INVEST MALAYSIA 2008

GLC TRANSFORMATION PROGRAMME PROGRESS REVIEW

MARCH 2008 UPDATE

Significant improvement in financial results. At the start of the Government-Linked Company Transformation ("GLCT") Programme, many G-20*[1] CEOs took the tough decision to pare costs and repair their balance sheets, at the expense of short-term profits but with the view of becoming leaner and more efficient. Indeed, G-20* aggregate net profit declined in FY2005 soon after the Programme was launched in May 2004, but much of the "foregone" profit was recouped in FY2006. G-20* aggregate net profit is now 91% above pre-GLCT levels, equivalent to growing at a cumulative annual growth rate ("CAGR") of 24% vs. the broad market earnings CAGR of 18% over 3 years.

G-20* aggregate net profit grew by 87% Year-on-Year ("YoY") in FY2007. This is significantly above market earnings growth and double the equity analysts' estimate of 43% reported in the March 2007 update, as generally, earnings estimates have been revised upwards over the course of the year. The momentum of Government-Linked Company ("GLC") reforms appear to be carrying through in 2007 supplemented by a buoyant equity market and favourable economic conditions, notwithstanding the sub-prime woes that emerged in the later part of 2007. The 87% YoY growth is also remarkably higher than the growth of 51% YoY achieved in FY2006 and is largely attributed to better financial results posted by BIMB Holdings and TNB.

Significant Economic Profit ("EP[2]") improvement of RM5bn in FY2007, two and a half times of that in FY2006. G-20*, collectively, posted a positive EP for FY2007, a turnaround from two consecutive years of Economic Losses. The number of GLCs incurring Economic Losses in FY2007 has nearly halved to five companies, resulting in a turnaround from a loss of RM1.2bn in FY2006 to a profit of RM3.9bn in FY2007 for aggregate EP. The significant RM5bn improvement was mainly due to improvements in operating earnings arising in part from management's ability to contain costs.

Most GLCs met their Headline Key Performance Indicators ("KPIs"). Nine G-20* met all their Headline KPIs in FY2007 while the other nine met some of their Headline KPIs, a mix of financial and operational targets. Expressed differently, from the 55 KPI targets set, G-20* met 76% of them i.e. 42 out of 55 different metrics. The collective Headline KPI achievements of G-20* have improved from that achieved in FY2006 by both measures.

GLCs have made significant progress in GLCT initiative implementation. Putrajaya Committee for GLC High Performance ("PCG") and Government-Linked Investment Companies ("GLICs") have intensified their monitoring of GLC performance.

GLCs are increasingly delivering benefits to all stakeholders and all Malaysians through improved quality levels; better employment prospects; introduction of merit-based procurement processes; supplier capability development as well as the continued development of a more competitive Bumiputera community. The evolution of GLCs towards becoming better corporate citizens with more structured and cohesive Corporate Social Responsibility ("CSR") strategies has generated benefits in the field of education, environmental protection and community welfare, with financial investment by G-20* estimated at RM548m in 2007.

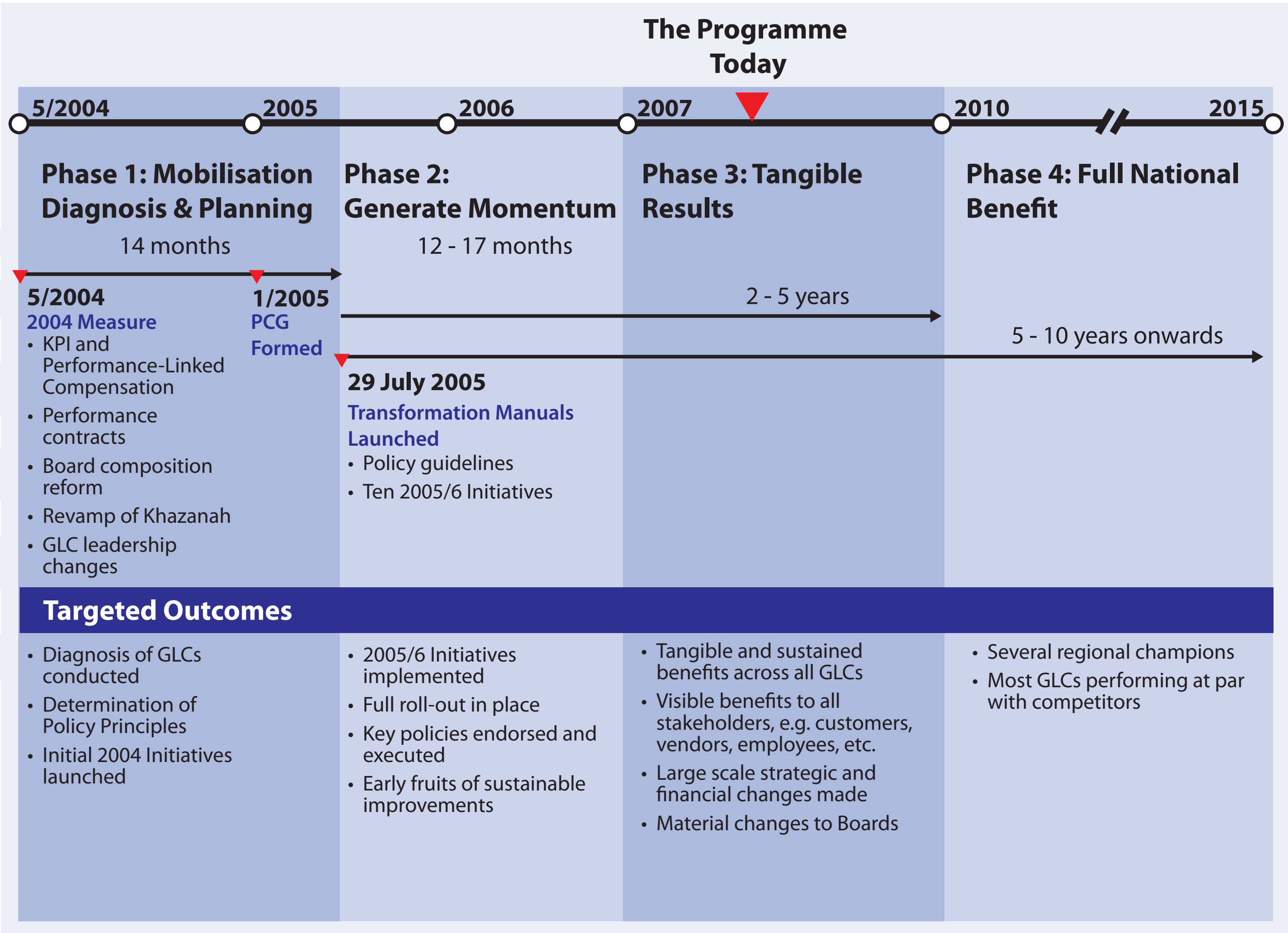
1 *A selection of 20 Government-Linked Companies controlled by the Government-Linked Investment Companies constituents of the Putrajaya Committee for GLC High Performance. As at November 2007, the number of GLCs has decreased to 18 with the merger of Sime Darby with Kumpulan Guthrie and Golden Hope Plantations.*

2 *Please refer to Appendix I for the definition of EP.*

INTRODUCTION

The GLCT Programme ("Programme") is approaching four years since its launch by YAB Prime Minister on 14 May 2004. We are now in Phase 3 of a four-phase Programme which stretches over ten years (Figure 1).

FIGURE 1: **Four Phases of the GLCT Programme**



Source: Joint Working Team ("JWT")[1] analysis

This *March 2008 Progress Review* is an update to the *2007 Interim Progress Review* published on 10 December 2007 and is an overall report of the results delivered by the G-20* in 2007.

Key highlights of this report include an overview of the G-20*'s financial performance, including Total Shareholder Returns ("TSR"), market capitalisation, earnings growth, performance against Headline KPIs and EP. This report also provides a progress update of GLCT initiatives at the Programme level.

1 *The JWT consists of representatives from all GLICs. Their main role is to present views of their GLICs and GLCs and to support the development and rollout of the GLCT Programme.*

OVERVIEW OF G-20* PERFORMANCE IN 2007

Financial indicators demonstrate that the GLCT Programme is beginning to bear fruit. In particular, shareholder returns of the G-20* over the period 14 May 2004 to 7 March 2008 have improved significantly. TSR for the period stands at 92.3%, or 18.6% on an annualised basis (Figure 2). This translates into a 2.2% out-performance of KLCI ex G-20*, on an annualised basis. In contrast, G-20* underperformed KLCI ex G-20* by 2.4% on an annualised basis for the preceding five-year period beginning 14 May 1999, where G-20* TSR was a poor 10.5%.

FIGURE 2: **G-20* TSR – Absolute and Relative Performance**

Source: PCG analysis and Bloomberg

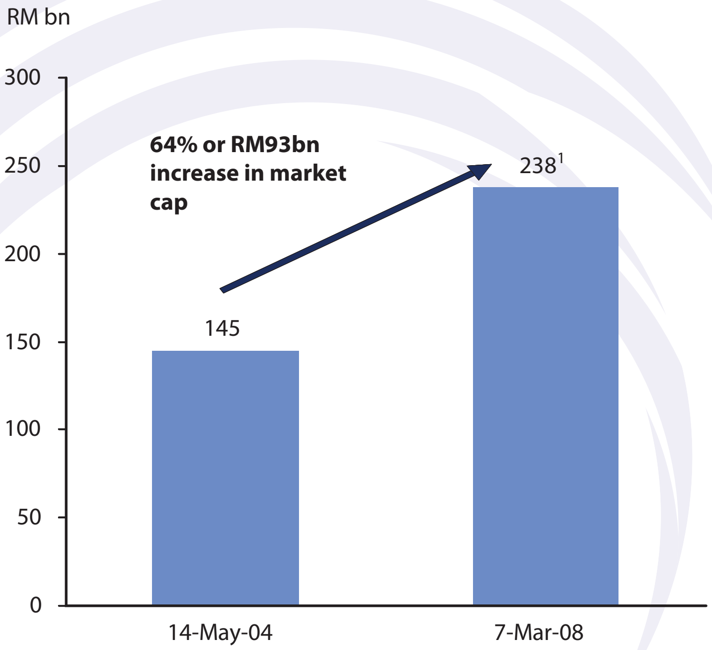
Several GLCs have shown notable improvement in TSR performance, with growth in excess of 100% over the period. These include BCHB, Boustead, MAHB, MRCB, Sime Darby, TH Plantations, UEM World and UMW. Please refer to G-20* scorecards on pages 15 to 32 for individual TSR trend analysis.

Aggregate market capitalisation has risen by a total of RM93bn, or 64% since the Programme started in 14 May 2004 as shown in Figure 3. This is despite the fact that the overall Bursa Malaysia market has declined by 10% since the start of 2008, reflecting concerns on the decelerating global economy.

Cash returns to shareholders have also improved significantly. Capital management was identified as a key area for the GLCs to improve on when the Programme was first launched. At the start of the Programme in 2004, net dividend yields of the G-20* averaged 2.7%, compared with 3.3% for the market as a whole. In 2007, net dividend yields of the G-20* rose to 5.1%. Aggregate net dividends paid by the G-20* rose from RM4.9bn in 2004 to RM9.5bn in 2007 as shown in Figure 4. Importantly, several key GLCs, recognising the need to improve capital management practices, paid out special dividends in the past few years, including POS (which undertook a large capital reduction in 2007), TM and BCHB.

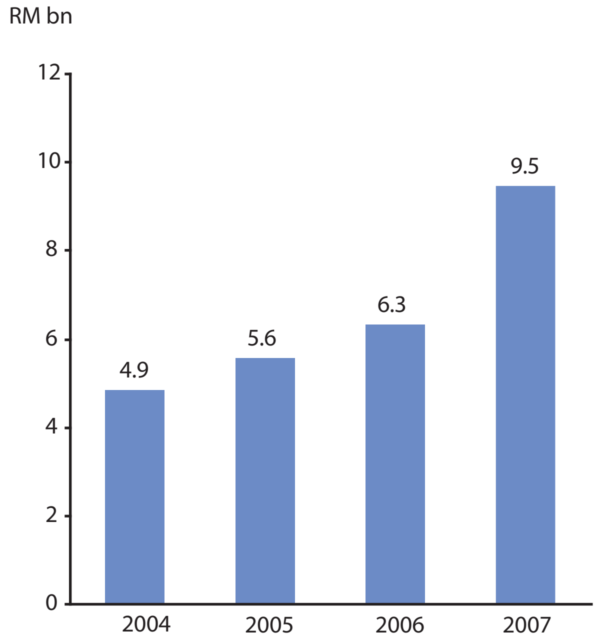
The strong market performance was underpinned by a significant improvement in the G-20*'s financial performance, suggesting the proverbial "J-Curve" of recovery (Figure 5).

FIGURE 3: **Market Capitalisation of G-20***



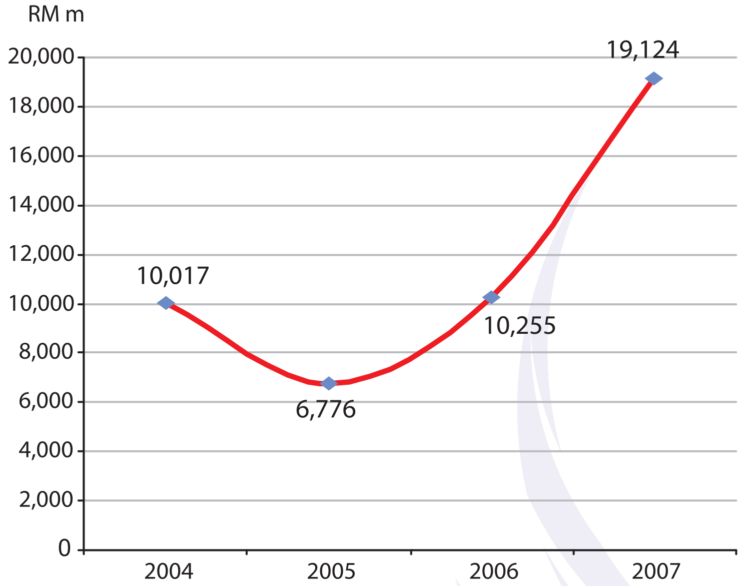
1 G-20* Market cap corrected for merged entity Sime Darby for increase in market cap arising from companies not in original pool of G-20*

FIGURE 4: **Aggregate Net Dividends Paid by the G-20* Companies**



Source: PCG analysis and Bloomberg

FIGURE 5: **Aggregate Earnings of G-20* Shows a "J-Curve" Effect**



Note: 2007 numbers are based on actual reported data and estimates from companies which have not announced full year financial performance

Source: PCG analysis and Bloomberg

While earnings dipped by 32% in 2005, on the back of extensive provisioning and write-offs, there has been a clear turnaround since. Aggregate earnings growth for 2006 was 51%, and accelerated further to 87% in 2007 as the reforms gained traction. Hence, aggregate earnings for the G-20* is now 91% higher than 2004 levels. In contrast, earnings growth for the market at large over the same period was significantly lower, at 65%. Discounting the impact of the tariff increases for TNB and MAHB, G-20* earnings would still have risen by 71% vis-à-vis 2004 levels.

Analysts are projecting slower earnings growth in 2008, reflecting overall expectations for a slower global and domestic economic growth.

