK/06/13 on Procedures to Submit the Financial Transaction Reports of Funds Transfer from and to Overseas for Financial Services Agents.**

This INTRAC provision is an implementing term of Act No. 8 of 2010 on the Prevention and Eradication of Money Laundering and Presidential Decision No. 50 of 2011 on Procedures for the Implementation of INTRAC Authority. The key provisions include:

1. Effective 14 January 2014, all commercial banks and other financial institutions are required to report financial transactions and transfer of funds from and to overseas for the sake of service users in any amount to INTRAC.
2. This Regulation is issued in accordance with the provisions of Act No. 8 of 2010 on the prevention and eradication of Money Laundering, Article 23 and Article 25.
3. The types of information that must be reported by the Commercial Bank are :

Incoming Funds Transfer from Overseas	Outgoing Funds Transfer to Overseas
<ol style="list-style-type: none"> a. Identity of Transferrer Customer (Name, Acc. no., Address, Country) b. Transferrer Bank c. Channelling Bank (if any) d. Beneficiary Bank e. Identity of Beneficiary Customer f. Transaction Date g. Transaction Amount h. Original Currency 	<ol style="list-style-type: none"> a. Identity of Transferrer Customer (Name, Acc. no., Address, Date of Birth, Occupation, ID number, Country) b. Transferrer Bank c. Channelling Bank (if any) d. Beneficiary Bank e. Identity of Beneficiary Customer (Name, Acc. no., Address, Country) f. Transaction Date g. Transaction Amount h. Original Currency i. Source of Fund From Customer

4. Reporting to INTRAC must be done within 14 (fourteen) working days from the date of transaction.
5. Related to Funds Transfer to Overseas, Commercial Banks shall ensure the adequacy of information related to the data above and avoid making transactions if such information is not available.
6. Related to Transfer Funds From Overseas, if such information is not made available, commercial banks may proceed with, refuse or delay transactions to be followed by adequate reporting to INTRAC.
7. Commercial Banks that violate this regulation will be imposed by written reprimand up to administrative sanctions that will be defined by INTRAC.

TRANSFER OF BANKING SUPERVISION FROM BI TO OJK

The joint press Release held by OJK and BI on 31 December 2013 stated that as mandated by UU No. 21 of 2011 on Financial Services Authority, as from 31 December 2013, the task of banking regulation and supervision of Bank Indonesia was transferred to the Indonesian Financial Services Authority. Since then, supervision of individual banks (micro-prudential) would be undertaken by OJK and supervision of macro-prudential is still undertaken by the BI, in coordination with the OJK.

All provisions in the banking sector issued by Bank Indonesia in the form of Bank Indonesia Regulation (PBI), Bank Indonesia Letter (SEBI), and BI Directors Decision (SK DIR) will remain valid as long as no alterations, changes and annulments are made by OJK or BI.

BUSINESS ACTIVITIES AND NETWORKING

In order to support the implementation of Bank Indonesia Regulation No. 14/26/PBI/2012 on Business Activities and Networking Based on Bank Core Capital published in 2012, Bank Indonesia issued 3 regulations through the following Circular Letter published in 2013.

- **Bank Indonesia Circular Letter No. 15/6/DPNP concerning Operational of Commercial Bank based on Core Capital**

1. The Company may run a business by issuing product or activity according to what has been allowed by BUKU. BUKU is divided into 4 groups, BUKU 1 to BUKU 4. The higher the company's core capital is, the higher the BUKU will be and the wider ranges of products will be issued or activity will be conducted.
2. The Bank is in the BUKU 3 and can perform all Operations both in rupiah and foreign currencies. The Company can also make equity investments in financial institutions in Indonesia and/or Asian region.
3. This stipulation supercedes BI Letter No.11/35/DPNP dated December 31, 2009 regarding Products or Activities Reporting.

- **Bank Indonesia Circular Letter No. 15/7/DPNP about Launching of Commercial Bank Office Network Based on Core Capital**

This provision is an implementing term of the publication, Key matters of this provision are:

1. Bank Indonesia classifies all provinces in Indonesia into six (6) zones, namely Zone 1 to Zone 6, based on the analysis of saturation level of commercial banks and distributed development in each zone.
2. Bank Indonesia determines the investment costs of opening an office network considering the type of bank offices for each commercial bank based on Business Activity (BUKU). Investment costs of BUKU 3 and BUKU 4 is higher than BUKU 1 and 2.
3. Commercial Banks calculate allocation of core capital based on location and type of office for an existing office and upon a planning of opening a new office network.
4. Banks that meet the requirements of health level and have the availability of core capital allocation appropriate for location and type of office can launch Office Network opening with sufficient amount to the availability of core capital allocation.

5. A bank categorized in zone 6 may receive incentives of an additional amount for Opening an Office if the bank can distribute loans to Micro, Small and Medium Enterprises (SMEs) at least 20% and/or to the Micro and Small Enterprises (MSEs) 10 % of total credit portfolios.
6. Banks that meet the requirements of health levels but do not have the availability of core capital allocation appropriate for location and type of the office, can open Offices if it distributes credit to SMEs at least 20 % or to MSE 10 % of total credit portfolios, and make a capital accumulation.
7. Bank Indonesia also considers the achievement of efficiency level of the bank that is measured by the ratio of Operating Expenses to Operating Income (BOPO) and the ratio of net interest margin (NIM) to determine the number of Office Network Opening.
8. In order to improve the distribution of the bank office network, the opening of offices by a bank BUKU 3 or BUKU 4 are regulated as follows:
 - a. opening of three (3) Branch Offices in Zone 1 or Zone 2, must be followed by the opening of one (1) Branch (conventional or sharia) in Zone 5 or Zone 6; and/or
 - b. opening of three (3) Sub Branch Office in Zone 1 or Zone 2, must be followed by the opening of 1 (one) Sub Branch Office (conventional or sharia) or 1 (one) Branch Office (conventional or sharia) in Zone 5 or Zone 6.
9. Banks are required to adjust the planning of Opening Bank Offices for the year of 2013 to the calculation of core capital allocation. The adjustment of Opening office network planning in 2013 must be included in the revised BBP in 2013 and submitted to Bank Indonesia not later than the end of June 2013.

- **Bank Indonesia Circular Letter No 15/8/DPbS regarding Opening of Islamic Banks Office Network (ICB) and Sharia Business Unit (SBU) based on Core Capital.**

Some key matters of these provisions that affect the Company's business activities in Sharia Business Unit are as follows:

1. Delivery channel and sharia service are not considered as an opening of a bank's office.
2. Bank Indonesia classifies all provinces in Indonesia into six (6) zones, namely Zone 1 to Zone 6, based on the analysis of saturation level of the Bank and distributed development in each zone

3. A bank which will propose opening an office is required to include the calculation of the availability of core capital allocation in the Bank Business Planning (BBP) by using core capital at position in final September
 4. Banks that meet the requirements of health level and have the availability of core capital allocation appropriate for location and type of office can open an office with sufficient amount to the availability of core capital allocation.
 5. The Company is required to adjust the plan of opening Bank Offices for the year of 2013 and the later by taking into account the allocation of core capital.
 6. In determining core capital, the basis for calculating the availability of core capital allocation uses core capital position in final December 2012.
4. Bank Indonesia makes regulation and supervision of a Holding Company in banking and of Holding Function as an integrated part of the bank's regulatory and supervisory duties, including inspection, either periodically or at particular time.
 5. BHC and Holding Function submit reports to Bank Indonesia such as:
 - a. BHC or Holding function strategic works program.
 - b. BHC or Holding Function supervision reports to the bank.
 - c. Other prudential reports.

BANK SHAREHOLDING

- **Bank Indonesia Circular Letter No 15/2/DPNP about Single Ownership of Indonesian Banks**

This provision is an implementing term on the issuance of Bank Indonesia Regulation No. 14/24/PBI/2014 about Single Ownership on Indonesian Banking, with key matters that were regulated as follows:

1. There are three (3) options in complying the policy of single ownership on Indonesian banking, namely:
 - a. Merger or consolidation of banks under its control.
 - b. Forming a Bank Holding Company/BHC.
 - c. Forming a Holding Function
2. The arrangement of BHC includes:
 - a. Implementation procedure and time limits of BHC establishment and shares transference from PSP to BHC.
 - b. BHC tasks.
 - c. BHC capitals.
 - d. Financial Holding Company that acts as a BHC.
 - e. Bank Indonesia authority to approve or decline the proposal of establishing BHC and PSP candidates and/or BHC officials.
3. The Arrangement of Holding, is such as:
 - a. Type of PSP that can form the Holding function is only a PSP in the form of incorporated bank in Indonesia and Indonesian government agencies.
 - b. The procedure and time limits of establishing Holding function.
 - c. Bank Indonesia Authority to approve the establishment of a Holding function.