As illustrated in Figure 6, significant operational improvements have resulted from the GLCT programme, with a clear turnaround in operating margins since 2005. Operating margins among the G-20* companies (excluding banks) rose from 15.3% in 2004, to 17.6% in 2007. Similarly, return on equity for the group rose from 11.5% to 16.9% over the same period, as illustrated in Figure 7.

FIGURE 6: **Weighted Average Operating Margin of Non-Banking G-20* Companies**

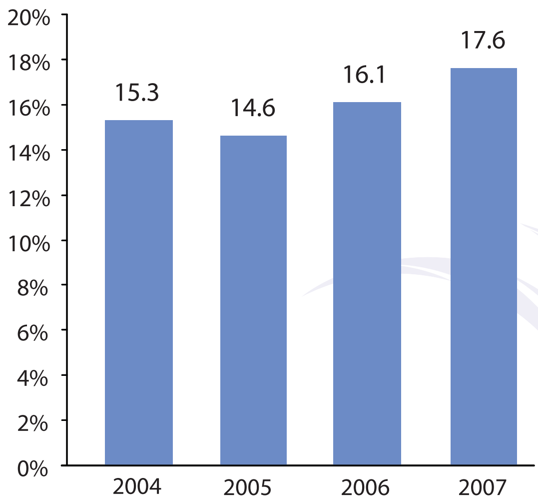
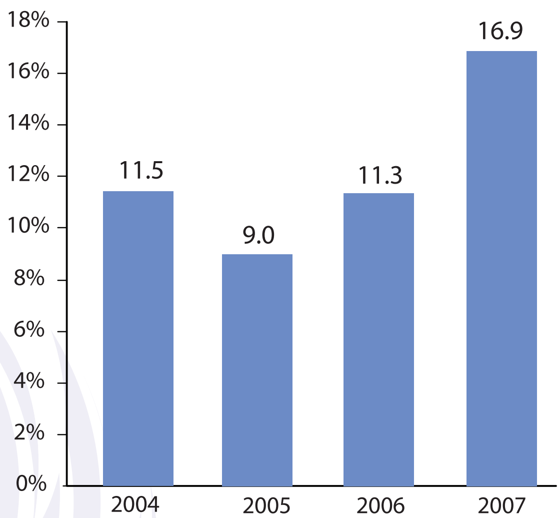


FIGURE 7: **Return on Equity of G-20* Companies**



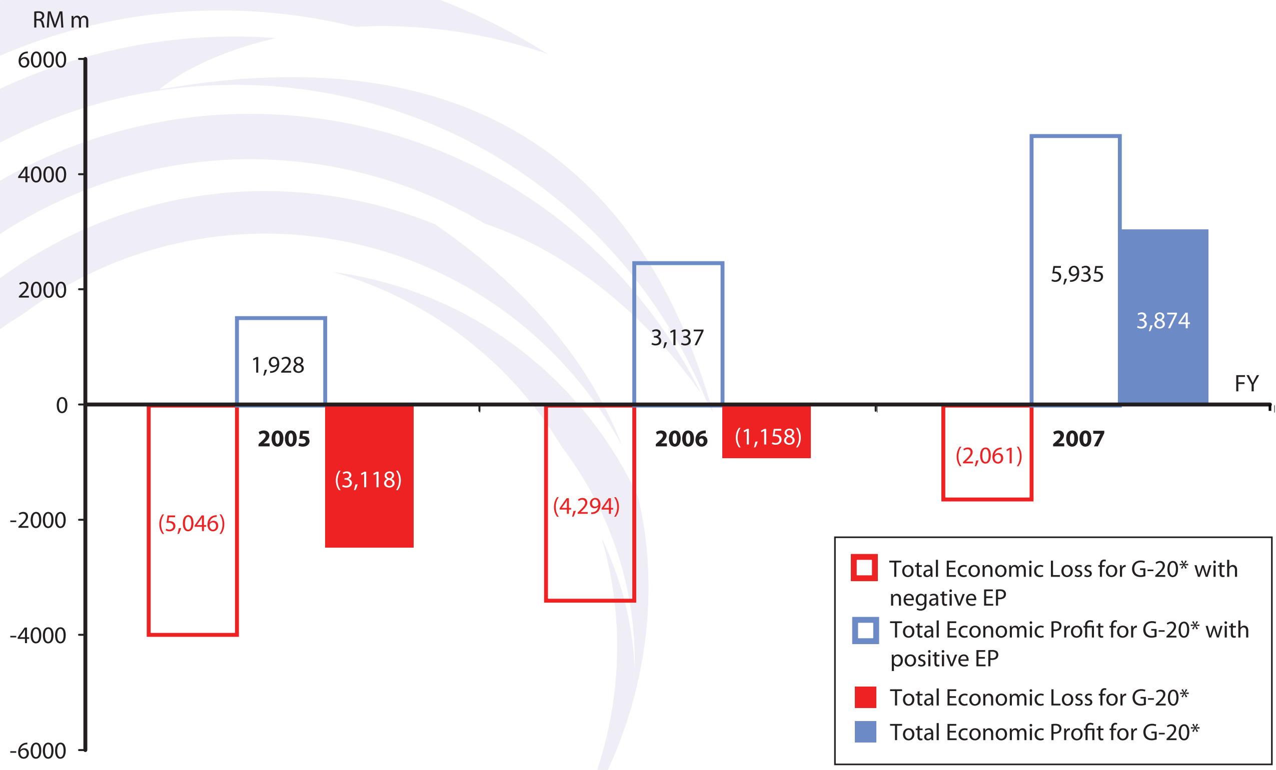
Source: PCG analysis and Bloomberg

ANALYSIS OF EP PERFORMANCE FOR G-20*

EP is an important yardstick to measure value creation to shareholders. It shows a company's return over and above its cost of capital.

G-20*, collectively, posted a positive EP for FY2007, a turnaround from two consecutive years of Economic Losses (Figure 8). The number of GLCs incurring Economic Losses in FY2007 has nearly halved to five companies resulting in turnaround from a loss of RM1.2bn in FY2006 to a profit of RM3.9bn in FY2007 for aggregate EP. The significant RM5bn improvement was mainly due to improvements in operating earnings arising in part from management's ability to contain costs. The significant gains were also attributable in part to favourable economic conditions such as robust Crude Palm Oil ("CPO") prices. GLCs which are still in the red were able to trim their losses YoY. It is envisaged that improvements in EP will continue in FY2008, though not at the levels seen in FY2007 given the current external macroeconomic challenges.

FIGURE 8: **Trend Analysis of G-20* EP from FY2005 to FY2007**



Notes:
1. There are discrepancies between the collective EP numbers for FY2005 and FY2006 reported here compared with the "GLCT Programme Progress Review March 2007 Update" report because GLCs with December year-end had adjusted their FY2006 EP numbers subsequent to the release of their audited financial statements and some GLCs had prior-year adjustments post-publication of the March 2007 Update.
2. The FY2007 EP numbers for GLCs with December year-end are calculated based on draft audited accounts.
3. Includes Sime Darby, Kumpulan Guthrie and Golden Hope Plantations' 2005-2007 EP numbers pre-merger.
4. Please refer to scorecards on pages 15 to 32 for individual G-20* EP trend analyses.

Source: PCG analysis and Company data

HEADLINE KPIs

The reporting of Headline KPIs is intended to promote a results-driven, performance-oriented culture by increasing the accountability of senior management of GLCs. The announcement of Headline KPIs also enables all stakeholders to have better insight into the performance of the company and allow the expectations and interests of the various stakeholders to be aligned. Headline KPI results are required to be announced on a half-yearly basis.

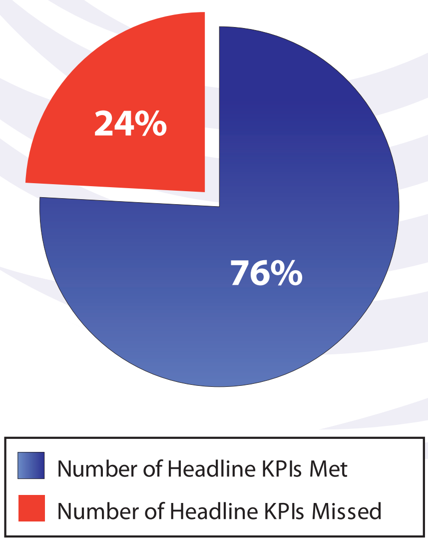
ANALYSIS OF HEADLINE KPI ACHIEVEMENTS FOR G-20*

Most GLCs met their Headline KPIs. Nine GLCs met all their Headline KPIs in FY2007 while another nine met some of their Headline KPIs, a mix of financial and operational KPIs. Expressed differently, from the 55 Headline KPI targets set, G-20* met 76% of them i.e. 42 out of 55 different metrics. The collective Headline KPI achievements of G-20* have improved from that achieved in FY2006 by both measures.

FIGURE 9: **G-20* Companies FY2007 Headline KPIs Achievement**

	Number of GLCs
Beat all Headline KPIs	9 BCHB, Boustead, CCM, Maybank MAHB, MBSB, MRCB , Sime Darby, UMW
Beat some and missed some	9 Affin Holdings, BIMB Holdings, MAS, POS, Proton, TM, TNB, TH Plantations#, UEM World
Missed all Headline KPIs	None

Dividend distribution policy has yet to be finalised pending audited accounts.



Source: PCG analysis and Company data

PROGRAMME-LEVEL UPDATE

2007 marked the beginning of Phase 3 of the GLCT Programme, whereby GLCs were expected to deliver tangible and sustainable results. The PCG, which met four times in 2007, continued to track and monitor the overall GLCT Programme. During the year, GLICs stepped up to play their roles in monitoring progress at their GLCs who are at various stages of implementing the ten GLCT initiatives.

PROGRAMME UPDATE FOR THE GLCT INITIATIVES

No.	Initiative	Key Milestones
1. 	Enhancing Board Effectiveness (Green Book)	• Significant progress has been made in raising the effectiveness of Boards and enhancing the composition of Boards. • 83% of the G-20* have completed their Board Effectiveness Assessment and 67% have developed their Actionable Improvement Programme.
2. 	Strengthening Directors' Capabilities – Malaysian Directors' Academy ("MINDA")	• A total of 125 Chairmen, Directors, CEOs and Company Secretaries have attended MINDA programmes to date. • The MINDA flagship programmes "Building High Performance Directors" and "Chairman's Forum" were highly rated by participants.
3. 	Enhancing GLICs Monitoring and Management Functions	• GLIC capabilities have been significantly enhanced. • Monitoring and management functions are in various stages of adoption by GLICs. Transformation Managment Office ("TMO") provides support by actively engaging GLIC Champions.
4. 	Improving Regulatory Environment	• Workshops were conducted with GLCs and regulators/policy-makers to enhance regulatory capabilities and facilitate sharing of best practices. • University Malaya – Malaysian Centre of Regulatory Studies to be launched in April 2008. • Best practices and guidelines in regulatory management are in the process of being developed for GLCs and this is targeted to be completed by end Q2 2008.

◄ Building High Performance Directors Programme (MINDA) - August 2007

No.	Initiative	Key Milestones
5. 	Achieving Value Through Social Responsibility (Silver Book)	• The G-20* are gaining headway in demonstrating how businesses can contribute in a socially responsible, sustainable and meaningful way to society. 40% of the G-20* have had their Contributions to Society Policy endorsed by the Board. • Significant progress in the Promoting Intelligence, Nurturing Talent and Advocating Responsibility ("PINTAR") (school adoption) programme where 136 schools were adopted by 23 GLCs as at 12 February 2008 and 7 PINTAR Roundtables have been held since the programme's launch. A dedicated, independent foundation to manage the implementation of the PINTAR programme throughout Malaysia is targetted to be launched by August 2008.
6. 	Reviewing and Revamping Procurement Practices (Red Book)	• The Red Book Implementation Effectiveness Assessment was completed in January 2008. • Results show that in general, progress has been made, but there is significant room for improvement. Notably, MAS, Sime Darby and TM are ahead of the rest in terms of adoption of best practices. • 80% of the G-20* companies have developed Procurement Improvement Plans ("PIP"). 70% have established and obtained the relevant Board approvals for procurement and Red Book related milestones and targets.

▲ Silver Book Circle #1 presented "From CSR to CR" by Institute of Corporate Responsibility Malaysia ("ICRM") - February 2008

▲ Framework for Continuous Improvement Workshop - Session 3 on Workforce Effectiveness (Yellow Book) - May 2007

▲ Best Practice Insights on Procurement by International Association for Contract and Commercial Management (Red Book) – October 2007

▲ Leadership Development Circle (Orange Book) - June 2007

No.	Initiative	Key Milestones
7. 	Optimising Capital Management Practices (Purple Book)	• Cash returns to shareholders have improved significantly. Net dividend yields of the G-20* increased from an average of 2.7% in 2004 to 5.1% in 2007. • 73% of the 15 non-banking G-20* have evaluated their capital structure and capital efficiency practices. • 60% of the G-20* have developed their Capital Management Plan and Capital Efficiency Improvement Initiatives.
8 	Strengthening Leadership Development (Orange Book)	• Leadership Development Audits ("LDA") on track for the targeted date of completion by the G-20* in June 2008. • A series of Leadership Development Circles have been convened. GLC CEOs and HR Directors have developed GLC-wide initiatives for company-wide leadership development, such as cross-assignments among GLCs, identifying young talent with high-potential and mapping out centres of excellence in GLCs.
9. 	Intensifying Performance Management Practices (Blue Book)	• G-20* met 76% of all of their Headline KPIs in 2007. • The preliminary results of the ongoing Blue Book Implementation assessment show that for majority of GLCs, corporate scorecards are in place, KPIs have been formally set for CEOs and Senior Management and Headline KPIs are being monitored. • Monitoring of announcements by the G-20* of their Headline KPIs and EP by GLIC Champions is on-going.
10. 	Enhancing Operational Efficiency and Effectiveness (Yellow Book)	• Overall improvement in operating margins for G-20*. Non–banking G-20* recorded a 17.6% improvement in 2007 (up from 15.3% in 2004). • 63% of GLCs have identified and are executing various operational continuous improvement initiatives, while the remaining 37% are currently focused on diagnostics stage and execution of their "transformation" plan deliverables. • GLIC Champions are beginning to assume the responsibility to monitor operational enhancement initiatives at GLCs.

A significant number of Programme-level activities have taken place since the formation of PCG in January 2005. Programme-level activity refers to meetings or any form of sessions between multiple parties conducted to develop the Programme, build awareness and understanding of the Programme and enhance knowledge and execution capabilities. In 2005, Programme activity (e.g. interviews, syndication of findings and recommendations, workshops and circles) was centred on developing the Programme and setting up of the TMO as secretariat to the PCG. Programme activity peaked in 2006, with 3,724 man-days of participation, when all ten initiatives were launched. The focus in 2007 has been on strengthening execution capabilities at GLICs and GLCs to implement their respective transformation programme, with 1,638 man-days of participation.