- **Bank Indonesia Circular Letter No. 15/4/DPNP regarding Commercial Banks Shareholding.**

This provision is an implementing term on the issuance of Bank Indonesia Regulation No. 14/8/PBI/2012 about Commercial Banks Shareholding effective since 2012; with key matters that were regulated as follows:

1. As of 31 December 2013, bank shareholders can increase the share ownership in accordance with the provisions of BI Regulation on Commercial Banks Shareholding.
2. After 31 December 2013, shareholders who have shares in the bank less than the maximum limit of share ownership may increase shares to a maximum limit of share ownership. While shareholders who have shares in the bank more than the maximum limit of share ownership may make additions without adding share holding percentages.
3. Direct bank shareholders are required to adjust the share ownership to the maximum limit of share ownership, if that adjustment consists of:
 - a. Changes in direct bank shareholders or Last Controller Shareholders (PSPT), and/or
 - b. Changes in percentage of bank shareholding by direct shareholders or change in percentage of PSPT which indirectly affects the level of controlling of the bank.
4. Specific requirements for a prospective PSP are foreigners/foreign legal entities and prospective shareholders of the bank which will have more than 40 % shares in the form of assessment of Healthy Level (TKS), Capital Adequacy Ratio (CAR) fits in with risk profiles, and core capital (tier 1) using valuation for 1 (one) year. While eligibility investment rating is at position of the investment of maximum 1 (one) year before the relevant bank becomes a PSP Bank.

5. Approval from Bank Indonesia to prospective shareholders to own shares of the bank more than 40 % is granted with the following conditions:
 - a. Approval to have shares of bank by 40% in advance;
 - b. Approval to increase the amount of ownership by re-applying the proposal to increase the share ownership if banks being owned have TKS and GCG 1 or 2 for 3 consecutive periods within a period of 5 years.
 6. Prospective shareholders of a foreign financial institution or foreign financial institutions that will have bank shareholding of more than 40% must obtain a recommendation from the supervisory authority of the origin country including the recommendation that home country authorities of PSP Bank will support the policy of the regulatory authority in the host country in the field of supervision that was intended to improve the performance of Bank and/ or to maintain the stability of the financial system in the host country.
 7. Prospective bank shareholders who will hold shares of more than 40% must also have a commitment to purchase equity securities issued by a bank being owned if such bank is considered to have difficulty in meeting a CAR appropriate for risk profile in the future.
 8. Obligation to adjust the maximum limit of share ownership for shareholders in Islamic Banks as a spin-off from sharia units must be done by December 2028.
4. Adding to the underlying buy of foreign currency is through the activity of goods and services export that is arranged as follows:
 - a. Buying of foreign currency to IDR can only be done by an exporter who has sold foreign exchange over export proceeds.
 - b. Foreign currencies bought by exporters can be used to be as deposits in foreign currency.
 - c. Documents which include foreign exchange sales to IDR documents derived from the sale of foreign exchange export proceeds.
 - d. Validity period of foreign exchange sales document which can be used as an underlying period of 6 (six) months after the date of issuing foreign exchange sales document.
 - e. The buying value of foreign currencies to IDR as much as selling value of foreign exchange in the documents of foreign currency sales to IDR.
 5. Adding documents of the underlying transaction in the form of proforma invoice is organized as follows:
 - a. proforma invoice is fixed and final, and becomes an inseparable unity with the final invoice.
 - b. the amount of foreign currency buying to IDR based on proforma invoice document must not exceed the amount stated in the proforma invoice.
 - c. the amount of foreign currency maximum buying to IDR stated in the final invoice, and has included the number listed in the proforma invoice .
 6. Changes in delivery arrangements of underlying document for foreigners, which are currently required to be attached to each transaction based on the transaction date, may be submitted not later than the date of relevant transaction by stating the date of the transaction.

FINANCE PRODUCT- OR SERVICE-BASED PROVISIONS

- **Bank Indonesia Circular Letter No 15/3/DPM and Form Letter of Bank Indonesia No. 15/33/DPM regarding the Second Amendment and Third Amendment to Form Letter Bank Indonesia No. 10/42/DPD concerning the Buying of Foreign Currency to IDR by a bank**
 1. Banks can meet the needs of buying foreign currencies to rupiah made by PVA only in the form of foreign banknotes physically. Submission of funds in IDR in the transaction settlement can be made through transferring inter-accounts.
 2. Foreign exchange demand by companies organizing the transfer of funds to the bank with a nominal value of over USD 100 thousand per month can only be fulfilled by the bank if the company can meet the requirements of underlying clients who are not PVA.
 3. Completion of the arrangement of underlying documents must be submitted by PVA when making a buying of foreign currency to IDR to the bank.



 CIMB NIAGA

ATM

CORPORATE SECRETARY



Rudy Hutagalung

Corporate Secretary and Head of Corporate Affairs & Legal

Indonesian Citizens, 47 years old, has served as CIMB Niaga's Corporate Secretary and Head of Corporate & Legal Affairs since October 2013. He had previously served as CIMB Niaga's Head of Legal and Litigation. Some of his past positions for the period of 2004-2010 were Relationship Director-Corporate Banking, Clydesdale Bank (Australian Banking Corp. Group) London, United Kingdom during 2010-2012 and General Manager at Bank Mandiri Europe Limited - London, UK. He was assigned as a Business Analyst Head at the Investor Relations Division of Bank Mandiri Group for which position he was stationed in Jakarta during 2001-2004. He began his career in 1992 after which he was assigned a number of strategic posts in Treasury, International banking, and Corporate Banking.

He earned a Doctoral Degree in Law from the American University, London, United Kingdom in 2009, and previously a Master Degree in Business Law and Commercial from the University of Minnesota, School of Law in 1999, and a Law Degree from Universitas Gadjah Mada Yogyakarta in 1990.

Corporate Affairs & Legal/Corporate Secretary Structure



Legal Basis for the appointment of Corporate Secretary

The Company has appointed a Corporate Secretary through Directors Circular Decision dated 26 September 2013, in which the appointment was made based on FSA Rule (formerly Bapepam-LK) No. IX.1.4 on the Formation of a Corporate Secretary position after taking into account Kep-0001/BEI/01-2014 concerning Amendment No. IA Regulation concerning Registration of Shares and Non-Shares Issued by the Company dated 20 January 2014.

The appointment was reported to the OJK on 2 October 2013 and was advertised in daily Bisnis Indonesia on 2 October 2013.

Official period of Corporate Secretary

Based on the above appointment, the term of the Corporate Secretary of the Company has been effective from 1 October 2013.

Corporate Secretary Duties

The Corporate Secretary is responsible for the delivery of information concerning the Company's performance to all stakeholders and other tasks that include:

- To keep updated with developments in the Capital Market and especially Capital Market regulations;
- Provide public service regarding request by investors for information on Company conditions;
- Provide input to the Directors in compliance with Law No. 8 Year 1995 on Capital Market and its implementing regulations;
- To serve as liaison officer or contact person between the Company and the Financial Service Authority and the general public;
- To attend meetings of the Directors and the Board of Commissioners, take minutes of meetings, to follow-up on issues raised in the meetings, and to distribute meeting results to relevant parties for follow-up actions;
- To assist the Directors in convening the General Meeting of Shareholders (GMS), including the announcement and publication of GMS resolutions;
- To prepare information disclosure reports in accordance with prevailing regulations;
- To coordinate and administer the shareholders' list, including:
 - a) Preparing a Special List of the Directors, the Board of Commissioners and their families for share ownership both within the Company and its affiliates, noting stock ownership, business relationships, or other roles that may cause conflict of interest with the Company;
 - b) Preparing a list of Shareholders, including for ownership of 5 % (five percent) or more shares in the Company
- Keeping and administering Company's licenses, documentation and correspondence.
- Supporting and implementing corporate events and activities.
- Managing and running Corporate Social Responsibility programs.
- Ensuring a proper GCG is performed within the Company.

Access of Information

The Company maintains easy stakeholder access to information on financial and corporate including through, publications (press releases) in national and international newspapers and electronic news channels, as well as product and corporate actions via website www.cimbniaga.com.

For more information, stakeholders can e-mail: corporate.secretary@cimbniaga.co.id, or investors can directly contact the Company's Investor Relations by e-mail investor.relations@cimbniaga.co.id.

Other communication channels that can be accessed are:

- For customers through Phone Banking 14041, Preferred Phone Banking 500800 or e-mail address 14041@cimbniaga.co.id or
- For other stakeholders through social networking accounts via Twitter @CIMBIndonesia and www.facebook.com/CIMBIndonesia.

The Company continues to report material information and facts by sending letters to the OJK and through electronic reporting to the Indonesia Stock Exchange (www.idx.co.id).

a. Investor Relations and Media Relations

The Company continues to build a good image by developing relationships with investors/analysts interactively and delivering information periodically, especially in connection with the Company's performance. Information is delivered through analyst meetings, roadshows, participation in investor conferences, conference calls, and other communications media, including the Company's website address www.cimbniaga.com.