BENEFITS TO STAKEHOLDERS

Apart from improved financial returns, the Programme is increasingly delivering benefits to all stakeholders and all Malaysians:

CLEAR BENEFITS EMERGING TO VARIOUS STAKEHOLDERS

CUSTOMERS

experience improved service levels and higher quality products and services

- Affin Bank: introduced counter-less banking for convenience of customers
- Boustead: The Curve won Tourism Malaysia's award "The Most Promising Mall 2007"
- CIMB: reduced average customer queue time from 11 to 4.8 minutes
- Maybank: introduced eTrade, a web-based trade finance solution, to improve customer access
- MAHB: KLIA was voted World's Best Airport (15-25m passengers per annum) by ACI-ASQ, 2nd Best Airport Worldwide and 2nd Best Airport in Asia Pacific
- MAS: named "World's Best Cabin Crew" in 2007 and achieved 84.06% in its on-time performance (vs. target of 80%)
- MBSB: instilled a more customer-oriented service culture, enabling service staff to engage customers proactively
- Proton: increased Customer Satisfaction Index ("CSI") from 667 points in 2006 to 713 points in 2007, the most improved CSI score based on survey by JD Power
- TNB: recognised as "Best Emerging Contact Centre"; its Distribution System Average Interruption Duration Index reduced from 102 minutes in 2006 to 83 minutes in 2007

EMPLOYEE & HUMAN CAPITAL

gain from better development opportunities and better talent management

- UEM World: the Young Executive Scheme enabled 569 unemployed graduates to undergo vocational training for a year and offered 269 graduates full-time employment
- CCM: won the "Chemical Industry Council Malaysia ("CICM") Responsible Care Awards – Gold for Process Safety Code" for ensuring a safe working environment for employees
- UMW: launched UMW Executive Diploma in General Management in collaboration with SEG International Bhd & University of Sunderland, UK for employees without tertiary education

▲ MAS - World's Best Cabin Crew 2007

SUPPLIERS

benefit from the introduction of transparent, efficient, merit-based processes

- Suppliers have experienced increased transparency and productivity with the introduction of automation and sourcing tools such as purchasing cards and e-bidding
- Since April 2006, TM and TNB graduated 53 vendors from their Vendor Development Programmes ("VDP")
- As at December 2007, 7 G-20* companies have a VDP and/or Bumiputera Vendor Development Programme ("BVDP") with 908 vendor participants

SOCIETY

benefits from the spill-over effects of GLCs'commitment to becoming better corporate citizens

- 23 GLCs have participated in PINTAR and adopted 136 schools
- TM, TNB, UEM World and Sime Darby promote excellence through institutions of higher learning
- Sime Darby, Proton, TM and CIMB participate in sports development to enhance Malaysia's competitiveness in the regional and global arena
- In 2007, CIMB launched CIMB Foundation, a not-for-profit organisation with an initial commitment of RM100m over 3 years. This foundation will carry out CIMB's CSR and philanthropic initiatives
- TH Plantations contributed to Terengganu and Sarawak economic growth, creating employment opportunities for the local Bumiputera community
- Affin Holdings through its subsidiary Affin Bank donated zakat payment of RM342,000 to build 19 houses for the hardcore poor families in Bachok

BUMIPUTERA COMMUNITY

enjoys better vendor and community development programmes

- BIMB Holdings distributed RM1m to zakat in 2007 and maintained the "Sahabat Korporat Tabung Haji"programme to support haj pilgrims
- MRCB developed an integrated transportation hub in Penang with Pelaburan Hartanah Bumiputera Berhad to boost Bumiputera participation in economic growth
- POS has a programme to encourage entrepreneurship among Post Masters
- Proton supported Bumiputera vendors (48% of 224 vendors) in the form of improvement of production systems, control through monthly monitoring and Quality Management System Education
- TNB's Bumiputera Vendor Development Plan has increased numbers of its genuine Bumiputera vendors from 195 in 2006 to 251 in 2007

▼ PINTAR programmes have been implemented since December 2006 by 23 GLCs with the aim of raising children's motivation to learn and to ensure a conducive learning environment.

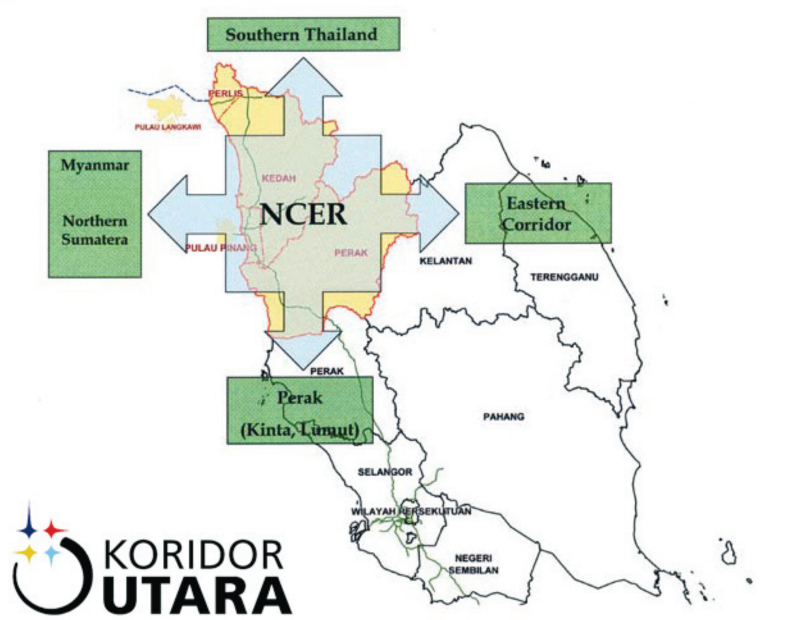
Affin Holdings - Homes for the Hardcore Poor ▶

GLIC and GLC participation in the economic corridors in the north, east and south of Peninsula Malaysia have helped spur growth and development these areas.

GLICS AND GLCS HAVE CONTINUED TO SUPPORT NATIONAL DEVELOPMENT THROUGH THE ECONOMIC CORRIDORS IN NORTH, EAST AND SOUTH OF PENINSULAR MALAYSIA

NORTHERN CORRIDOR ECONOMIC REGION ("NCER")

- Expected to receive developmental funding in the mid-term review of the 9th Malaysia Plan ("9MP") to fund about 60 initiatives that will create socio-economic benefits to the people of the region as well as incentives for investors to carry out economic activities in NCER.
- The lead agency for NCER was Sime Darby before the birth of the Northern Corridor Implementation Authority ("NCIA") Bill 2007.
- The NCIA Bill 2007 was passed into law in December 2007, creating a legislative framework for an authority to function as an administrative authority for the economic development of the region.
- As the Act is not in force yet, the activities for NCER are presently conducted by the Secretariat for the Northern Corridor Economic Region.
- NCER is expected to attract investments of about RM178bn and potential investors have expressed their interest in exploring the opportunities available in the region.
- It is also expected that 179 projects will be implemented in NCER until 2025 involving agriculture, manufacturing and tourism economic sectors leading to the creation of 540,000 jobs.



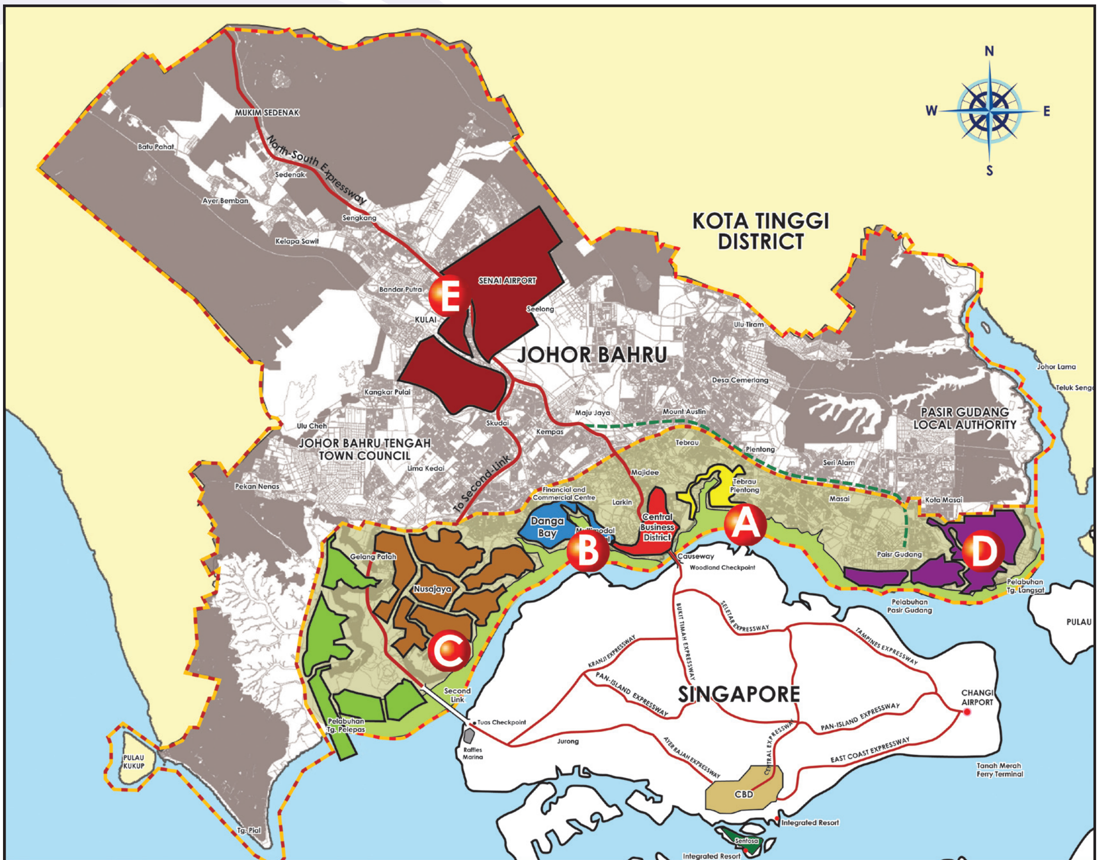
EASTERN CORRIDOR ECONOMIC REGION ("ECER")

- Expected to spur growth in the area, creating economic activity and jobs for 22,000 youths in Kelantan.
- Petroliam Nasional Berhad ("Petronas") is the lead agency.
- ECER Development Council Act was enacted into law, creating a legislative framework for an authority to function as an administrative authority for the economic development of the region.
- Bank Pertanian Malaysia to set aside nearly a fifth of its RM2.66bn total loan this year for ECER projects. A total of RM147.7m, or 17 %, of the allocated loan amount for ECER projects in 2008 were approved at the end of 2007.

ISKANDAR DEVELOPMENT REGION ("IDR")

- The initial planning of IDR was driven by Khazanah whilst the South Johor Investment Corporation ("SJIC") has been tasked with implementing the initiatives.
- Has attracted investments totaling RM22bn since its launch in November 2006; early indications are that development is on track to achieve the total investment target of RM47bn by 2010.
- Twelve mega projects expected to kick off in 2008 in the IDR including the RM4.2bn Node 1 project in Nusajaya, the RM1bn Eastern Dispersal Link, the RM1bn coastal highway linking Johor Baru with Nusajaya, a RM900m clean up of Sungai Skudai, Segget and Tebrau, and RM500m MSC Cyber City project in Kulai. It is projected that the IDR would generate some 800,000 jobs over the next 15 years.
- A special fund totaling RM50m, formed through the contributions from companies investing in the IDR, has been established to help the needy and to address social problems within the IDR.

WILAYAH PEMBANGUNAN
ISKANDAR
DEVELOPMENT REGION



A JB CITY CENTRE
Waterfront Development
Central Business District (CBD)
Tebrau Plentong Mixed Development
Malaysia - Singapore Causeway

B NUSAJAYA
Johor State New Administrative Centre
Puteri Harbour
Educity
Medical and Wellness Village
Rim City Development
International Destination Resort
Southern Industrial & Logistic Clusters

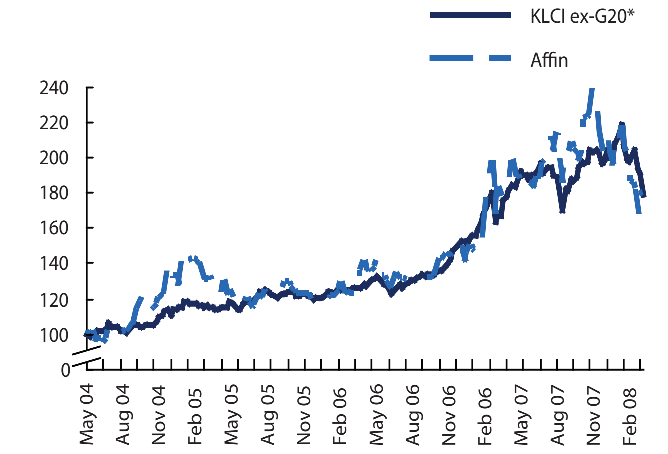
C WESTERN GATE DEVELOPMENT
Tanjung Pelepas Port
Malaysia - Singapore 2nd Link Access
Free Trade Zone
RAMSAR Heritage Park
Tanjung Piai - Southern-most tip of Asia

D EASTERN GATE DEVELOPMENT
Tanjung Langsat Technology Park
Kim-Kim Regional Distribution Centre
Pasir Gudang Port
Tanjung Langsat Port

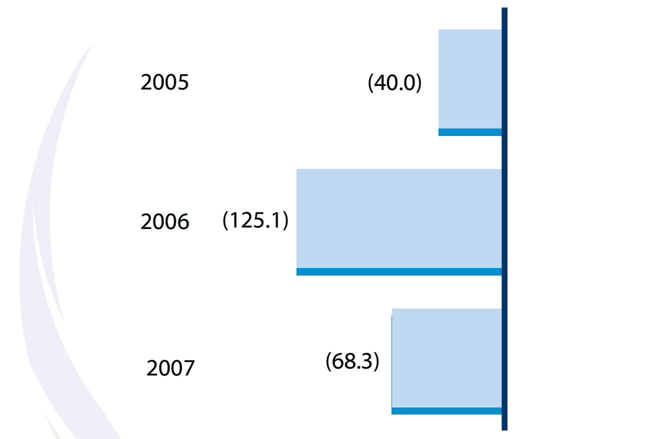
E SENAI-SKUDAI
Senai International Airport
Senai Cargo Hub
Senai Multimodal Centre
Skudai Knowledge Hub
Hi-Tech Park

SCORECARD FOR AFFIN HOLDINGS BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	235.6	226.9	251.8
Market Cap (RM m)	1,900	2,396	3,851
ROE (%)	8.0	6.8	6.8
Asset/Equity (x)	9.7	10.2	8.7
Loan/deposit ratio (%)	80.0	68.8	63.6
LLP/loans (%)	1.2	0.8	0.7

Headline KPIs

	Target 07	Actual 07	Target 08
After-tax return on equity (%)	7.1	6.8	7.0
After-tax return on assets (%)	0.7	0.7	0.8
Net NPL** ratio (%)	8.2	7.9	5.6
Earnings per share (Sen)	19.0	19.1	21.4

Achievements

Financial performance meeting targets and on the rise
- Recorded a net profit of RM252m FYE 31 Dec 2007
- Achieved 3 out of 4 Headline KPIs for FY07
- The gearing ratio of Affin Holdings (company level) reduced from 0.27 last year to 0.12
- Affin Bank successfully embarked on Basel II implementation project ahead of schedule in meeting Bank Negara Malaysia 's ("BNM") deadline

Strengthened foothold in the region
- Entered into strategic partnership with Bank of East Asia, the largest independent local bank in Hong Kong, by placing new shares of up to 15% of share capital; this will enable Affin to enhance its competitive positioning by leveraging Bank of East Asia's international platform and its branch network in China