The main function of Investor Relations is to establish good relations and interaction with investors, the capital market, and shareholders, which include:

- Communication strategy development especially related to investors, potential investors, analysts, fund managers, and capital markets in general.
- The presentations on quarterly financial statements and the implementation of analyst meetings, teleconferences, road shows and investor conferences.
- Communication about the Company's performance to external parties such as investors, fund managers and potential investors.
- Good relations with investors, fund managers, analysts, and rating agencies.
- The coordination for the preparation, publication, and distribution of the Company's Annual Report to all stakeholders.
- The availability of Corporate data and information for investors and capital markets.

Throughout 2013, a number of activities have been held as follow:

Activities	2012	2013
Press Conferences	10	10
Analysts Meetings	4	4
Quarterly Financial Statements	4	4
Annual Report	1	1
Public Exposure (including Public Exposure of Bond Bidding)	1	1
Investor Meetings/ Conferences/ Non Deal Road Shows	12	-
Press Releases	118	136
Media Review (Picture and Written News Mentioning CIMB Niaga)	6.796	5.940
Billboard	50 Billboards were outspread in 19 cities in Indonesia with 21 billboards laid on CIMB Niaga branches' yard and 29 on public areas.	46 Billboards were outspread in 20 cities in Indonesia with 12 billboards laid on CIMB Niaga branches' yard and 34 on public areas.
Media Visits	5	6
Media Engagement	28	20
Media Visits to CIMB Niaga Offices and Network across Indonesia.	6	6
Special Meetings with Investors, Analysts, Securities, Correspondent Banks	20	15
AGM	1	1
Extraordinary GMS	2	1
Prospectus Issuance related to Corporate Conduct	1	1

In line with the implementation of GCG, the Company strives to improve the quality of and access to information to analysts, investors, and mass media.

Public Relation Values

In 2013, the Company consistently provided information to the public, through activities related to public relations to enhance the Company's reputation. The effort was aimed at earning Public Relations (PR) Value and positive publicity.

PR Value produced by a company is one tool capable of building a positive image in order to create good corporate reputation.

In 2013, the Company ranked fifth in terms of PR Value among 10 major banks, and second among private banks in the country.

In measuring and calculating this PR Value, the Company hired an independent regional monitoring agency.

b. Mass Media Promotion

Throughout 2013, the Company conducted advertising and promotional activities, either through conventional media or online media and social media. Product campaigns this year focused on the acquisition of rising generation by presenting innovative technology-based products that offer more than just simplicity of banking access for customers. One reliable product is Rekening Ponsel, which achieved a MURI award as the first Wallet Mobile Product with its ability in Transferring Funds Inter-Mobile Number Across Operators. Rekening Ponsel enable customers to conduct transactions such as cash transfer, cash withdrawal at ATM machine, receiving funds, and payments at merchants without a bank account or ATM card account. Besides Rekening Ponsel, CIMB Niaga also presented a Digital Lounge, which facilitates customers' banking activities by providing the concept of comfortable banking without having to visit branch offices. Digital Lounges are present at some leading shopping centers in Jakarta.

To indulge prospective customers in opening accounts, the Company launched an Online Account Opening service, a facility of opening a savings account online via CIMB Niaga website. Prospective customers can open accounts without queuing at branches or through a CIMB Niaga officer.

Other products promotion in 2013 were Poin Xtra, formerly known as Poin Cinta. Now Poin Xtra redemption has been packed with more interesting offers at any merchants simply by redeeming 100 points. To accommodate retail loans, the Company offers Property Loan of X-Tra Manfaat and X-Tra Dana that apply simple loan and loan payments options.

For corporations, the Company communicates through the Kultum program during the month of Ramadan in private television, Corporate Social Responsibility in the field of scholarship and the Kartu Berlagu (Melodious Card) program in social media that is designed to celebrate Eid and Christmas.

In addition, the Company also became a major sponsor of international golf tournaments, CIMB Niaga Indonesian Masters. This event was held at Royale Jakarta Golf Club on 2 - 5 May 2013 with coverage of 379 media, the equivalent of USD 1,214,360.

Various strategies and communication are always developed to improve the acquisition and awareness of all corporate and product innovation activities. Intense communication is made by means of press, radio, cinema, online and social media so that the campaign can be more integrated into all levels of the society.



C. Social Media

As part of the Company's intention to provide information regarding the products and services of CIMB Niaga in 2013 the Company officially launched its Twitter account @CIMBIndonesia which serves as an information center for all CIMB Niaga products promo. By launching @CIMBIndonesia the Company has two official Twitter accounts namely @CIMBIndonesia and @CIMB_Assists that still serve as a public communication channel for complaints.

The CIMB Indonesia Facebook Account is used as a channel of communication in promoting the Company's products and activities, especially those associated with the Company's CSR programs. During 2013 the Company also held a variety of exciting programs that can be followed by all fans in the CIMB Indonesia Fan Page. These programs are carried out to build awareness, and to increase active participation by the fans in a number of designed programs.

One of the programs run via the Fan Page is called Pintar Bersama CIMB Niaga (Smart With CIMB). The program is intended to educate the public about general banking, internet banking and mobile banking. This activity managed to embrace 45,224 new fans on Fan Page CIMB Indonesia.

As a continuation of the activities carried out in 2012, the Company re-launched Kartu Berlagu (Melodious Card) program. The difference with the previous year is this program allows each user to create a song with lyrics. So in the end everyone will have their own song to be distributed to friends or relatives. Another difference also lies in the value of donations, where CIMB Niaga donated Rp1,500 for each card sent this year. This activity managed to embrace 756,003 fans with a total of 242,302 cards sent, up 45 % from last year.

With these programs, the number of fans on the Fan Page CIMB Indonesia at the end of December 2013 reached 756,003 people increasing by 239,744 from last year.

The role of social media as a Company communication channel is further improved and has become an effective communication channel for the Company to send messages or receive inputs from the public. Corporate social media activities are run during office hours 08:30 to 17:30 and all questions or statements will be responded to in less than 30 minutes.



This year the Company launched another official account of twitter namely @CIMBIndonesia. This account was officially tweeted on March 18, 2013 and started functioning as a channel of communication regarding products information and promotion and tips. For some special events, @CIMBIndonesia also serves as a medium of information disclosure about the details of events in these activities. One of them as the launching of CIMB Niaga Rekening Ponsel.

The account retrieves enough positive response from users of social media while Twitter quickly recognized this account as CIMB Niaga's official account. From the date of launching to the end of December 2013, there were more than 18,461 people listed as followers of @CIMBIndonesia.



PERBANKAN CIMB Niaga Raih Laba Rp 4,23 Triliun

JAKARTA, KOMPAS — PT Bank CIMB Niaga Tbk membukukan laba bersih 2012 sebesar Rp 4,23 triliun atau meningkat sekitar 33 persen dibandingkan periode yang sama tahun sebelumnya. CIMB Niaga juga berhasil mempertahankan posisinya sebagai bank terbesar kelima di Tanah Air dari sisi aset.

Dalam keterangannya di Jakarta, Kamis (14/2), Presiden Direktur CIMB Niaga, Arwin Rasyid, mengungkapkan bahwa perolehan laba bersih tersebut ditunjang oleh pendapatan operasional yang meningkat sekitar 24 persen dibandingkan periode sama tahun sebelumnya menjadi Rp 12,88 triliun.

"CIMB Niaga telah berkomitmen untuk terus mengembangkan produk dan layanan usaha mikro dan kecil di Tanah Air dengan tetap memperhatikan kualitas kredit yang baik. Inisiatif kami sejalan dengan aturan BI yang menetapkan portofolio kredit perbankan di sektor itu minimal 20 persen secara bertahap hingga 2018," kata Arwin.

Menurut Arwin, tahun 2012 merupakan tahun yang baik bagi CIMB Niaga, di tengah kondisi ekonomi global yang dapat dikatakan masih stagnan. Mikro Laju dan Personal Loans CIMB Niaga menjadi sejumlah bisnis yang mencatatkan pertumbuhan sangat baik di tahun tersebut. Dengan fasilitas pinjaman hingga Rp 1 miliar, Mikro Laju CIMB Niaga telah menyalurkan kredit sebesar Rp 2,15 triliun per 31 Desember 2012, meningkat 73 persen dibandingkan periode yang sama tahun 2011 sebesar Rp 1,24 triliun.