Increased focus on customers and society
- The Group pledged an annual RM2m contribution to Yayasan Warisan Perajurit
- Received BNM's approval for the formation of Affin Banking Group ("ABG") through the rationalisation and integration of three banking units (commercial, investment and Islamic) in effort to increase efficiency in terms of operations, services and systems
- BNM has given its approval in Sep 2007 for AXA Asia Pacific Holdings Ltd and Affin Holdings to commence preliminary negotiation with MAA Holdings Berhad for the proposed acquisition of interest in Malaysian Assurance Alliance Berhad
- BNM has given its approval in Dec 2007 for the proposed rationalisation of interests in BH Insurance (M) Berhad and AXA-Affin General Insurance Berhad
- Affin Bank launched the "The Lowest Credit Card Rate in the Market" i.e. 9.99% p.a. and 0% Interest Balance Transfer for 12 Months
- Affin Bank's Information Communication Technology ("ICT") partnership with IBM to help modernise ICT infrastructure and improve customer service
- Affin Bank named top 30 Brands in Malaysia by Association of Accredited Advertising Agents Malaysia
- Affin Fund Management Berhad successfully launched Affin Islamic Equity Fund in Jul 2007
- AXA-Affin Life successfully launched new financial plan and riders products in 2007

Challenges

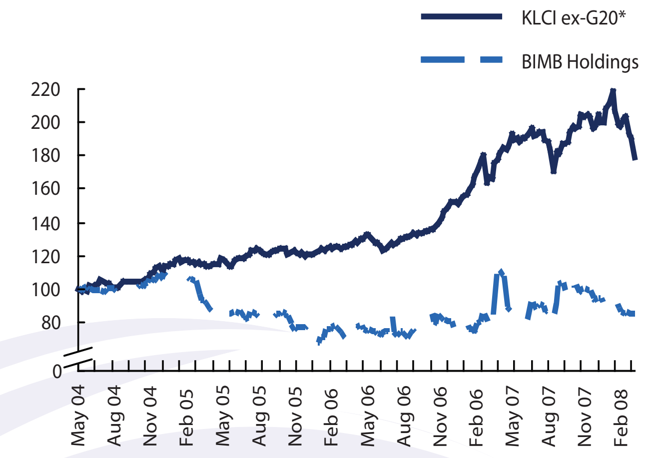
Staying at par with the industry
- Reducing high NPL ratio of 7.9% (as of Dec 2007) to industry average of 3.6%
- Thriving in an increasingly competitive environment given relatively smaller size

Improving further delivery platform
- Continuously enhancing service quality as was done through past initiatives such as incorporation of Service Level Agreements and branch reorganisation exercises
- Retaining and augmenting high quality talent pool

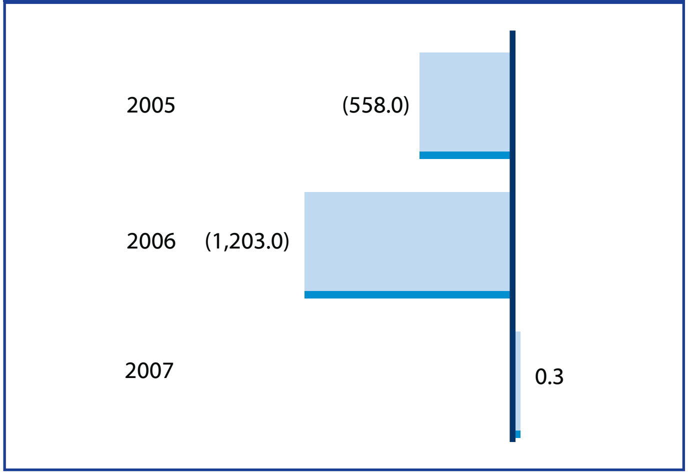
*** Non-Performing Loans*

SCORECARD FOR BIMB HOLDINGS BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY June 30	2005	2006	2007	YTD Q2 08
Net Profit (RM m)	(456.8)	(1,230.0)	799.3	108.9
Market Cap (RM m)	608	676	1,293	1,203
ROE (%)	(32.3)	n.a.	91.6	19.8
Asset/Equity (x)	5.4	7.2	4.9	22.5
Loan/deposit ratio (%)	62.3	59.6	56.5	46.0
LLP/loans (%)	7.7	15.4	0.3	68.6

Headline KPIs

	Target 07	Actual 07	Target 08	Target 09
Revenue Growth (%)	20.0	12.0	20.0	20.0
Capital Expense growth (%)	5.0	6.0	5.0	5.0
Return to profit-ability (%)	By FY07	Yes	n.a.	n.a.
ROE (%)	5.0	91.6	5.0	5.0

Achievements

Financial performance is strong and gaining momentum
- Bank Islam Malaysia Berhad (subsidiary of BIMB Holdings) registered RM256m in Profit Before Zakat & Taxation for FY07 with a net profit of RM251.3m, the highest since its inception; it is likely to post another year of record-breaking profitability numbers for FY08
- For 2007, Takaful Malaysia clocked RM25m in net profit and has maintained positive business momentum even though profitability has reduced compared with the past financial year

Achieved success in product innovation and branding
- Launched South East Asia's first Islamic Platinum MasterCard in collaboration with MasterCard Worldwide
- Introduced, with Standard Chartered Bank Malaysia, the world's maiden Shari'ah compliant financial hedging tool with the Wiqa' forward rate agreement
- Strategic collaboration with London-based European Islamic Investment Bank PLC ("EIIB") to develop and distribute Shari'ah compliant forex, treasury, capital market and derivatives products
- Launched a new corporate identity in conjunction with the unveiling of the first remodeled branch in Shah Alam

Undertook Capital management initiative
- Completed a recapitalisation exercise with capital injection from Dubai Investment Group and Lembaga Tabung Haji ("LTH")

Continued active community involvement
- Distributed RM1.6m in Zakat for FY07 to the Pusat Pungutan Zakat
- Collaborated with Dewan Amal Islam Hadhari and Islamic Banking and Finance Institute ("IBFIM") to retrain unemployed Islamic studies graduates

Challenges

Increased competition from new entrants and foreign players
- Converting Islamic windows of domestic and foreign conventional banking groups into stand-alone Islamic banking subsidiaries
- Entry of foreign Islamic financial services industry players
- Emerging new Takaful operators in the country

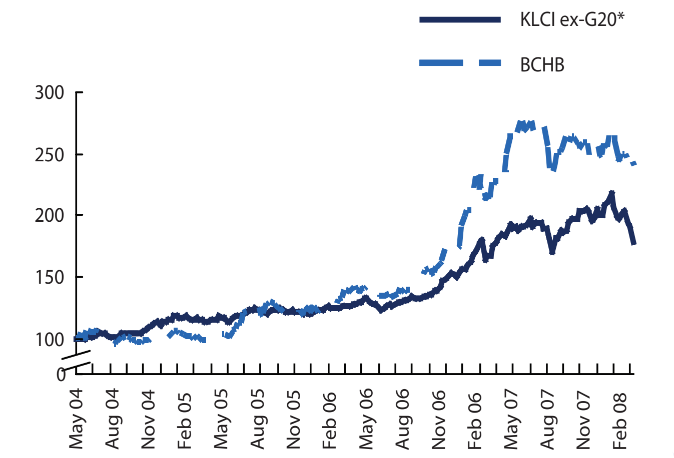
Improving operating metrics and platform
- Minimising a high number of delinquent accounts
- Keeping NPF** ratio below the industry average post carveout
- Attracting and retaining top talent in the industry

*** Non-Performing Financing*

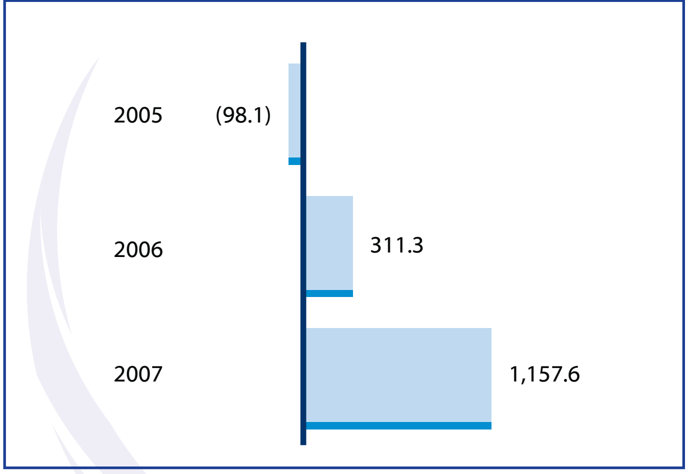
SCORECARD FOR BUMIPUTRA COMMERCE HOLDINGS BERHAD

BUMIPUTRA COMMERCE

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	1,029.2	1,608.9	2,914.2
Market Cap (RM m)	15,698	24,624	37,116
ROE (%)	8.9	13.4	20.0
Asset/Equity (x)	10.2	12.6	11.1
Loan/deposit ratio (%)	84.5	81.0	75.3
LLP/loans (%)	1.5	1.1	1.1

Headline KPIs

	Target 07	Actual 07	Target 08	Target 09
Return on average equity (%)	18.0	20.0	18.0	18.0
TSR	Outperform KLCI TSR and FBM100	Outperformed KLCI TSR by 1.9 times and FBM100 by 1.8 times	Outperform KLCI TSR and FBM100	Outperform KLCI TSR and FBM100

Achievements

Financial performance on the rise, supported by capital management initiatives

- Awarded "Bank of the Year - Malaysia" by the Banker (sister publication of the Financial Times) for the second year running
- Formalised Group Special Asset Management to address NPL portfolio
- Implemented capital management measures; BHCB met target Headline KPI of 18% ROE and revised its annual dividend policy from 15 sen to 25 sen per share. Announced share buy back of up to RM1.0bn for 2008

Successful re-branding initiatives

- Undertook a re-branding exercise in Sep 2006
- Voted 6th Most Valuable Malaysia Brand on 16 Nov 2007 with brand valuation of RM3.4bn by Interbrand
- Improved service levels through consumer bank transformation
- Named "Most Improved Retail Bank" in Asia at Asian Banking and Finance Retail Banking Awards 2007

Improved cross-sell and customer activity indicators

- Reduced average customer queue times during peak hours (12-2 p.m.) from 11 minutes to 4.8 minutes
- Increased automation at branches (Proportion of Over The Counter vs Self Service Transaction) had reduced to 16% as of Sep 2007 compared to 32% in Jan 2007

Increased focus on employee and community development

- Formed a Talent Review Board
- Launched the Global Employee Exchange Programme ("GEER") and Emerging Leaders Programme

Challenges

Slowing down of market coupled with intensifying competition

- Expecting decline in regional capital market activities which will likely cause a reduction in non-interest income
- Facing intensifying competition due to ongoing consolidation of the banking sector, enhanced efficiency and effectiveness of capital market players and entry of foreign players

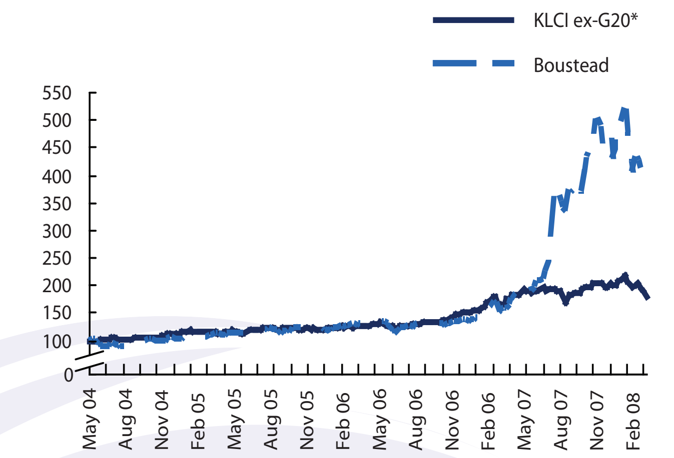
Improving operating and service platform

- Reducing significant legacy NPLs
- Enhancing branch-level service platform

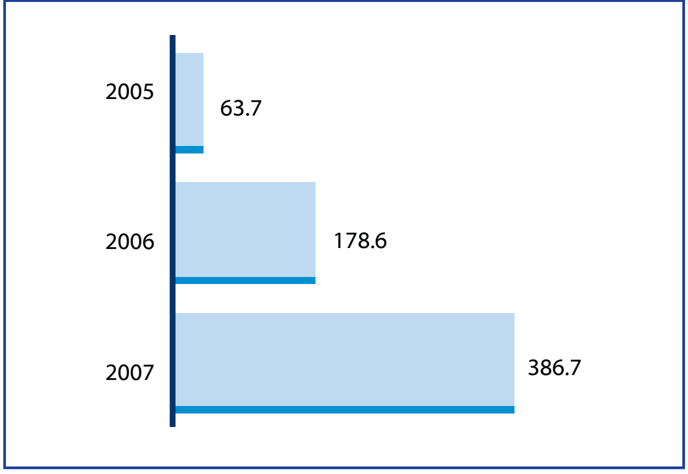
SCORECARD FOR BOUSTEAD HOLDINGS BERHAD

Boustead Holdings Berhad

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	230.4	351.4	654.5
Market Cap (RM m)	1,047	1,155	4,057
ROE (%)	10.6	11.5	22.3
Asset/Equity (x)	2.2	2.1	2.6
Operating Margin (%)	4.2	4.4	13.6
Asset Turnover (x)	36.9	71.4	68.1
Interest cover (x)	1.5	1.7	5.0

Headline KPIs

	Target 07	Actual 07	Target 08	Target 09
ROE (%)	7.2	22.3	14.0	14.5
Pre-tax return on assets (%)	7.0	13.8	11.0	11.5
Gross dividend per share (%)	32	60	40	40

Achievements

Improved financial performance for FY07

- Posted an unaudited pre-tax profit of RM828.8m, an improvement of 114% over the previous year pre-tax profit of RM386.4m
- Completed restructuring of the Heavy Industries division in Q307
- Completed VGO on UAC Berhad, making it a subsidiary in Q307
- Increased shareholding in Royal & Sun Alliance (M) Bhd (now known as BH Insurance (M) Bhd) to 80% in Sep 2007

Continued focus on enhancing shareholder value

- Listed Al-Hadharah Boustead REIT on Bursa, the first Islamic plantation REIT, in Feb 2007
- Further expanded asset portfolio in Jun 2007

Achieved breakthroughs in innovation and R&D

- After 2 years of R&D, Boustead Sissons Paints launched Malaysia's first water-based gloss paint, which is environmentally friendly and 100% developed in Malaysia
- Collaborated with Applied Agricultural Resources Sdn Bhd and the University of Nottingham on a new plantation crop R&D centre in Selangor

Achieved industry recognition

- Boustead's The Curve won The Malay Mail - Carlsberg Year End Salute's "The Best Lifestyle Venue" award, Tourism Malaysia's award "The Most Promising Mall 2007" and the MBPJ Merit award for "Pertandingan Menceriakan Bangunan Seluruh Bandaraya PJ 2007"
- Royale Bintang KL was awarded the Best 4-Star City Hotel by Malaysia Tourism in Jul 2007. The hotel also clinched the "Deluxe Hotel of the Year" in the Hospitality Asia Platinum Awards 2007-2008
- Boustead Properties was named among the Top Ten Developers by The Edge 2007