Peningkatan pendapatan operasional CIMB Niaga tahun lalu salah satunya didorong oleh kenaikan jasa-jasa bank sebesar 29

Press Releases

During 2013 the Company issued 136 press releases with details as follows:

No.	Item	Date
JANUARY		
1.	Education Support, CIMB Niaga Aided House of Reading "Harapan"	3
2.	CIMB Niaga Keep Distributing Credit at Segment of High End Commercial Banking	8
3.	CIMB Niaga Inaugurated Clinic for employees in Karawaci	11
4.	CIMB Niaga Distributed Credit at Segment of Small Medium Enterprise	16
5.	CIMB Niaga Submitted Funds for Program "Ayo Menabung & Berbagi" 2012	17
6.	Business of CIMB Niaga Sharia Pawn Keeps Growing	20
7.	CIMB Niaga Organized an Event of Planting Bamboo, Gianyar - Bali	22
8.	CIMB Niaga Distributes Aid for Flood Victims	24
9.	CIMB Niaga Sharia Property Financing Grew by 115.43%	27
10.	Dyson, Clarke and Campbell Set to Compete against Els and Daly at CIMB Niaga Indonesian Masters 2013	28
11.	CIMB Niaga Sharia Distributed Aid for Flood Victims to Pandeglang	29
12.	CIMB Niaga Graduating Ceremony for Scholarship Recipients	31
FEBRUARY		
13.	CIMB Niaga Kit for Kids Expanded to East Region of Indonesia	6
14.	CIMB Niaga Developed Micro-Accelerate Service in Eastern Indonesia	7
15.	CIMB Niaga Pumped Trade Finance Business	11
16.	CIMB Niaga Recorded Audited Net profit of IDR4.23 trillion for 2012	14
17.	CIMB Niaga Sharia Expanded Networks in Bali and Mataram - NTB	18
18.	CIMB Niaga Collaborate with Pelindo III for the Service of BizCard and E-Tax payment	19
19.	CIMB Niaga Added The Smart Parenting Club community in East Java	21
20.	CIMB Niaga Sharia Provided Various Products and Distinguished Saving Program	24



Presiden Direktur CIMB Niaga Arwin Rasyid (tiga kiri) menerima piagam rekor dari Direktur Museum Rekor Indonesia Jaya Suprana usai peluncuran Rekening Ponsel CIMB Niaga di Jakarta, kemarin. Rekening Ponsel merupakan produk mobile wallet pertama di Indonesia yang memungkinkan nasabah melakukan transaksi perbankan hanya dengan menggunakan nomor ponsel.

== LUNCURKAN REKENING PONSEL

CIMB Niaga Targetkan 500.000 Nasabah Baru

JAKARTA – PT Bank CIMB Niaga Tbk (BNGA) membidik 500.000 nasabah baru hingga akhir tahun dari peluncuran Rekening Ponsel, produk mobile wallet baru CIMB Niaga. Perseoran juga berharap dapat menghimpun dana pihak ketiga sebesar Rp1 triliun dari produk tersebut.

"Menurut BI, transaksi di bawah Rp1 juta itu bisa Rp2 juta transaksi, sementara di bawah Rp5 juta bisa 4 juta transaksi. Itu pasar yang kita bidik," ujar Presiden Direktur CIMB Niaga Arwin Rasyid di Jakarta kemarin.

Apalagi, jumlah SIM card telah mencapai 250 juta dan dia memperkirakan penggunaan ponsel telah mencapai 100 juta orang. Dia menjelaskan, melalui

Rekening Ponsel nasabah ataupun masyarakat yang belum menjadi nasabah bank bisa melakukan transfer dana gratis ke seluruh nomor ponsel, melakukan pembayaran tagihan, dan menarik tunai tanpa menggunakan kartu ATM. Dia mengimbau produk tersebut merupakan produk mobile wallet pertama di Indonesia dengan kemampuan transfer ke semua nomor ponsel. "Produk ini merupakan wujud dari financial inclusion yang sedang dicarangkan Bank Indonesia," tambahnya.

Selain itu, dia mengakui, dengan produk tersebut diharapkan brand CIMB Niaga akan semakin dikenal oleh masyarakat. Keuntungan lain yang diharapkan oleh perseoran adalah akan menciptakan loyalitas na-

sabah. "Jadi nasabah yang punya rekening CIMB akan bertambah yang belum punya akan buka," katanya.

Arwin juga mengatakan pihak operator akan mendapatkan keuntungan dari tiap transaksi, yaitu sesuai tarif SMS yang berlaku. Selain itu, banyak nasabah juga akan terjaga karena telah menggunakan SIM card sekaligus sebagai rekening sehingga pelanggan akan merasa sayang jika harus ganti kartu. "Kalau hilang ponselnya tinggal lapor ke bank, nanti akan kami blokir," katanya.

Dia mengatakan rekening ponsel ini diharapkan dapat memudahkan seluruh lapisan masyarakat melakukan transaksi perbankan tanpa batas.

via martati

No.	Item	Date
21.	CIMB Niaga Recorded Pension Credit Growth at 126.4%	26
22.	Along with VW, CIMB Niaga Developed Automotive Financing	27
23.	CIMB Niaga Recorded Commercial Credit of IDR57.77 Trillion	28
MARCH		
24.	CIMB Niaga Established Program of A Million of Books to Educate Young Generation	3
25.	CIMB Niaga Actively Socialized E-Banking Financial Literacy	5
26.	CIMB Niaga Indonesian Masters 2013 Build Housing for Flood Victim	7
27.	CIMB Niaga Personal Loans Grew 135%	10
28.	Along with Malang Community, CIMB Niaga Normalized Brantas River	11
29.	CIMB Niaga Recorded Fee Based Income Growth of 170% from Forex Business	14
30.	CIMB Niaga Sharia Financing Grew 133%	18
31.	CIMB Niaga Corporate Banking Booked Investment Credit of IDR30.18 Trillion	20
32.	CIMB Niaga Sharia Organized Gathering & Launching on Sharia Branch Office in Mataram	21
33.	CIMB Niaga Collaborated with Mabua to Facilitate Harley Davidson Purchase Financing	25
34.	CIMB Niaga Launch "Mobile Account" to All Targeted Segment	27
35.	CIMB Niaga Recorded an Audited Net Profit of IDR 4.23 Trillion in 2012	28
APRIL		
36.	CIMB Niaga Collaborate with Pos Indonesia for Pensioner Credit Installment Payment	4
37.	Golf Stars Set to Compete at CIMB Niaga Indonesian Masters	4
38.	Jabodetabek Took 41% of Total SME Credit from CIMB Niaga of IDR17.76 Trillion per end of 2012	7
39.	CIMB Niaga Organized Community Link in Makassar	14
40.	Expanding Networks, CIMB Niaga Simplified Banking Access for the Customers	15
41.	Thongchai Jaidee and New Trophy for CIMB Niaga Indonesian Masters	19
42.	CIMB Niaga Launched CIMB Niaga Community of Care	20
43.	CIMB Niaga Made Co-operative Relations with Porsche	23
44.	In Launching Digital Lounge, CIMB Niaga Offered Latest Innovation of Banking Transaction	29
45.	CIMB Niaga Recorded Net Profit IDR1.05 Trillion in 1st Quarter of 2013	29



No.	Item	Date
MAY		
46.	CIMB Niaga Developed Micro-Acceleration in Kalimantan	2
47.	Expert Wiesberger, Won CIMB Niaga Indonesian Masters	5
48.	CIMB Niaga Consistently Distributed Scholarship to The Public	6
49.	CIMB Niaga Collaborate with Pelindo III Container Port Semarang for the Service of Bizcard and e-Tax Payment	7
50.	1st Quarter of 2013, Net profit before Tax of CIMB Niaga Grew 153%	12
51.	CIMB Niaga Collaborated with Intiland Group to Strengthen East Java Market	14
52.	Collaborated with Subaru, CIMB Niaga Strengthened Automotive market to Middle Upper Segment	19
53.	Kartu Berlagu Program Received an Award	22
54.	CIMB Niaga Supported Financial Inclusion through Mobile Account	25
55.	CIMB Regional Client Focus Day 2013 was Held in Jakarta	29
56.	CIMB Niaga Received Banking Efficiency Award 2013	31
JUNE		
57.	CIMB Niaga Offered Ongoing Bond I Bank CIMB Niaga Phase II 2013 with a Fixed Interest Rate	3
58.	CIMB Niaga Platinum Credit Card Received Service Quality Award 2013	4
59.	CIMB Niaga Received an Award in Properti Indonesia Award Event 2013	9
60.	CIMB Niaga Internet Banking Customers can Transfer and receive Money Anytime Anywhere through Western Union	12
61.	CIMB Niaga Launched the Icon Branch Office in Medan	13
62.	CIMB Niaga Announced the Delay of Continuous Bond I Bank CIMB Niaga Phase II 2013 with fixed Interest Rate	13
63.	CIMB Niaga Sharia Received an Award in Banking Service Excellence Award 2013	18
64.	CIMB Niaga Supported Creative Industry and Charity	24
65.	CIMB Niaga Organized Banking Education Roadshow	26

CIMB Niaga Gandeng Pelindo III

[SEMARANG] PT Bank CIMB Niaga Tbk (CIMB Niaga) kembali mengembangkan layanan CIMB Niaga Cash Management Solution dengan PT Pelabuhan Indonesia III (Persero) Terminal Peti Kemas Semarang (TPKS) untuk layanan BizCard dan e-Tax Payment. Layanan BizCard yang akan digunakan Pelindo III TPKS ini, melengkapi layanan CIMB Niaga pada Pelindo III TPKS untuk pembayaran pajak (e-Tax Payment).

Head of High End II Commercial Banking CIMB Niaga Ign Koeswidyantoro, sesuai penandatanganan kerja sama di Semarang, Selasa (7/5) mengungkapkan, sebagai salah satu perusahaan negara di



Head of High End II Commercial Banking PT Bank CIMB Niaga Tbk Ign Koeswidyantoro (kiri), dan General Manager PT Pelabuhan Indonesia III (Persero) Terminal Peti Kemas Semarang Sumarzen Marzuki (kanan), sesuai penandatanganan kerja sama antara CIMB Niaga dan Pelindo III TPKS untuk layanan BizCard dan e-Tax Payment, di Semarang (7/5).

No.	Item	Date
JULY		
68.	Collaborating with 18 Institutions, CIMB Niaga Sharia Distributed Funds of IDR 2.6 Billion	4
69.	CIMB Niaga Organized CIMB Niaga Smart Driving Experience	4
70.	CIMB Niaga Collaborated with Pakuwon Group for Cash Management Service	5
71.	CIMB Niaga Aided Earthquake Victims in Aceh	9
72.	CIMB Niaga Achieved a Very Good Predicate of Infobank Award 2013	11
73.	CIMB Niaga Generated Environment care Program	14
74.	CIMB Niaga and JCB International Indonesia Signed an Agreement of Publishing and Merchant Acquisition	16
75.	CIMB Niaga Organized Safari Ramadhan to a Number of Cities	18
76.	CIMB Niaga Organized Spiritual Quotient Training for Holy Ramadhan	21
77.	CIMB Niaga Kartu Berlagu Launched Latest Innovation 2013	22
78.	CIMB Niaga Supported National Children's Day With Activities	24
79.	CIMB Niaga Announced Change in the Directors	26
80.	CIMB Niaga Offered Low Cost Primary Needs Packages at Bazaar Ramadhan 1434H	28
81.	CIMB Niaga Recorded Net profit IDR2.13Trillion in 1st Semester of 2013	29
82.	CIMB Niaga Rekening Ponsel Supported the Collection and Distribution of Funds to 18 Partner Institutions.	30
83.	1st of 2013, CIMB Niaga Commercial Banking Credit reached IDR 62.15 Trillion	31
AUGUST		
84.	Holiday of Ied, CIMB Niaga's Operations Were Limited	1
85.	After Holiday of Ied, CIMB Niaga Operated All Network offices	12
86.	CIMB Niaga Booked Property Credit of IDR 21.78 Trillion in 1st Semester of 2013	13
87.	CIMB Niaga Generated Business of Non-Pledge Credit	15
88.	CIMB Niaga Sharia Generated Property Financing	20
89.	CIMB Niaga Organized Annual Gathering 2013	22
90.	Current Holiday, CIMB Niaga TKI (Indonesia Overseas Worker) Remittance raised to 40%	25
91.	CIMB Niaga Generated Use of Rekening Ponsel	26



No.	Item	Date
92.	CIMB Niaga Recorded Vehicle Financing of IDR 18.56 Trillion	27
93.	CIMB Niaga Offered Point of Love in Generating Savings Accounts	28
94.	CIMB Niaga High End Commercial Banking Credit Reached IDR 33.3 Trillion	29
SEPTEMBER		
95.	CIMB Clicks Supported Branchless Banking	2
96.	In Enriching Features, CIMB Niaga Generated Credit Card Business	5
97.	Collaborating with KKI, CIMB Niaga Realized Scholarships for Vocational High School in Cilincing	8
98.	Bancassurance Contributed CIMB Niaga Fee Based Income	10
99.	Fortuna X-Tra Protection: Positive Contribution of AIA Financial and CIMB Niaga for Indonesia Community Protection	12
100.	CIMB Niaga: Opera Gala 2013 was Re-Organized	12
101.	Opera Gala 2013 Organized Junior Fantasy Festival – Free Toys in 5 Minutes in Toys City	14
102.	CIMB Niaga Launched X-tra Point	16
103.	Cash Management Sustained CIMB Niaga Business	19
104.	CIMB Niaga Sharia Distributed Prudent Funds via Humanity Foundation of ESQ 165	22
105.	CIMB Niaga Educated Kids of Slum and Take Them to Kidzania	27
106.	Celebrating 58th Anniversary, CIMB Niaga Organized CSR All Together in 216 Branch offices	28
OCTOBER		
107.	CIMB Niaga Achieved an Award in the Event of Anugerah Perbankan Indonesia 2013	1
108.	The Winner of World Muslimah 2013 Visited CIMB Niaga Sharia	6
109.	ORI010 Sold IDR 247 Billion at CIMB Niaga	7
110.	Chasing the Clearing Account, CIMB Niaga Offered Transactional Products	8
111.	CIMB Niaga Celebrated Economic Outlook 2014	10
112.	CIMB Niaga Indulged the Rekening Ponsel Users in Shopping at Merchants	20
113.	CIMB Niaga Became the First Rank in Annual Report Award 2012	21
114.	CIMB Niaga Organized Program of "Let's Save and Share" in Banjarmasin	22
115.	Collaborating with Lamborghini, CIMB Niaga Maintained its Position as Bank with Vehicle Credit for Upper Middle Segment.	24
116.	CIMB Niaga Served as Payment Agent for PT KAI Tickets by e-Commerce & Merchant	28
117.	CIMB Niaga Recorded Non-Audited Net profit of IDR 3.21 Trillion per September 30, 2013	29
118.	Collaborating with IKOPIN, CIMB Niaga Consistently Supports Indonesian Education	31

No.	Item	Date
NOVEMBER		
119.	CIMB Niaga Offered Ongoing Bond I Bank CIMB Niaga Phase II 2013 with Fixed Interest Rate	6
120.	CIMB Niaga Sharia Profit was IDR 132.09 per September 30, 2013	7
121.	CIMB Niaga Served Cash Management of Senayan National Golf Club	8
122.	Bern Wiesberger Confirmed With Championship Title of CIMB Niaga Indonesian Masters, and Participating in Thongchai Jaidee	14
123.	Collaborating with UGM, CIMB Niaga Trained SMEE	15
124.	CIMB Niaga Organized program of "Let's Save & Share" in Makassar	16
125.	Per September 2013, Vehicle Credit at CIMB Niaga Reached IDR 18.70 Trillion	19
126.	CIMB Niaga Prompted 500 Young Customers to Experience an Exciting Adventure of CIMB Niaga	23
127.	CIMB Synthesis	
128.	TASPEN Entrusted CIMB Niaga as Pension Payment Partner	28
129.	CIMB Niaga Achieved an Award for Education Care 2013 from Indonesian Ministry of Education and Culture	30
DECEMBER		
130.	CIMB Niaga Sharia Provided Virtual Account for Widya Wiwaha Institute	3
131.	CIMB Niaga Stimulated Environment care by Gardening	7
132.	The Sponsor Supported Efforts of Golf Development from IMB Niaga Indonesian Masters 2014	12
133.	CIMB Niaga Achieved a Predicate of The Most Trusted Company from CGPI Award 2012	18
134.	Remittance of CIMB Niaga in Southeast Asia Grew 26%	22
135.	Cimb Niaga Proposed The Color Run – Event of 5K Jogging in Indonesia	23
136.	Year-end Holiday, CIMB Niaga was Ready to Serve Public Banking Needs	27

Correspondence with the Indonesia Stock Exchange

During 2013 the Company sent 50 letters to the Indonesia Stock Exchange which consisted of 35 regular letters and 15 non-regular letters.

Regular Correspondence List to the Indonesia Stock Exchange

Item	Number
Monthly report of Stockholders Registration	12
Annual Financial Statement and Report Book 2012	2
Interim Financial Statement	3
Delivery of Advertising Evidence of Published Balance	4
AGM and Extraordinary GMS: Announcement, Advertising Evidence, Summons, Results Report	10
Public Exposure; Planning Report, Material Delivery, Public Expose Adjourment,	4

Non-Routine Correspondence List to the Indonesia Stock Exchange

No	Date	Letter No.	Description
1	3 January 2013	008/CSGR/I/2013	Information Disclosure
2	4 January 2013	013/CSGR/I/2013	Delivery of Recorded Corporate Report within one Corporate Group
3	9 January 2013	011/HCA/I/2013	Realization of Funds Using of Ongoing Public Bidding Results of Ongoing Bond I Bank CIMB Niaga Phase I 2012 with Fixed Interest Rate Report
4	22 January 2013	006/LWT/KP/2013	Report of The Effectiveness of Mr Lo Nyen Khing as Vice President of PT Bank CIMB Niaga Tbk
5	30 April 2013	335/HCA/IV/2013	Adjournment of PT Bank CIMB Niaga Tbk Public Expose Planning
6	31 May 2013	109/CSGR/V/2013	Information Disclosure
7	31 May 2013	113/CSGR/V/2013	Delivery of Fitch Ranking Results

No	Date	Letter No.	Description
8	13 June 2013	042/WR/KP/2013	Adjournment of Planning of Ongoing Bond Issuance I Bank CIMB Niaga Phase II 2013 with Fixed Interest Rate
9	9 July 2013	143/CSG/VII/2013	Delivery of Pelindo Ranking Result
10	20 August 2013	674/HCA/VIII/2013	Confirmation of Website Ownership
11	1 October 2013	112/HT/KP/2013	Replacement of Corporate Secretary of PT Bank CIMB Niaga Tbk
12	2 October 2013	019/HCAL-KP/X/2013	Delivery of Advertisement Evidence on Corporate Secretary Replacement of PT Bank CIMB Niaga Tbk
13	6 November 2013	091/HCAL-KP/X/2013	Delivery of Advertisement Evidence of Summary Prospectus of PT Bank CIMB Niaga Tbk
14	12 November 2013	003/DIR/XI/2013	Proposal of Debt-Effect Recording PT Bank CIMB Niaga Tbk
15	9 December 2013	158/HCAL-KP/XII/2013	RFealization of Participating Improvement at PT CIMB Sun Life ("CSL") Report

Internal Communications

CIMB Niaga maintains sustainable internal communications with various communication media and internal activities as it has become increasingly helpful in meeting challenges in the market. Having more than 28,000 employees (permanent and outsourced), the Company is aware of the importance of effective and efficient internal communication channels that can be accessed by all employees.