Challenges

Managing impact of external factors

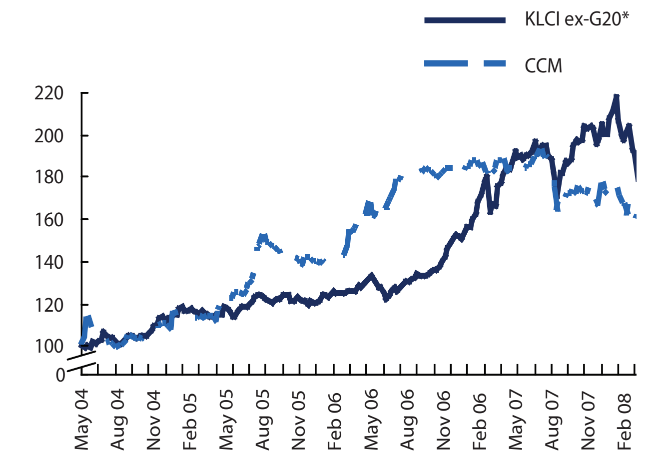
- Fluctuations in CPO prices affect the plantation business, which is a major contributor to profitability

Strengthening sales pipeline

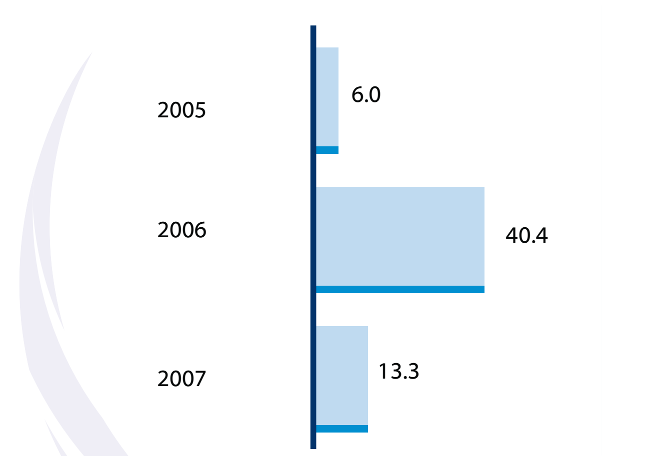
- Excess capacity of ship-building/ship-repair facilities must be offset by securing additional contracts

SCORECARD FOR CHEMICAL COMPANY OF MALAYSIA

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	106.1	121.0	83.6
Market Cap (RM m)	1,024	1,289	1,157
ROE (%)	14.7	15.0	10.0
Asset/Equity (x)	1.7	1.8	1.8
Operating Margin (%)	15.4	12.8	8.0
Asset Turnover (x)	0.6	0.8	0.9
Interest cover (x)	12.4	9.1	7.1

Headline KPIs

	Target 07	Actual 07	Target 08
Turnover (RM bn)	1.3	1.4	1.7
Profit before tax (PBT) (RM m)	100.0	105.6	115.0

ROE target for 2010 is 12.0% to 15.0%

Achievements

Strong performance across all business lines

- Achieved RM1.4bn in revenues in FY07, a 26% increase from FY06 and surpassing Headline KPI of RM1.3bn
- Registered higher sales volumes from all 3 core businesses, namely Fertilisers, Chemicals and Pharmaceuticals
- Expanded exports and regional businesses which further pushed top line growth

Emerging as a pharmaceutical market leader through both organic and inorganic growth

- Increased capacity for oral solid dosage medication through new pharmaceutical plant in Bangi
- Acquired Malayan Pharmaceutical Sdn Bhd ("MPSB") assets in March 2007 to grow local market share for OTC products
- Successfully renewed Halal certification by JAKIM for OTC health supplements and vitamin products

Enhancing leadership in the local and Indonesian fertilisers market

- Expansion of Fertilisers Division to increase capacity: Bintulu plant to be commissioned by Jul 2008, Medan plant by Mar 2009 and Lahad Datu plant by Jan 2010

Recognised for creating a safer environment for employees and the community

- Chemicals Division won five CICM Responsible Care Awards in 2007, including Gold for Process Safety Code (Employee), Gold for Distribution Code, Gold for Community Awareness & Emergency Response, Gold for Pollution Prevention Code, Gold for Product Stewardship Code

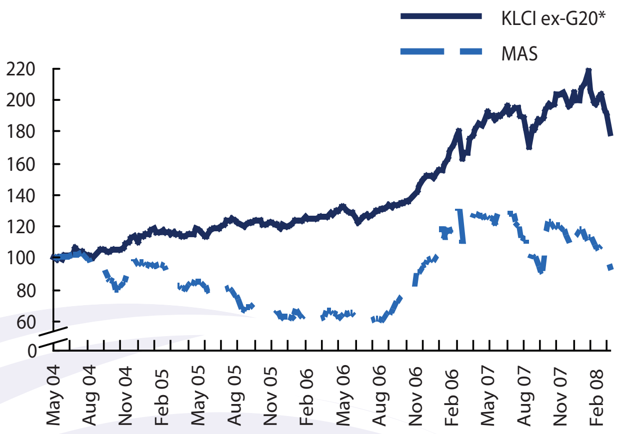
Challenges

Susceptible to changes in external environment

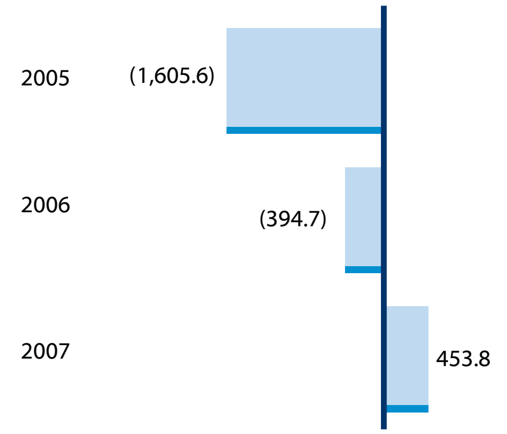
- Rising crude oil prices are expected to lead to higher operating costs in 2008
- Possible slowdown of global economy will affect demand
- Fluctuating currency exchange rates will negatively impact purchasing of raw materials and traded products
- Possible increase in interest rates will affect the cost of borrowings

SCORECARD FOR MALAYSIAN AIRLINE SYSTEM BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005^	2006	2007
Net Profit (RM m)	(1,143.9)	(136.4)	851.4
Market Cap (RM m)	3,559	5,865	8,215
Adjusted ROE (%)	(43.6)	(7.0)	29.2
Asset/Equity (x)	3.1	3.7	2.5
Operating Margin (%)	(9.7)	(2.3)	3.8
Asset Turnover (x)	189.6	189.0	146.1
Interest cover (x)	n.m.	n.m.	18.7

Headline KPIs

	Target 07	Actual 07	Target 08
Net income*** (RM m)	50-99	851	400-550
Cash surplus (RM bn)	1.0-1.2	5.3	–
On-time performance (of flight schedules) (%)	82.5-85.9	81.3	82.5-85.9
Unit Cost (%)	–	–	0 to (2) cost per ASK**

*** Target to achieve net income of at least RM1.5bn by 2012

Achievements

Achieved record performance

- Recorded a record net profit of RM242m for Q4 2007, an increase of 98% over the same period last year. This brought the YTD profit to RM851m – the highest in the company's 60 year history
- Improved operating profit by 111% over last year, due to strong demand and improved yields. Increased passenger revenue by 14% to RM2.51bn. This marks the company's sixth consecutive quarter of profits since the Business Turnaround Plan was launched

Developed a strong service and delivery platform

- Launched company-wide initiatives such as the Passenger Service System ("PSS"), which have shown results; MAS is on track to be fully e-ticket capable by the end of 2007. PSS will deliver substantial cost savings and revolutionise MAS' sales and ticketing capabilities
- Raised industry standards in customer service levels and product offerings as evidenced by several awards this year including CAPA Turnaround of the Year, Best Cabin Crew Award and its rating as a 5 Star Airline

Implemented successfully Red Book best practices

- Expected to achieve RM55m annualised savings from Wave 1 & 2 of Procurement initiative
- Conducted a supplier's forum (attended by 150 suppliers)
- Provided basic aviation industry training for supplier development in Feb 2007

Challenges

Intensifying competition due to liberalisation

- Emerging stiff competition from LCCs such as Air Asia and Tiger Airways, due to the early (1 year ahead of plan) liberalisation of MAS most profitable route from Kuala Lumpur to Singapore
- Further increases in yield will be difficult due to the anticipated oversupply of capacity and liberalisation of the regional aviation sector in 2009
- Increasing competition in regional and global markets is placing more downward pressure on yields and revenues of the cargo business, which is profitable and growing

Raising operating fundamentals to industry standards

- Revenue management processes are continuously improved on and will need to be further ramped up to meet the needs of future competition
- Yields need to be further improved to reach the levels of peers, despite recent gains

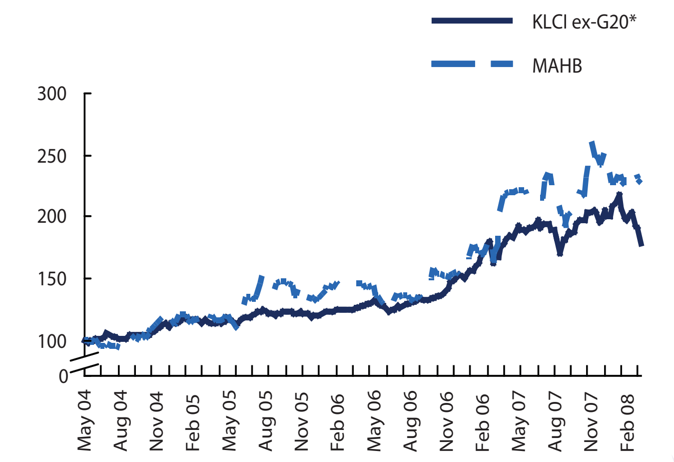
Rising fuel costs and capex requirements

- Unprecedented rising fuel cost may dampen financial performance in the sector
- MAS' planned fleet expansion will require extremely large CAPEX, and will be the single largest investment for the company

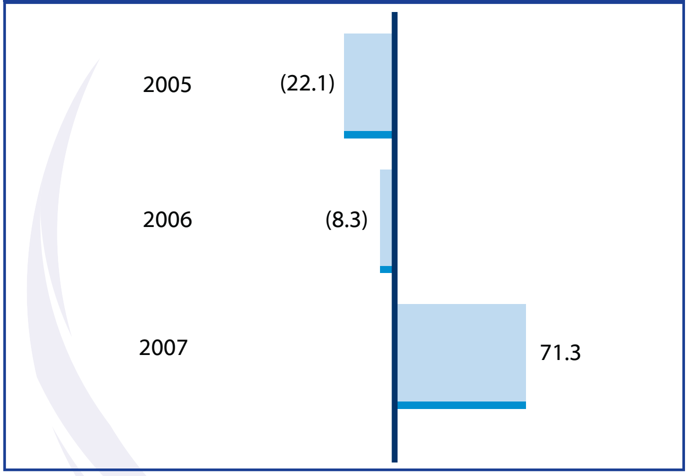
^ Results are for the period from 1 Jan 2005 to 31 Dec 2005
*** Available Seat Kilometre*

SCORECARD FOR MALAYSIA AIRPORTS HOLDINGS BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	182.3	170.9	271.1
Market Cap (RM m)	2,123	2,376	3,322
ROE (%)	6.9	6.3	9.3
Asset/Equity (x)	1.5	1.6	1.4
Operating Margin (%)	25.0	23.2	29.1
Asset Turnover (x)	27.5	26.5	31.1
Interest cover (x)	42.6	40.9	122.9

Headline KPIs

	Target 07	Actual 07	Target 08
EBITDA (RM m)	441.0	547.0	577.0
ROE (%)	6.8	9.3	9.8
Airport Service Quality Awards**	3rd	2nd	Top 5

Achievements

Performance Highlights 2007

- KLIA voted World's Best Airport (15-25m passengers per annum) by ACI-ASQ, 2nd Best Airport Worldwide and 2nd Best Airport in Asia Pacific
- KLIA 1st in the world to win ASQ Assured Certificate for airport passenger service quality management system
- Malaysian Shareholder Watchdog Group ranked MAHB 14th in FY06 in terms of compliance, best practices and transparency, compared to 41st in FY05 - exemplary GLC
- Company of the Year award from Chartered Institute of Logistics & Transportation (Malaysia)
- Green Globe 21 Certificate – global environmental certification on sustainable development
- Foreign shareholding increased from 2% to 11%
- KLIA recorded highest growth of 11.5% in international pax among competing regional airports (adopted from Preliminary ACI Traffic Report 2008)

Financial Highlights

- Record profits that surpassed Headline KPIs
- Record dividend payout expected to be at least 12.30 sen net, as per dividend policy of at least 50% payout

Challenges

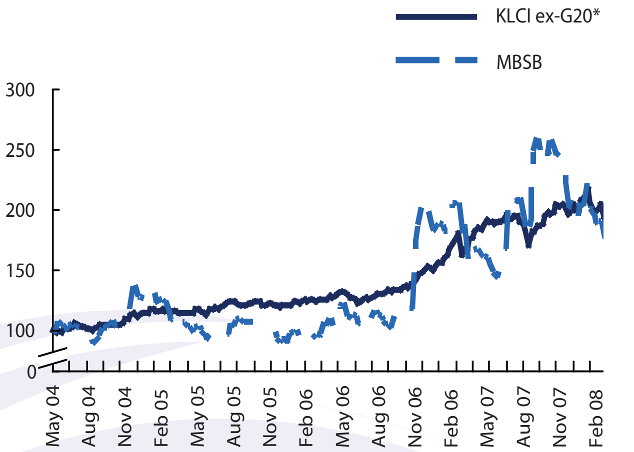
- Rapid airport expansion and development required to meet the surge of new airlines, LCCs and hybrids
- Rising operational cost
- Inculcation of performance driven mindset and culture among staff to align with the transformation programme objectives

** For "Best Airport Worldwide" category

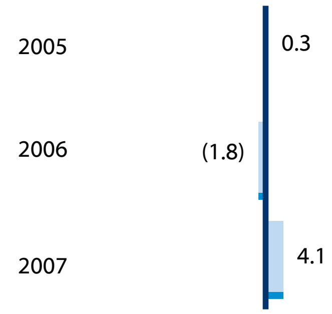
SCORECARD FOR MALAYSIA BUILDING SOCIETY BERHAD

MBSB

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	25.6	30.4	53.4
Market Cap (RM m)	216	402	462
ROE (%)	10.3	8.2	10.6
Asset/Equity (x)	13.1	14.6	14.0
Loan/deposit ratio (%)	127.0	102.8	112.1
LLP/loans (%)	(0.3)	0.6	0.6

Headline KPIs

	Target 07	Actual 07	Target 08	Target 09
ROE (%)	7.0	10.6	7.5	8.0
Revenue growth (%)	15.0	22.4	15.0	15.0
Retail loan growth (%)	25.0	26.8	25.0	25.0

Achievements

Increased product offering
- Developed new products in collaboration with IJN, Carrefour and UKMSC and introduced new products such as Contract Financing and Micro Credit

Focus on enhancing customer value proposition and improving service levels
- Opened 6 additional branches in 2007 to augment current nationwide network
- Instilled a more customer-oriented service culture enabling service staff to engage customers proactively
- Generated total value creation against procurement spending of 45.6%

Challenges

Facing unfavourable competitive and regulatory environment
- Fast-changing and increasingly competitive environment
- Unable to offer lucrative products/services as other Financial Institutions

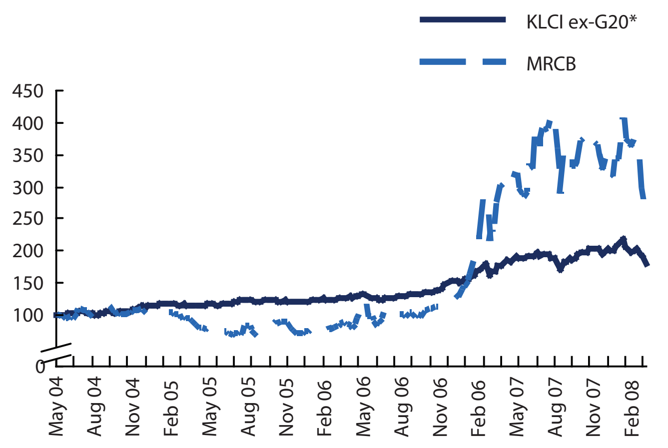
Managing shifts or slowdown in demand
- Shifting of developers to high end products in urban areas e.g. interest sensitive segment of borrowers
- Increasing saturation of target market for Personal Financing e.g. Government employees
- Increasing risk of decline in deposits due to US sub-prime crisis

Enhancing operating platform
- Significant legacy NPLs
- Limited distribution channels and brand recognition
- Difficult to attract and retain capable staff

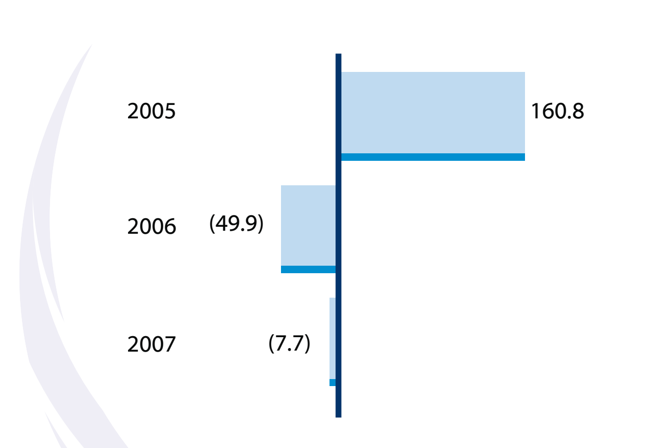
SCORECARD FOR MALAYSIAN RESOURCES CORPORATION BERHAD

MRCB

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	12.4	33.8	40.7
Market Cap (RM m)	415	753	2,314
ROE (%)	2.9	8.0	7.1
Asset/Equity (x)	4.3	3.9	3.0
Operating Margin (%)	20.2	12.5	16.0
Asset Turnover (x)	n.a.	n.a.	n.a.
Interest cover (x)	4.5	3.9	9.9

Headline KPIs

	Target 07	Actual 07	Target 08
Group revenue (RM m)	800.0	903.7	1,200.0
New property development (RM m)	700.0	740.1	1,300.0
New order book growth for engineering, infrastructure and others (RM bn)	1.5	1.5	2.3
Group profit before tax (RM m)	60.0	69.8	90.0
Dividend Payment** (%)	–	–	20

Achievements

Improved performance backed by strong sales and capital management practices

- Reported net profit growth of 20% in FY07. All divisions posted higher operating profit except building services due to higher investment cost in car-park facilities. Operating losses in engineering & construction division was sharply reduced
- Secured sizeable construction projects; YTD, the company has brought in construction and transmission works valued at more than RM2bn
- Improved the company's balance sheet, bringing FY07 net debt/equity ratio of 0.4x from 2.0x in FY06 and making way for sizeable projects expansion in the near future
- Refinanced Al Bai Ajil Islamic debt securities ("BaIDS") in Kuala Lumpur to reduce financing cost from an average of 9% p.a. to 5% p.a.

Supported Economic Region plans

- Teamed up with Pelaburan Hartanah Bumiputera Bhd ("PHBB') to develop an integrated transportation hub in Penang that will help boost economic growth and reduce poverty in Northern Peninsula Malaysia
- Implemented toll concessionaire for the Eastern Dispersal Link in Johor Bahru to improve traffic flow between Singapore and Johor
- Pursuing Penang Monorail project

Focused on employee welfare

- Continued support of the High Achiever Award to reward employees' children that achieve excellent results in their PMR, SPM and STPM examinations

Challenges

Susceptibility to external factors

- Increasing cost of raw materials and imported goods expected to negatively impact profit margins, particularly when contract prices fixed/negotiated subsequently increase in the world commodities market
- Volatile debt markets may affect funding costs and yields and adversely impact project financials

Building steady operational platform

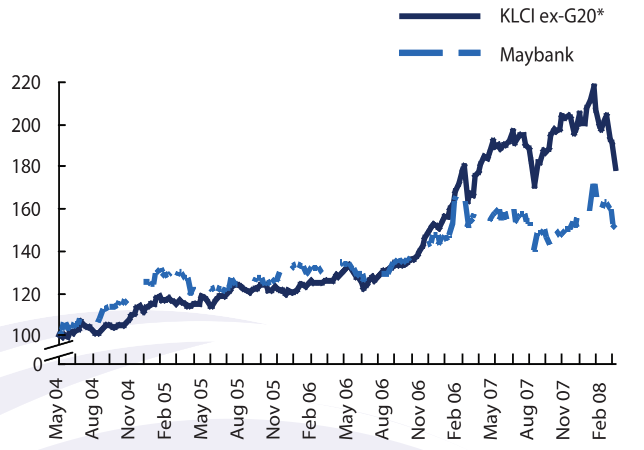
- Difficulty to secure skilled talent as more skilled resources are drained towards the Middle East (construction industry) and Singapore/Hong Kong (financial/professional sectors)
- High incidence of failed or abandoned property developments by small property developers

** Dividend Payout of consolidated profit after tax and minority interest

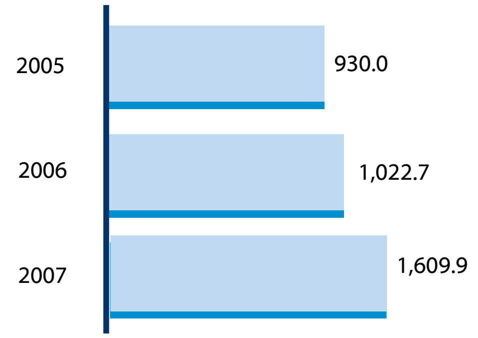
SCORECARD FOR MALAYAN BANKING BERHAD

Maybank

TSR Index



Economic Profit (RM m)



Historical Performance

FY June 30	2005	2006	2007	YTD Q2 08
Net Profit (RM m)	2,502.5	2,772.4	3,178.4	1,466.0
Market Cap (RM m)	40,559	40,628	46,668	44,432
ROE (%)	16.3	17.8	18.8	16.0
Asset/Equity (x)	11.4	12.8	12.9	13.1
Loan/deposit ratio (%)	97.2	83.6	76.3	81.4
LLP/loans (%)	5.0	4.7	4.5	4.3

Headline KPIs

	Target 07	Actual 07	Target 08
ROE (%)	18.0	18.8	18.0
Minimum revenue growth (%)	10.0	10.1	10.0

Achievements

Strong performance with fast improving fundamentals

- Reported net profit of RM1.47bn, an increase of 7.7% YoY
- Increase in stable non-interest income due to improvement in customer acquisition through expansion of our distribution network, product offering and better customer service
- Improved asset quality of RM264.1bn for FYE Dec 2007
- Gross NPL ratio stood at 5.12% as at Dec 2007 from 5.5% in Jun 2007
- Number 1 Malaysian Wide Distribution network with 371 branches and more than 2000 ATMs

Focus on community development

- Disbursed over RM1.8m in scholarships to 222 students
- Contributed RM1m to National Disaster Relief Fund

Challenges

Intensifying competition

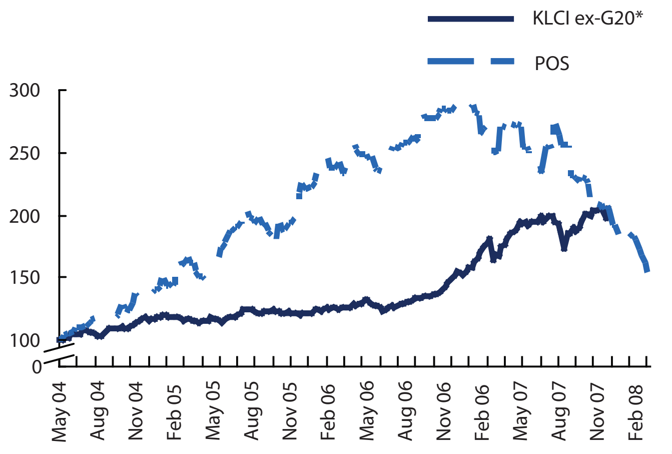
- On-going consolidation in the sector with enhanced efficiency and effectiveness of players

Staying ahead of the industry

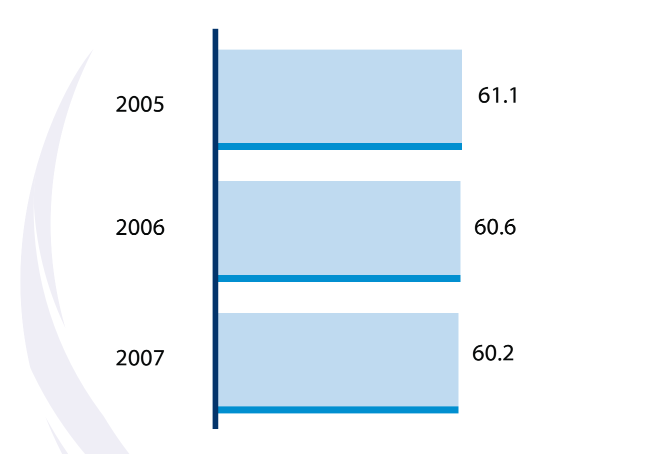
- Maintaining above industry average NIM
- Attracting and retaining talent

SCORECARD FOR POS MALAYSIA BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	100.9	141.3	(33.7)
Market Cap (RM m)	2,070	2,590	1,310
ROE (%)	6.6	8.7	(3.9)
ROA (x)	5.2	4.9	8.1
Operating Margin (%)	13.0	12.1	11.8
Asset Turnover (x)	0.4	0.4	0.7
Interest cover (x)	n.m.	n.m.	n.m.

Headline KPIs

	Target 07	Actual 07	Target 08
Revenue (RM m)	868	858	898
EBITDA (RM m)	150	144	135
Dividend payout	35% of PAT	10 sen	35% of PAT
Return on assets (%)	–	–	6.0

Achievements

Good growth and capital management practices

- For the FY07, an increase in revenue of RM36m was recorded contributed by the courier and retail businesses. In the mail business, mail volume grew by 2.6% from previous year
- Completed capital repayment exercise of RM1.50/share and internal restructuring in Aug 2007, demonstrating management's vigor in employing an active capital management policy and achieving greater operational efficiency. Total paid out to shareholders was RM805m

Improved customer service levels and service offerings

- Major capex programme underway to increase automation to international-class level; this will position POS for better profit margins going forward
- Improved Mail Service Delivery standard from 65% in 2004 to 90% in 2007
- Implemented SAP-based track and trace system that will provide supply chain visibility to the customer
- Opened 80 new branches/mini-branches in suburban and rural communities
- As at Feb 2008, 28 Post Offices have been upgraded for a new look and feel
- Conducted review of process quality and in-house training to improve quality in work processes
- PosLaju, the courier arm of POS, was awarded the Gold Trusted Brand 2007 Award by Reader's Digest
- The MD/GCEO was elected as the Chairman of ASEAN Postal Business Meeting in Sep 2007
- POS was elected as a member of Asia Pacific Post Cooperative Board in Nov 2007

Focused on employee and community development

- Achieved POS's Employee Engagement overall index of 78%, which was better than the Malaysia GLC average across all categories
- Undertook programme to encourage entrepreneurship among Post Masters
- Absorbed 60 management trainees

Challenges

Meeting performance targets and boosting profitability going forward

- POS missed its Headline KPIs for the FY07 in terms of its revenue, due to lower contributions from its mail and logistics divisions
- Near-term decline in net profits is expected due to reduced interest income as a result of the capital repayment exercise
- Low postal tariff structure has remained unchanged since 1992. According to the Universal Postal Union ("UPU"), Malaysia's basic postage rate is among the lowest in the world, with a price performance ratio of 0.34
- Higher fuel prices will increase transportation costs

Increasing competition for counter services

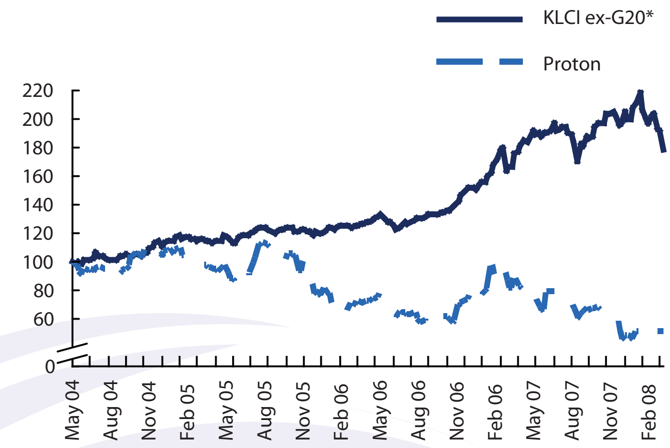
- Intense competition from new payment channels such as Autopay, ATM, Phone Banking, SMS, internet, kiosks
- Emerging new players in bill payment collection (banks and others)

Developing human capital

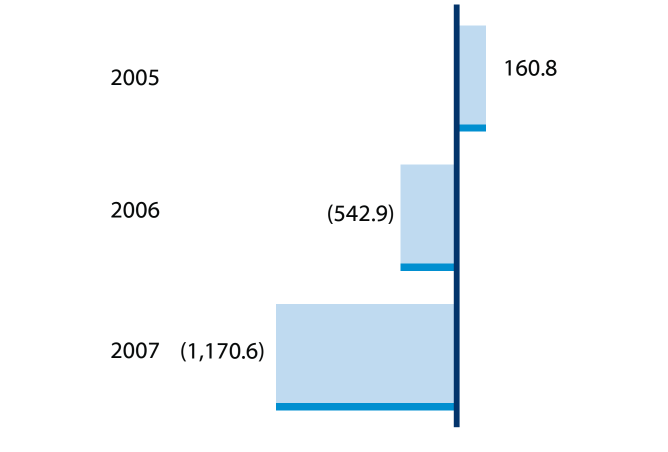
- Retaining key staff who are leading transformation projects
- Achieving overall people readiness to embrace a more dynamic work culture

SCORECARD FOR PROTON HOLDINGS BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY March 31	2005	2006	2007	YTD Q3 08
Net Profit (RM m)	442.4	46.4	(589.5)	10.3
Market Cap (RM m)	4,284	3,131	3,652	2,021
ROE (%)	7.6	0.8	(11.3)	0.8
Asset/Equity (x)	15	1.4	1.3	1.4
Operating Margin (%)	9.1	0.4	(12.0)	0.6
Asset Turnover (x)	96.1	93.8	70.7	0.8
Interest cover (x)	16.7	0.8	(16.5)	1.7

Headline KPIs

	Target 07	Actual 07
Domestic market share (%)	40.4	31.0 (as at Jan 2008)
Contribution of export sales to revenue (%)	8.6	24.7
Revenue and earnings (%)	2.5	0.6
Customer satisfaction index** (x/1000 points)	750	750