Internal communication is conducted with the following principles:

1. Open and transparent
2. Two way communication
3. Full responsibility
4. On time
5. Accurate and simple.

CIMB NIAGA Corporate News

CEO Message
Hari Raya Idul Adha 1434 H

Rekan-rekan Karyawan dan Karyawati CIMB Niaga yang saya banggakan,

Selasa, 15 Oktober 2013 nanti, sebagian dari kita yaitu yang beragama Islam akan merayakan Hari Raya Idul Adha 1434 H, suatu momen yang menginspirasi kita, kepada kisah Nabi Ibrahim dan Nabi Ismail, yang rela berkorban sebagai bentuk bakti kepada Sang Pencipta.

Nilai pengorbanan disertai keberanian itulah yang hendaknya menjadi teladan bagi kita semua dalam menjalani kehidupan sehari-hari, baik dalam lingkup sosial maupun pekerjaan. Kita percaya bahwa pengorbanan disertai keikhlasan tentunya akan membuahkan kebaikan. Begitu pun dalam lingkup pekerjaan, apabila kita senantiasa ikhlas menjalani semua tugas dan tanggung jawab dan selalu berprinsip kepada Budaya Perusahaan yang Baik/Good Corporate Governance, tentunya prestasi dan kinerja yang baik akan dapat kita wujudkan.

Atas prestasi yang dicapai, dengan gembira perlu disampaikan bahwa baru-baru ini CIMB Niaga dinobatkan sebagai Bank Terbuk Kategori Modal Ins Rp5-Rp30 Triliun, dalam Anugerah Pertabank Indonesia 2013, yang diselenggarakan oleh Group Ikonu (Economic Review, Business Review, Indonesia Review dan Women Review) dan Perbanas Institute. Anugerah dimaksud semakin melengkapi berbagai prestasi dan Award yang telah kita capai bersama sepanjang tahun ini.

Oleh karenanya, di momen yang baik ini, perkenankanlah saya beserta Manajemen selain mengucapkan selamat Hari Raya Idul Adha 1434 H, juga tentu perlu berterima kasih, atas upaya dan kerja keras rekan-rekan di seluruh Nusantara. Sampaikan salam juga untuk keluarga di rumah yang dengan setia selalu mendukung, menemani, dan mendobakan kita dalam bekerja keras, sehingga CIMB Niaga dapat menjadi semakin kuat seperti saat ini.

Rekan-rekan Karyawan dan Karyawati CIMB Niaga yang saya hormati,

Masih banyak tantangan yang harus kita lalui, masih banyak peluang yang dapat kita raih. Saya percaya dengan teamwork kita yang semakin kuat, dengan semangat pengorbanan yang ikhlas sesuai momen Idul Adha ini, serta juga dengan dukungan setia keluarga di rumah, kita akan dapat mewujudkan harapan kita bersama, untuk selalu memberikan yang terbaik bagi seluruh stakeholders.

Tidak lupa dalam kesempatan ini, bagi rekan-rekan yang beruntung dapat berangkat ke Tanah Suci untuk menunaikan salah satu Rukun Islam ibadah Haji tahun ini, saya mengucapkan selamat jalan, semoga diberikan kesehatan dan kemudahan dalam menjalankan seluruh rangkaian ibadah, kembali dengan selamat serta menjadi pribadi yang lebih baik dan Haji yang matrus!

Ahkir kata, saya besapaan mari kita tanamkan dalam diri kita, untuk selalu memberikan kepuasan kepada setiap nasabah untuk mencapai Visi 2015, dengan tekad kita untuk terus bersatu, maju dan menang!

Salam hangat,
Arwin Rasyid

Internal Communication - Corporate Communication
For Editorial Contact: Indah Perliani (40211) Sista Renta
Gedung CIMB Niaga Subman L1, 19 / Jakarta, Telp: 021-5460545
Email: internal.communication@cimbniaga.co.id

CIMB NIAGA Corporate News

58th
CIMB Niaga
Gedung Indonesia

SMART SPENDING
Travel Agent yang Ditunjuk oleh CIMB Niaga

Business Trip?

Dapatkan best price dari 2 travel agent yang ditunjuk oleh CIMB Niaga

- 1 Dwidaya Travel**
Menara CIMB Niaga Lt 1
Phone : 021 5421-0628 / 021 5421-0629 ext 51061 dan 51101
Fax : 5421-0831
Email : cimbrtravel@cimbniaga.co.id
- 2 Panorama Tours**
Hotline service : 021 5469-855
Fax : 021 5460-992
Email : cimbrtravelcenter@panorama-tours.com

Nantikan kompetisi SMART SPENDING berhadiah menarik !!

Internal Communication - Corporate Communication
For Editorial Contact: Indah Perliani (40211) Sista Renta
Gedung CIMB Niaga Subman L1, 19 / Jakarta, Telp: 021-5460545
Email: internal.communication@cimbniaga.co.id

Information delivered covers all information related to the Company, which includes messages from the group and management, product information, employees' activities, and others.

Throughout 2013, the following activities were held:

CONTENT	OBJECTIVE
CEO Hotline: Aspiration via SMS to CEO Hotline concerning Human Resource, Business and others. During 2913 there has been 117 SMS received and followed up	Become one Communication Media between Employees and the Company's leaders for advancement, compliance and improvement on services and human resource quality
CIMB Niaga Net: Updating information in Corporate News or other policies by Management, Blog of President Commissioner and new-launched products in detail through CIMB Niaga Net Portal	Delivering Information actually and factually to employees by means of internet
Corporate News: Broadcasting news of the Company's activities, social activities, award receiving, branch information, business unit information on products, or Information Technology update	<i>Delivering information actually and factually to employees by means of e-mail blast</i>
CIMB Niaga News: Quarterly magazine which currently has distributed 5000 issues to employees, the BOD, the BOC, senior officials and CIMB Group with the motto of Communication media and internal education. In early 2013, CIMB Niaga News has been improved for its quality from delivering information point, grammatical and layout ion order to be more understandable and interesting to be read by employees.	Broadcasting all activities, policies and aspiration in order to be understood by all level in CIMB Niaga by means of periodic magazines.
Senior Management Walkabout: During 2013, the Management has organized 7 Roadshows across Indonesia where the Company is located, by taking important moments such as Safari Ramadhan, Halal Bihalal (Islamic Event) and Gema Natal (Christmas event)	The SMW activity is a face-to-face and two-way communication activity between Management and the Company's employees that is aimed to deliver the updated information of the Company and the accomplished performance, and paying attention to employees' aspirations directly.



Internal Communication Program of 2013

Media Communicatios	Topic	Total
Internal Email Blast	Campaign, Internal Info & Product	
	Information of Internal and External Events	
	The Company's Social Activities	
	CEO Interactive Blog	16
	The Company's Performance	2
CIMB Niaga Internal News Magazine	Volume 10,11,12, and 13	4
CEO Message		19
CEO Hotline		117
Management Roadshow	Senior Management Walkabout	7
Employes Event organizing	Open House	1
	Halal Bihalal (Islamic Event)	1
	Gema Natal (Christmas Event)	1
Group Event Organizing	CIMB Regional Clients Focus Day	1
	Regional CAR Conference	1
	ASEAN Day Road show	1
	Golf CACP 2013	1
	CIMB Has Talent	1
	The Launch of Lifting-The Barriers Report	1
Sponsorship Event Organizing	CIMB Niaga Indonesian Masters	1
	Indonesian Banking Expo (IBEX)	1

CIMB Niaga Club

CIMB Niaga Club (CNC) is an informal CIMB Niaga organization to facilitate employees' interests in fulfilling their hobbies, aspirations and other creative activities in group sports, arts, social, and spiritual activities. In turn, such activity is expected to maintain a healthy life-work balance in order to improve employees' productivity.

The spirit of togetherness in one big family through fairness and competition to always be the best is the motto of CIMB Niaga Club. The sense of togetherness among employees in participating in the events held by the CNC has not only given a fresh atmosphere and a facility to perform hobbies and talents, but has also raised the reputation of CIMB Niaga through a variety of activities at the regional, national, and regional levels.