Achievements

Launched initiatives to boost sales

- Launched new models with better pricing, quality assurance, aesthetics and timing
- Signed agreement to supply 30,000 cars to the Chinese Jinhua Youngman Automobile Manufacturing Co Ltd ("Youngman") for resale under the "Europestar" brand and licensing of Gen2 platform and Campro engine
- Signed agreement to supply 5,000 units of taxis to Iran
- Opening of new market in Thailand with the launching of Savvy & Gen2 on 28 Nov 2007. Confirmed orders during opening – 1,000 units

Implemented Red Book practices

- Implemented Vendor Performance System to increase transparency and focus on merit-based processes
- Consolidated vendor base from 249 to 224
- Supported Bumiputera vendors (48% of 224 vendors) in the form of improvement of production system, control through monthly monitoring and QMS Education

Improved value proposition to customers

- Increased Customer Satisfaction Index ("CSI") from 667 points in 2006 to 713 points in 2007, the most improved CSI score compared to all other OEMs in Malaysia (based on official result from external survey by JD Power published in Jun 2007)

Challenges

Keeping up with latest demand trends

- Continuing to produce cars which are desired by consumers and are fuel efficient, or use an alternate energy source

Increasing competition due to liberalisation

- Increasingly competitive operating landscape, due to expected further liberalisation in the Malaysian auto industry

Market penetration

- To expand market penetration in Asian Multi Local OEM ("AMLO") related target markets

Government Regulation

- Safety Aspect : Crash Test requirement & vehicle safety (Pedestrian impact)
- Environment: NGV requirement for Iran cars (EC Step 5)

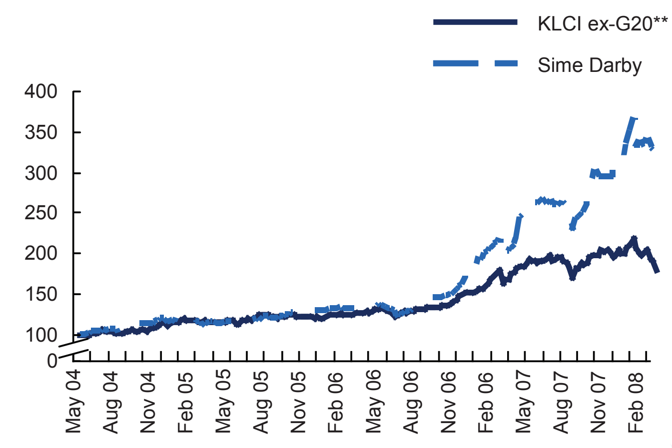
Market Regulation

- To conform with market regulation requirement e.g. Thailand: E20 requirement (Ethanol 20)

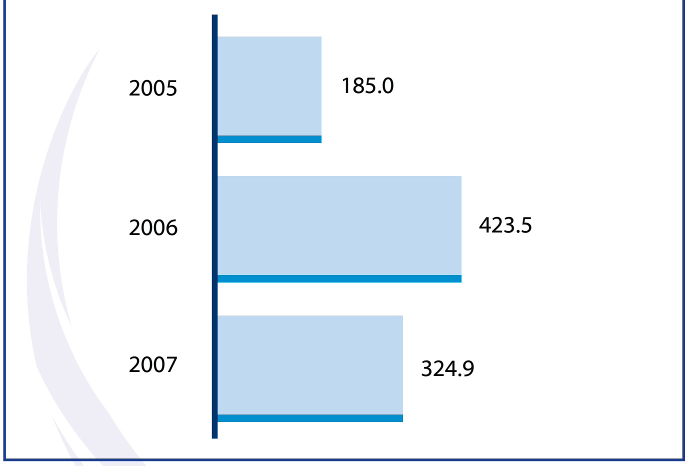
*** Customer satisfaction index as Feb 2008 done by internal survey (Proton - CMC dept). Result of external by JD Power will be officially published by Jun 2008*

SCORECARD FOR SIME DARBY BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY June 30	2005	2006	2007	YTD Q2 08
Net Profit (RM m)	801.2	1,121.4	1,505.7	1,401.3
Market Cap (RM m)	14,854	17,912	28,266	71,510
ROE (%)	9.8	13.3	15.9	7.6
Asset/Equity (x)	1.8	1.8	1.8	1.6
Operating Margin (%)	7.5	7.9	9.6	13.4
Asset Turnover (x)	114.8	115.0	106.1	48.9
Interest cover (x)	15.3	14.4	16.1	14.3

Headline KPIs

	Target 07	Actual 07	Target 08
Returns on average shareholder's Funds (%)	15.0	15.9	15.0
Net Profit (RM m)	1,400	1,506	1,400

Achievements

Achieved solid performance with drive for increased efficiency

- Recorded a net profit of RM1.5bn and ROE of 15.9% for FY07. The Group surpassed its FY08 KPIs (net profit of RM1.4bn and ROE of 15%) one year ahead of time
- Merged with Golden Hope Plantations and Kumpulan Guthrie in Nov 2007, creating the largest listed company by market cap in Malaysia. The enlarged Sime Darby will have five core businesses, namely plantations, property, motor, industrial equipment, and energy & utilities
- Divested non-core assets of almost RM1bn, with gain on disposals of approximately RM0.5bn

Focused on corporate social responsibility

- Adopted Heritage Park (a 400 acre area in the forests of Slim River)
- Provided over 30 scholarships (locally and abroad) via Yayasan Sime Darby
- Embarked on programme to plant 5m trees over 15 years

Challenges

Achieving a successful post-merger integration

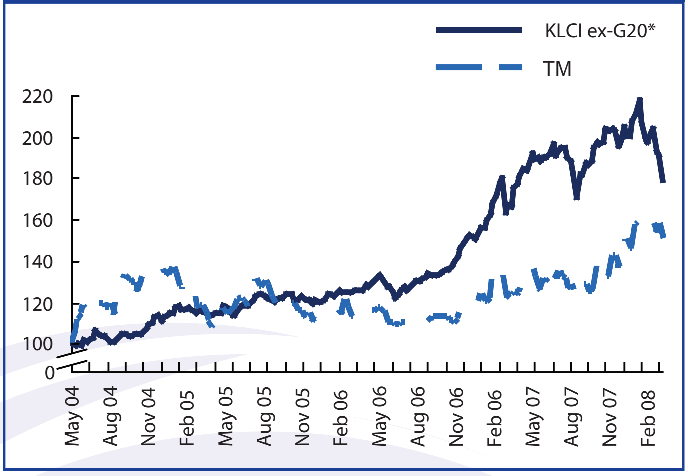
- Capturing synergies from the merger transaction, e.g. revenue synergies through higher yield and extraction rates and cost synergies in procurements and overhead due to increased scales
- Retaining talent through uncertainty and upheaval of merger process

Pushing continually for growth and return on investments

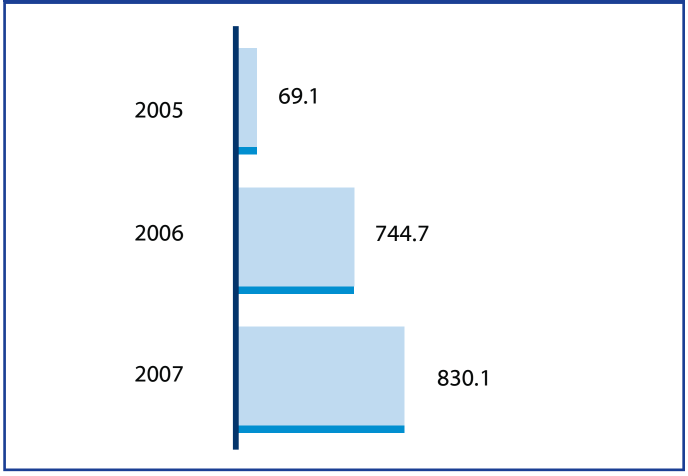
- Ensuring capital is invested in the right core businesses to produce returns higher than the cost of capital
- Growing through a potential slowdown in the global economy as a result of the US sub-prime crisis

SCORECARD FOR TELEKOM MALAYSIA BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005**	2006	2007
Net Profit (RM m)	811.3	2,068.8	2,547.7
Market Cap (RM m)	32,387	33,122	38,520
ROE (%)	4.2	10.6	12.8
Asset/Equity (x)	2.1	2.1	2.2
Operating Margin (%)	19.7	21.5	21.1
Asset Turnover (x)	35.0	40.0	41.0
Interest cover (x)	4.2	5.7	4.6

Headline KPIs

	Target 07	Actual 07
Revenue (RM bn)	17.7	17.8
EBITDA margin (%)	44.5	42.8
ROE (%)	9.8	12.8

Achievements

Performance in-line with expectation

- TM's reported net profit for FY07 of RM2.55bn, an increase of 23% from a year earlier, mainly attributed to better financial performance of Celcom, higher other operating income, gain on IPO of Spice Communications Ltd, higher share of results in Spice and lower taxation charge. In addition, TM reported fixed line revenue turnaround from (0.9%) decline (2005-2006) to growth +1.9% (2006-2007)
- Overall performance FY07 is in line with its Headline KPI, though slightly short on the EBITDA Margin. The FY07 revenue and ROE were RM17.8bn and 12.8% respectively (as compared to RM17.7bn^ and 9.8% for 2007 Headline KPIs)

Undertook transformational demerger to drive efficiency

- Announced de-merger plans for mobile and fixed line businesses into two distinct entities with the objective of accelerating operational improvements and growth

Contributed to development of Malaysia's digital footprint

- Partnering with government (including 33% financing) for the rollout of a RM15.2bn network over the next 10 years, to provide high-speed broadband ("HSBB") services

Raised the bar for industry standards

- Global Telecoms Business Innovation Award 2007
- The Brand Laureate Award 2007, APAC Brands Foundation
- Service Provider of the Year, Frost & Sullivan Malaysia Telecoms Awards 2007

Enhanced customer value proposition service levels

- Reduced customer waiting time from 61% of customers served within 7 mins in 2006 to 80% at Celcom branches
- Reduced service restoration time in Selangor from a high 4-5 days to 1-2 days, through operations improvement exercise

Continuing commitment to stakeholder development

- Developed leadership and talent skills in the areas of Customer, Business Performance, Future, Change & People Focus and Creativity
- 4 vendors (PVC ducts) have graduated from Bumiputra Vendor Development Program ("BVDP")

Challenges

Meeting targets and executing on plans

- TM International's overseas operations have been impacted due to increased competition, unstable political and regulatory environment and foreign currency translation losses resulting from the stronger Ringgit Malaysia against those currencies

Increasing stiff competition from sophisticated players

- Competitive business environment will provide continuing challenge for TM to create awareness of new services and deliver compelling value propositions, operating performance and service quality to customers beyond mere price

Developing regulatory management capabilities

- The industry structure requires strong regulatory support

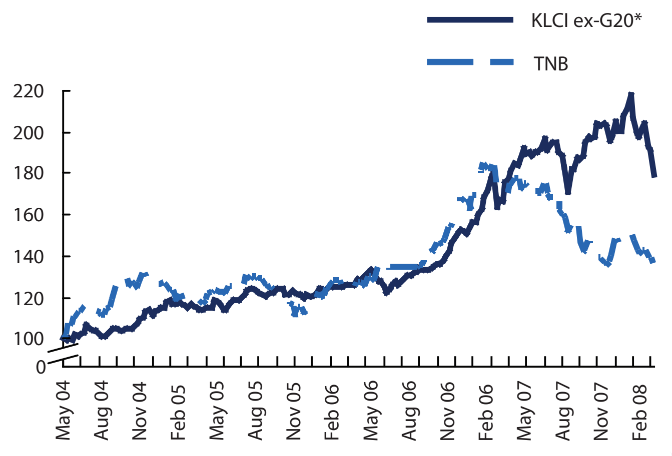
** Ratios for 2005 have been adjusted for the effect of a one-off provision for DeTeAsia claim of RM879.5m

^ Restated to reflect actual foreign exchange rates in the translation of foreign subsidiaries' revenue into RM

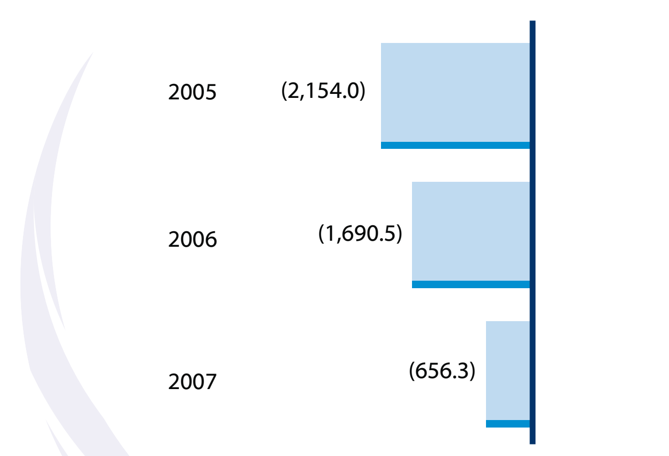
SCORECARD FOR TENAGA NASIONAL BERHAD

TENAGA NASIONAL BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY August 31	2005	2006	2007	YTD Q1 08
Net Profit (RM m)	1.280.0	2,126.9	4,061.1	1,516.9
Market Cap (RM m)	32,011.6	46,705	38,775	41,812
ROE (%)	8.0	10.9	16.9	5.9
Asset/Equity (x)	3.9	3.4	2.8	2.7
Operating Margin (%)	16.5	19.4	23.8	27.1
Asset Turnover (x)	29.9	31.3	34.4	9.1
Interest cover (x)	2.2	2.6	4.2	5.8

Headline KPIs

	Target 07	Actual 07	Target 08
Return on assets (%)	6.5	6.3	5.5
Gearing (%)	50.0-55.0	49.9	50.0
Unplanned Outrage Rate (%)	4.4	2.2	< 4
T&D** losses (%)	10.5	10.0	< 10
System Average Interruption Duration Index (SAIDI) (mins)	95.0	83.0	78
Transmission System Minutes (mins)	< 7	9.3	< 7

Achievements

Unprecedented financial performance with continued growth

- TNB has achieved a record net profit of RM4.06bn in FY07, supported by ongoing cost savings of around RM592.4m in 2007 alone
- Reduced debt to RM23.9bn in FY07 (from RM32.4bn in 2004). Foreign shareholding reached 28.4% in May 2007, highest since TNB's privatisation
- Signed a Memorandum of Understanding to become the official provider of electricity supply to the IDR

Enhanced customer value proposition and service levels

- Signed more Service Level Agreements with consumers on supply connection with financial penalty for not meeting targets/deadlines and developed draft Customer Charter
- Launched medium term Service Excellence program, called SE 10/10. Reduced SAIDI from 101 to 83 minutes and Unplanned Outage Rate for plants from 4.7% to 2.2% (comparable to international power utilities/ producers)
- Won the Best Emerging Call Centre Gold Award and the only Asian company short listed for Platt's Best Global Power Company award
- Shortlisted as the final 2 companies to be assessed for the Quality Management Excellence Award, in the bid to win the Anugerah Kualiti Industri Perdana Menteri for 2007

Engaged unions and employees actively

- Achieved 81% engagement rate in Employee Engagement Survey
- Won Best Employer in Malaysia Award; the only GLC in the top 10 for the last 3 surveys
- Invested RM72m in training programmes and organised 1,227 mandatory sessions
- Developed Specialist Career Path for staff and Talent Pool (333 executives have been identified for leadership development)

Developed vendors as per Red Book practices

- Increased number of Bumiputera vendors participating in BVDP from 195 in 2006 to 251 in 2007
- Launched vendor financing program in FY07

Challenges

Lobbying for more favourable regulations

- Negotiating with the Government on the potential increase in the price of gas and to gradually unwind the cross subsidy embedded in the tariff structure
- Lobbying for a fuel cost pass through mechanism in tariff structure to manage fuel costs in the future

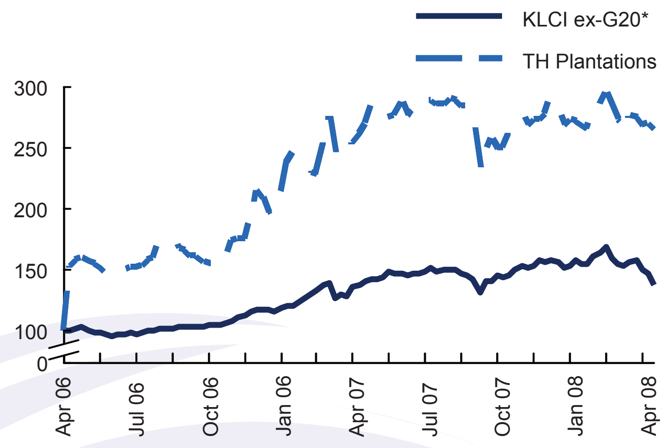
Staying ahead of competition and industry trends

- Increasing profit pressure in the face of additional IPP capacity payments from new plants coming on stream and increasing fuel, metal and equipment prices
- Pursuing actively the use of alternative energy sources (like hydro and LNG) to meet future power demand. TNB has a heavy reliance on gas and coal for power generation; the costs of which can potentially rise. Currently, gas and coal represent 68% and 26.4% respectively in TNB's generation fuel mix
- Future planting up based on competitive bidding remains a challenge to push through

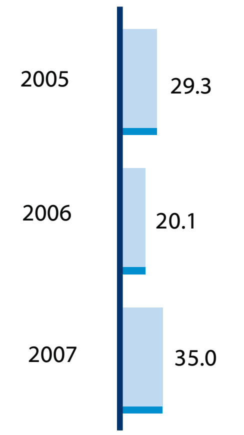
*** Transmission and Distribution*

SCORECARD FOR TH PLANTATIONS BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	29.3	35.7	61.2
Market Cap (RM m)	n.a.	512	663
ROE (%)	23.6	22.6	30.3
Asset/Equity (x)	1.7	1.3	1.6
Operating Margin (%)	37.3	41.8	50.1
Asset Turnover (x)	55.0	59.0	53.0
Interest cover (x)	n.m.	n.m.	45.8

Headline KPIs

	Target 07	Actual 07	Target 08
ROE (%)	23.0	30.0	30.0
FBB yield per mature hectare (Mt)	22.3	19.9	21.4
Distribute approximately 50% of group's (PATAMI)**	50% of Group's PATAMI	21.1 sen less 26% tax	50% of Group's PATAMI
Landbank increase***	One fold	One fold	One fold

Achievements

Steady financial performance
- Reported accumulated Q407 net profit of RM61.2m

Achieved growth through acquisitions and expansion
- Pursued acquisition which has increased TH Plantation's plantation land bank from 15,746 ha to 28,730 ha
- Acquired the entire equity interest in Zecon Plantation Sdn Bhd from Zecon Engineering Berhad for a cash consideration of RM30.5m
- Developed jointly and cultivated land totalling 2,594 ha in the district of Setiu, Terengganu. TH Plantations shall inject RM25.9m progressively for a 70% stake whilst Yayasan Terengganu's 30% contribution will be through land capitalisation
- Managed LTH's plantation; to jointly develop native lands totalling 1,500 ha in Beladin, Sarawak with Land Custody and Development Authority (LCDA is the custodian of the natives) with shareholding of 55% (LTH), 10% (LCDA) & 35% (Natives). An estimated 500 natives benefiting from this joint venture

Continued support for regional economic growth plans
- Contributed to Terengganu and Sarawak economic growth, creating employment opportunities for the local Bumiputera community

Challenges

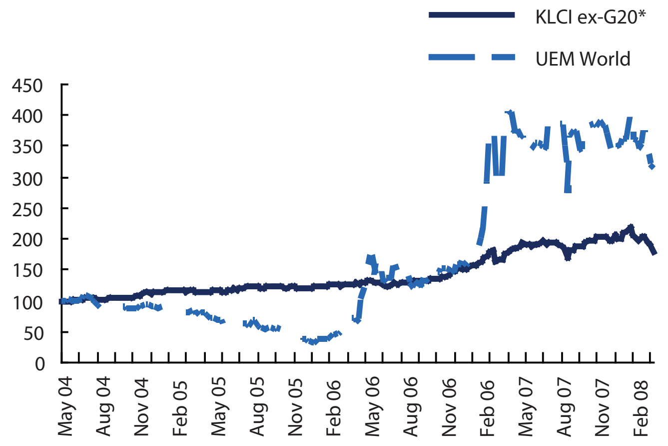
Susceptibility to macroeconomic factors
- Rising cost of fertilisers in tandem with the increase in global crude oil prices as crude oil is a component in the production of fertilisers
- Escalating steel prices may result in an increase of maintenance cost and ultimately processing cost

** *TH Plantations achieved its dividend policy of distributing approximately 50% of the Group's PATAMI for 2006 & 2007 (subject to shareholder's approval)*

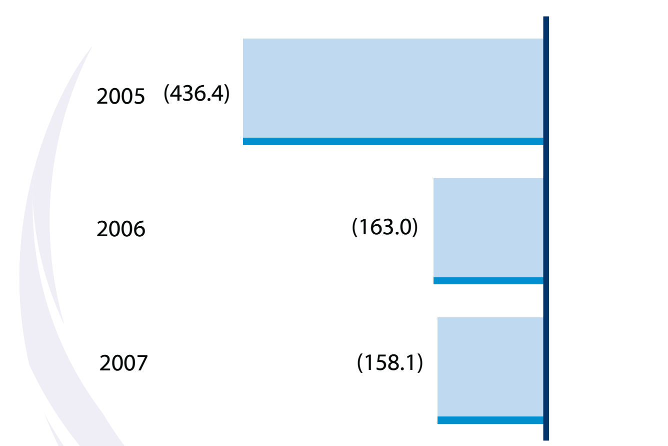
*** *Target of 2007-2009 is one fold i.e. to 32,000 ha. As at 2007, TH Plantations has increased its landbank from 15,746 ha to 28,730 ha*

SCORECARD FOR UEM WORLD BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006**	2007
Net Profit (RM m)	(110.9)	128.9	739.4
Market Cap (RM m)	479	2,429	5,469
ROE (%)	(10.7)	11.4	41.5
Asset/Equity (x)	3.9	3.7	2.4
Operating Margin (%)	(1.1)	11.4	15.7
Asset Turnover (x)	0.4	0.5	0.7
Interest cover (x)	0.7	4.5	8.1

Headline KPIs

	Target 07	Actual 07	Target 08
Revenue Growth (RM m)	65.0	46.0	13.0
ROE (%)	38.0	41.0	13.0

Achievements

Improved financial performance, supported by capital management initiatives

- Posted a 377% higher profit after tax of RM739.4m for financial year ending 31 Dec 2007 from RM196.8m in 2006, mainly contributed from major land sales in Nusajaya (de-gearing exercise), gains from dilution of investment in a foreign associate, and listing of Opus International Consultants in New Zealand
- Completed UEM Land de-gearing exercise on 1 Jun 2007, resulting in a reduction of its gearing level from 16.29 times to 0.47 times, and also reducing UEM Worlds' gearing from 3.95 to 1.37 times
- Market capitalisation as at 31 Dec 2007 increased by 2.2 times as compared to the previous year

Implemented Red Book initiatives that have benefited suppliers and improved procurement processes

- Rolled out P-Cards to UEM World's group of 18 companies reducing suppliers cycle time from 30 to 3 days
- Formed a virtual trading company to centralise procurement and improve suppliers' ability to anticipate demand and prices

Focused on development of human capital

- Established UEM Leadership Centre and upgraded UEM Academy's facility to create a leadership-centred and performance driven culture
- Launched Young Executive Scheme ("YES") offering unemployed graduates up to one year vocational training. From an intake of 567 members, 269 were offered full time employment
- MD/CEO received the Organisational Excellence Award from the Asia HRD Congress in the "Contribution to the Organisation" category

Challenges

Continuing growth trajectory and expansion

- Increased competition in construction, healthcare and property sectors
- Selecting suitable partners for strategic alliances
- Addressing leadership gap to support growth

Sustaining profit margins

- Offsetting rising cost of energy and building materials
- Optimising plant efficiency, usage of alternative fuel and cost containment measures to protect margins in cement manufacturing, healthcare and environmental services sectors
- Continuous improvement in procurement process and practices

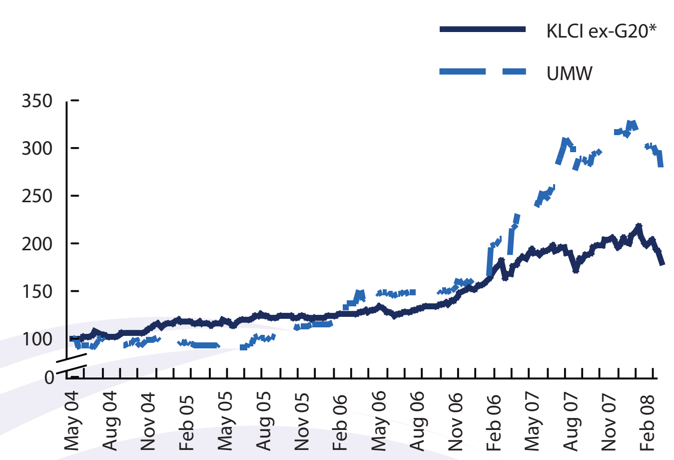
People competency

- Attracting and retaining high quality talent to improve execution and delivery capabilities

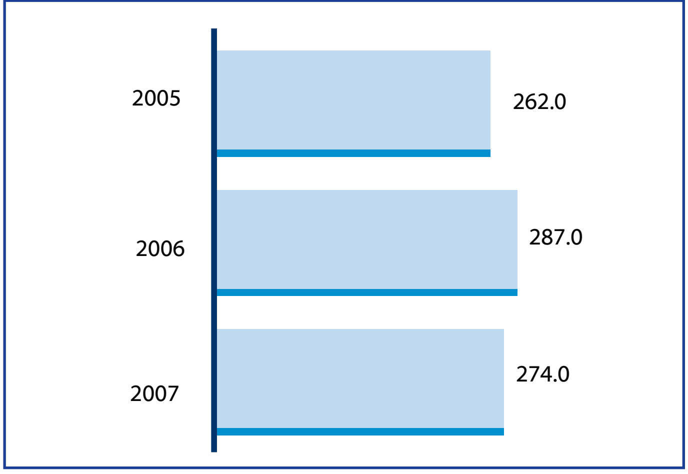
*** Restated*

SCORECARD FOR UMW HOLDINGS BERHAD

TSR Index



Economic Profit (RM m)



Historical Performance

FY December 31	2005	2006	2007
Net Profit (RM m)	499.3	584.9	670.6
Market Cap (RM m)	2,991	3,928	8,388
ROE (%)	15.3	17.3	16.8
Asset/Equity (x)	1.8	1.5	1.6
Operating Margin (%)	5.6	6.3	6.3
Asset Turnover (x)	1.8	1.5	1.6
Interest cover (x)	28.9	23.4	23.1

Headline KPIs

	Target 07	Actual 07	Target 08
Return on shareholders fund (%)	13.0	16.3	14.0
Dividend payout ratio (%)	50.0	51.3	50.0
Dividend rate-gross (%)	50.0	60.0	–

Achievements

Improved performance backed by active portfolio and capital management

- 2007 PBT increased by 11.6% compared to 2006, as a result of favourable exchange rates, improved margins from volume and sales mix and higher contributions from associated companies
- 2007 net profit attributable to equity holders of the company improved by 51.5% compared to 2006. Improved performance from the Automotive and Equipment segments and higher share of profit from the overseas O&G associates contributed to the improvement

UMW met both its Headline KPI on Return on Shareholder fund and Dividend Pay Out targets for 2007

Toyota and Perodua commanded 49.8% market share in 2007

Invested in sales and service infrastructure to improve customer service levels and value proposition

- Launched new regional parts distribution centre in Kota Kinabalu in Oct 2007
- Invested RM16m to expand Kuantan outlet into a 3S (sales, services and spare parts) centre in Mar 2007, and opened a new Kota Baharu 3S centre in Sep 2007

First Malaysian company to use the G3 guidelines in CSR reporting aligned to the GRI ("Global Reporting Initiative") requirement

Completed re-branding exercise and launched the new UMW logo

Launched UMW Executive Diploma in General Management in collaboration with SEG International Bhd & University of Sunderland, UK for employees without tertiary education

Challenges

- Increasingly challenging automotive sector, demands introduction of new models with competitive pricing to sustain current buying interest
- Strengthening the oil & gas performance, capitalising on the active exploration and development of drilling activities
- Sustaining performance of equipment segment at the back of favorable business in line with development of various corridors as announced by Government

ECONOMIC PROFIT ("EP")

What is EP?

EP is an important yardstick to measure value creation to shareholders. It shows a company's return over and above its cost of capital. There are two approaches to compute EP:

Spread Approach

EP = (ROIC – WACC) * Invested Capital; or

Residual Approach

EP = NOPLAT – (Invested Capital*WACC)

Note: ROIC: Return on Invested Capital

WACC: Weighted Average Cost of Capital

NOPLAT: Net Operating Profit Less Adjusted Tax

Why EP?

EP supplements accounting profit to provide a more accurate picture of the underlying economic performance of a company because it measures performance in two dimensions:

a) Profit vs Capital

Takes into account the required rate of return for equity and debt capital providers while analysing profits earned by the company.

b) Risk vs Return

Incorporates returns earned by the stakeholders based on the risk of their investments.

Independent research has shown that there is a stronger correlation between improvements in EP to shareholder value than there is to accounting profit. Improvement in the long-term trend in EP signals fundamental improvement that ordinarily lends confidence to investors.

EXPLANATORY NOTES

1. FY2007 numbers for companies with December year-end are calculated based on unaudited results.

2. Market capitalisation is quoted as at calendar year-end.

3. ROE is defined as Profit After Tax and Minority Interest/Year End Shareholders' Fund.

4. Asset Turnover is defined as Revenue/Assets multiplied by 100.

5. Net Profit is defined as Profit After Tax and Minority Interest (PATAMI).

6. TSR charts were generated from a Bloomberg feed. Historical performance data were sourced from company data and KRIS estimates.

7. KRIS refers to Khazanah Research & Investment Strategy, a division of Khazanah Nasional Berhad.

‡ DISCLAIMER: *The Headline KPIs mentioned in this document are targets or aspirations set by the company as a transparent performance management practice. The Headline KPIs shall not be construed as either forecasts, projections or estimates of the company or representations of any future performance, occurrence or matter as the Headline KPIs are merely a set of targets/aspirations of future performance aligned to the company's strategy.*

NOTES

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