CNC activities:

1. Sports include Basketball, Badminton, Bowling, Shooting, Bicycling, Tennis, Football, Futsal, and Pool.
2. Arts including Glow (Jakarta) and Blitz (Surabaya), two photography clubs.

3. Social events include donations to Social Foundations, and related to Touring held by a motorcycle community managed by employees of CIMB Niaga such as CIMB Niaga Motorcycle Community (Kombaga) in Jakarta and Central Java (Semarang, Solo, and Yogyakarta), as well as Momotoran Dahar Ngojay Community (Mohadjay) in Bandung, West Java.
4. Spiritual includes spiritual activities for Muslims, Catholics and Protestants, which are Ramadhan Spiritual Quotient Training, safari Ramadhan, halal bi halal and Christmas.

CNC activities during 2013

1. Sports: Had routine exercises in every sport, held sport tournaments for Groups or CIMB Niaga branches (Football, Futsal, Tennis, Badminton, etc) in several cities (Jakarta, Medan, Bandung, Magelang, Surabaya, and Makassar), and participated in some tournaments held by other parties like Perbanas in Jakarta, Duri, Pakanbaru, Semarang, Surabaya, and Bali.

2. Arts: participated in modern dance competition, gathering of employees who are members of a photography club and also performed as entertainers (singers) in the internal or regional events, particularly at the events of "IBEX" and "CIMB Has Talent" at the regional level.
3. Social Affairs and Spirituality: Supported the implementation of CSR programs such as CSR Employee Volunteer Program - CIMB Niaga Build which is a housing improvement program for villagers of Babakan Madang, Sentul, Bogor; Bandung Charity Riding by Modahjay and Assembly of Ta'at (Islamic Spiritual Unit in Bandung) in Pangandaran, Donation to Orphanage and Dhuafa (the needy) by the Majelis Ta'at di Bandung, and Event of Green Sunday with Pondok Indah Green Community.

Awards won in 2013 :

No	Activity	Tournament	Achievement	Organizer	Time
1	Basket	Inter-Bank Basket Ball Competition of Bandung	Third Place of Basket for Man group	Perbanas	January 2013
2	Banking	Tournament of Banking Communication Forum, Duri 2013	Runner up of Futsal for Man group	Duri Banking Communication Forum	March 2013
3	<i>Talent</i>	Bankers Talent Competition	Runner up	Indonesia Banking Expo	May 2013
4	Badminton	ABISINDO Badminton Championship, Semarang	Runner up	ABISINDO Semarang	August 2013
5	<i>Talent</i>	CIMB Has Talent	Winner for Singing and variety Category	Bank CIMB Niaga	November 2013
6	Bowling	Bank BRI Inter-Bank Bowling Championship	Winner for Woman Team	Bank BRI	December 2013



Sharia Corporate Governance Report

Sharia Supervisory Board (SSB)

The composition of CIMB Niaga SSB is:

1. Chairman: M. Quraish Shihab
2. Members:
 - Fathurrahman Djamil
 - Yulizar Djamaludin Sanrego *

* Description: Yulizar Djamaludin Sanrego replaced M. Taufik Ridlo who resigned from the SSB on 7 February 2013. The appointment was approved at the Extraordinary GMS held on 28 March 2013 effective 10 June 2013 according to the date of BI approval.

Duties and Responsibilities

The SSB's duty and responsibility are to provide advice and suggestion to the Director who directs and oversees the activities of Sharia Business Unit (SBU) in order to conform to the sharia principles.

The scope of the SSB supervision on SBU covers:

- a. To assess and ensure that guidelines of operational and products issued by the Company comply with sharia principles;
- b. To oversee the Company's new product development process in order to conform to Fatwa (decree of Islamic Law) of the Board of National Sharia - Indonesian Council of Ulama (Islamic Scholar);
- c. To ask for a fatwa from the National Sharia Council - Indonesian Council of Ulama for the Company's new products for which a fatwa has not been issued;
- d. To conduct periodic reviews of sharia principles compliance and mechanism of fund raising and fund distribution and the Company's services;
- e. To ask for data and information related to sharia aspects of the Company unit in order to facilitate its duties.

SSB Work Program 2013

1. SSB meetings were held at least once in a month to discuss the issues of sharia compliance on product application, operational guidelines, financing models, financing proposal, and so on.

2. Active in participating in activities and establish communication with CIMB Islamic Sharia Committee and external parties (BI and DSN - MUI) for knowledge development related to development of akad (agreement), products and others.
3. Conducted periodic reviews of sharia compliance on Sharia Branch Office (SBO) periodically and make Monitoring Result Reports (LHP) of SSB every six months to the Boards of Directors and Commissioners and Bank Indonesia.
4. Filled out Questionnaire of GCG Sharia Self-Assessment 2013.

Realization of the SSB Work Program 2013

1. In 2013, SSB held 12 meetings to discuss several matters relating to the proposal for product, operational guidelines, financing models, financing proposals, and other matters.
2. To establish communication between CIMB Islamic and CIMB Niaga Syariah, the representative of the Islamic CIMB Sharia Committee attended the SSB's regular meetings vice versa where representatives of SSB were invited to attend Islamic CIMB Sharia Committee meetings in Malaysia.
3. Attended Ijtima' Sanawi (Annual Meeting) that was held by the SSB 2013.
4. Undertook SSB Banking Certification Level II period I of 18 November to 23 November 2013.
5. Sharia compliance review was conducted through sampling test of financing, funding and service transactions at 4 (four) SBOs in 2013.
6. Monitored Result Reports of SSB for the period of January - June 2013 and reported in August 2013, and for the period of July - December 2013 reported in February 2014.
7. Filled out Questionnaire of GCG Sharia Self-Assessment 2013 twice during the year (semester I and II).

Concurrent position of SSB Member

Based on Bank Indonesia Regulation No11/10/PBI/2009 concerning SBU Article 11, paragraph 3, a SSB member can hold concurrent positions as SSB members at 4 (four) other Islamic financial institutions.

The concurrent positions of CIMB Niaga Syariah SSB members have met BI regulations. Here is the table :

Name	Position at Other Company	Company
M. Quraish Shihab Chairman	None	None
Fathurrahman Djamil Member	Chairman of SSB SSB Member	Bank BCA Syariah <ul style="list-style-type: none"> • AIA Cabang Syariah, • CIMB Niaga Autofinance, • PT Sun Life Financial Indonesia Unit Syariah * • Adira Finance Syariah
Yulizar Djamiludin Sanrego Member	Chairman of SSB SSB Member	None <ul style="list-style-type: none"> • DPS Tifa • DPS Panin Securitas • DPS Indonesia Exim Bank • DPS Intensif Finance

* Note: Has resigned from the respective position as of 5 June 2013 to comply with Bank Indonesia regulation.

Meeting Frequency and SSB Attendance

Meetings were held once a month based on consultation/consensus. The minutes of meetings have been properly documented.

The SSB held 12 meetings during 2013.

Attendance reports

No	Attendee	Frequency of Meeting, Jan – Dec 2013	Frequency of Attendance
1	M. Quraish Shihab	12	11
2	Fathurrahman Djamil	12	12
3	M. Taufik Ridlo*	12	3
4	Yulizar D. Sanrego**	12	8

*) Resigned on 7 February 2013 and approved by the Extraordinary GMS held on 28 March 2013

**) Appointed as SSB at the Extraordinary GMS on 28 March 2013 and effective performing her duty per 10 June 2013 in accordance with approval from Bank Indonesia.

Results of Meetings

The SSB meetings in 2013 produced several agreements including provisions, policies/procedures, activities and products as follows:

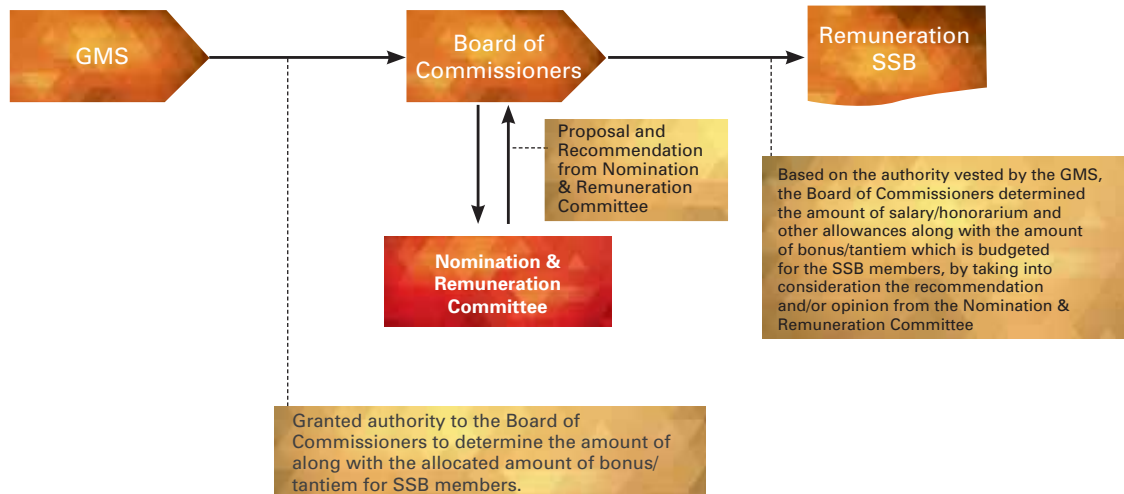
I. Terms and Policies/Procedures

1. Elimination and Discounts on the Penalty for Late Payment in Consumer Financing
2. The application of Non-Sharia Insurance
3. The use of Dual Logo on iB Junior Savings Debit Card
4. Guidelines and Review Mechanism of Sharia Aspects
5. Top Up - PKR iB
6. Basic Policies of Islamic Financing
7. Take Over LKS to LKS with IMBT
8. Accelerated Redemption (Redemption of Partly or Whole Selling Price)
9. Wa'd for some Financing Schemes
10. Scheme to Take Over LKS to CIMB Niaga Syariah
11. DSN MUI Decision on Guidelines of Musyarakah Mutanaqisah (MMQ)
12. Pricing Mechanism of Murabaha

II. Activities and Products

1. The application of Sharia Commodity Exchange as Hedging Instruments of - Interbank IPRs - Retail
2. Financing for Home Ownership (KPR) iB of the Senior Bond
3. Scholarship Program in Cooperation with the Amil Zakat Institute (LAZ) - iB Education Savings Products
4. Sharia Investor Account
5. The application of Sharia Commodity Exchange as the Hedging instruments in Corporation and Conventional Banks
6. The unification of Giro Account and PRKS Number
7. Platinum and Qibla Card
8. Autodebt Infaq, Charity, Endowments, Qurban and Qurban Savings
9. Solutions of CNAF Audit result
10. Program of iB Junior Savings Top Up 2013
11. Program of Mapan iB Savings (Zero Installment)
12. Mapan Hajj iB Savings & Hajj iB Savings
13. IB Savings for Business
14. Financing Mall and Hotel of PT Halla Mohana (Trakindo Group)
15. Financing to PT Rekind Power Mamuju (PT RDM)

SSB Remuneration



The Company's Director who is in charge of the SBU should propose remuneration for members of the SSB to the President Director to be considered and approved, and then proposed to the Board of Commissioners by the Nomination and Remuneration Committee for approval at the AGM.

No	Type of Remuneration and Other Facility	Received in 1 year	
		Person	IDR in million
1	Remuneration (salary, regular allowance, tantiem, and other non-natura facilities)	3 DPS	1,186.99
2	Other natura facilities (housing, transportation, insurance, health and others*:		
	a. can be owned by respective employee	-	-
	b. cannot be owned by respective employee	-	-
	Total	3	1,186.99

* Equivalent in IDR

Remuneration Type per person in 1 year	The number of SSB
Above Rp 2 billion	-
Between Rp 1 billion – Rp2 billion	-
Between Rp 500 million – Rp1 billion	-
Below Rp 500 million	3

SHARIA DIRECTOR

Duties and responsibilities of the Sharia Director

- Manage and supervise based on the precautionary and sharia principles
- Follow up recommendations from SSB
- Implement BI regulations related to the Sharia Business Unit.

Transparency of financial and non-financial conditions

List of Consultants and Advisors

No	Consultant	Area
1	Silverlake	Information Technology
2	Digital Mind System	Information Technology
3	Treemas	Information Technology
4	e Bowrk	Information Technology
5	Sahassa	Information Technology
6	Nucleus	Information Technology

Internal Fraud & Settlement Efforts

Based on the report of the Internal Audit and Anti-Fraud Management, there were four (4) cases of internal fraud during 2013, each with nominal value of Rp100 million.

Internal Fraud in 1 year	Number of frauds committed by					
	Board of Commissioners/Directors		Regular Employee		Contracted Employee	
	2012	2013	2012	2013	2012	2013
Total Fraud	-	-	-	4	-	-
Has been solved	-	-	-	-	-	-
In the process of being resolved by internal unit	-	-	-	3	-	-
No resolution have been reached	-	-	-	-	-	-
Followed by legal proceeding	-	-	-	1	-	-

Legal Issues (Civil and Criminal) and Settlement Efforts

There is 1 criminal case and 1 civil case still in process of settlement as reported in the Legal Issues/Litigation of the Company and its subsidiaries on pages 399 and 400 of this Annual Report.

Non-Sharia Income and its Allocation

No Non-Sharia revenue was generated throughout 2013.

Distribution of funds for social activities

During 2013, CIMB Niaga SBU distributed to 180 social funds with a total value of Rp5.47 billion. Recipients of social funds are educational, humanitarian, and religious institutions. The details of the distributions are as follow:

No	Distributed to	Activity	Amount (Rp)
1	Donations to Mosque and Other social infrastructure	51	489,000,000
2	Education	35	658,675,000
3	Other social and religious activities including support to orphaned children, ramadhan activities, and other activities	71	1,636,172,410
4	Productive economic development	5	140,000,000
5	Unifying Spirit for Humanity Program	18	2,542,500,000
	Total	180	5,466,347,410

GCG Self Assessment Result

The Company's Self-Assessment for its GCG implementation is conducted to measure the outcome for one year. The program was run by sending questionnaires prescribed by BI to members of SSB, the Directors and executive officers. Aspects to be assessed are:

Aspects assessed	Weight (B) %	Rating (P)	Score (B x P)
The implementation of duties and responsibilities of Director of Sharia Business Unit	35	1.35	0.47
The implementation of duties and responsibilities of Sharia Supervisory Board	20	1.16	0.23
The implementation of Sharia Principles in Deposit Taking, Financing and Banking Services activities.	10	1.47	0.15
Distribution of Fund to Core Financing Customer and Deposit of Core Customer	10	1.51	0.15
Transparency of Financial and Non Financial Condition, Report of GCG implementation and Internal Reporting	25	1.67	0.42
Composite Score	100	7.04	1.42 (Very Good)

Composite Score	Composite Ranking
Composite Score < 1.5	Very Good
1.5 ≤ Composite Score < 2.5	Good
2.5 ≤ Composite Score < 3.5	Fair
3.5 ≤ Composite Score < 4.5	Unfavourable
4.5 ≤ Composite Score < 5	Poor

Sharia Supervisory Board Profiles

Prof. Dr. M. Quraish Shihab, MA
Chairman



Indonesian citizen, 69 years old. Chairman of Sharia Supervisory Board of PT Bank CIMB Niaga Tbk since 2004.

He is currently a Professor of Post-Graduate at the State Islamic University (UIN) Syarif Hidayatullah. He is also the Director of the Center for Study of Quran, Jakarta.

Previously, he was the Indonesian Ambassador to the Arab Republic of Egypt, and Djibouti, the Minister of Religious Affairs in 1998, a member of the Board of Bank Syariah Muamalat Indonesia, 1992-1999. In 1982-2002, he was a member of MPR-RI and Chairman MUI (Center) 1985-1998, member of Iminent Person Group - Indonesia Malaysia, and Rector of UIN Syarif Hidayatullah, 1992-1998. Since 1989 he was included in the member of Pentashih Al-Quran (official interpreter of Holy Al Quran).

He earned his Bachelor, Master, and Doctor Degrees from the University of Al - Azhar, Cairo, Egypt in 1982.

Prof. Dr. Fathurrahman Djamil, MA
Member



Indonesian citizen, 53 years old. A member of Sharia Supervisory Board of PT Bank CIMB Niaga Tbk since December 19, 2008.

Previously he was the Sharia Supervisory Board member of LBSalam since October 2007. Currently he is also Vice-Chairman of the National Sharia Council of MUI, member of Islamic banking Community, Vice Chairman of the MUI Fatwa Commission, Chairman of Bank BCA Syariah Sharia Supervisory Board, member of Sharia Supervisory Board AIA Sharia Branch, the Sharia Supervisory Board of CIMB Niaga Autofinance and the Sharia Supervisory Board of Adira Finance Sharia. He is a Professor at UIN Syarif Hidayatullah, and Professor of the Post Graduate Program at the University of Indonesia.

He earned his Bachelor Degree and Master degree in Sharia and a PhD in Islamic Legal Theory from UIN Syarif Hidayatullah, Jakarta in 1994.

Dr. Yulizar Djamaludin Sanrego M.Ec.
Member



Indonesian citizen, 41 years old. Began serving as Sharia Supervisory Board member of PT Bank CIMB Niaga Tbk since March 28, 2013 (AGM approval).

He was the Sharia Supervisory Board Members Tifa Finance, the Sharia Supervisory Board Member Panin Securities, the SSB Member of Intensive Finance, the Sharia Supervisory Board Member of Indonesian EXIM Bank and the National Sharia Board Member - MUI. In academic institutions, he serves as Head of the Institute for Research and Community Empowerment (IRCE - LPPM) - Tazkia Islamic Business School.

He earned his Master degree from the International Islamic University Malaysia (IIUM) and his PhD from the State Islamic University (UIN) Syarif Hidayatullah, Jakarta.