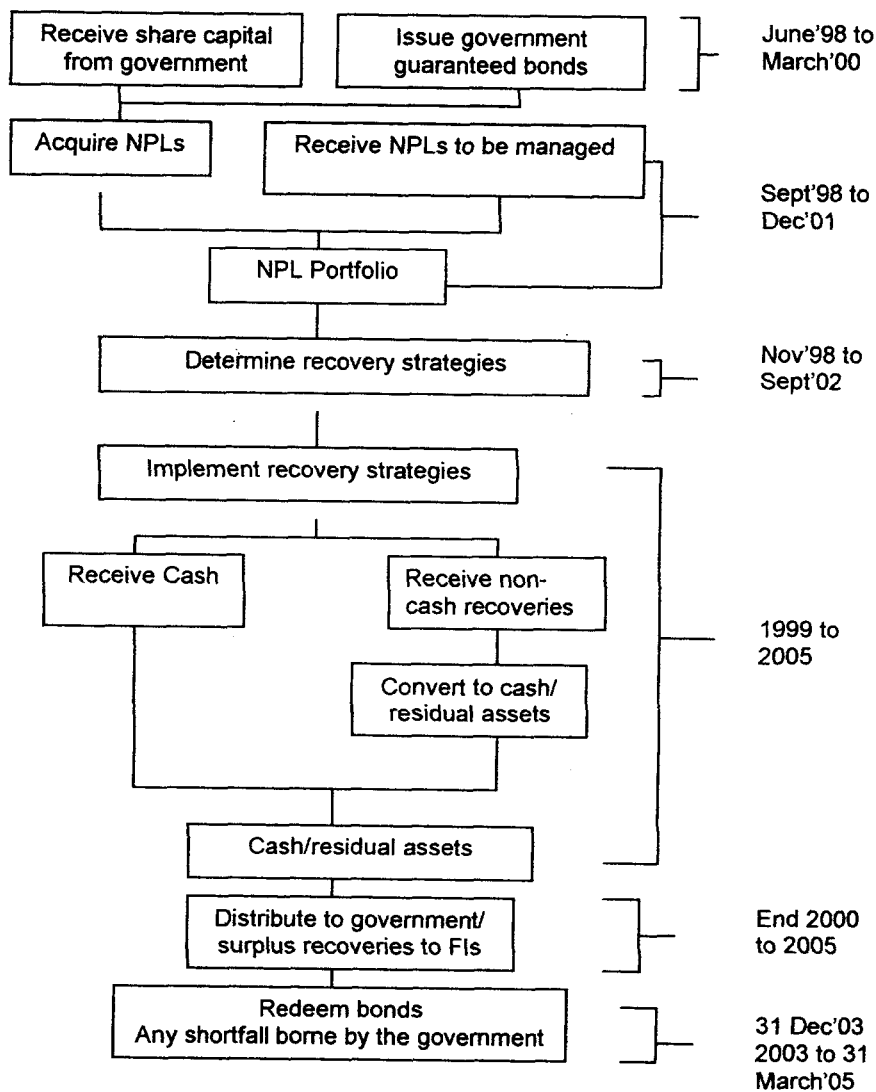


Figure A

Mission Flowchart of Danaharta



Source: Danaharta Operations Report 2002

Table B1
NPLs acquired by Danaharta

NPLs BY FINANCIAL INSTITUTION

NPLs ACQUIRED							
Commercial Banks							
Arab-Malaysian Bank Berhad	774.5	37	-	-	774.5	37	475.6 39%
Ban Hin Lee Bank Bhd	115.5	5	-	-	115.5	5	82.0 29%
Bangkok Bank Berhad	55.9	4	-	-	55.9	4	32.1 78%
Bank Bumiputera Malaysia Berhad	1,763.5	19	-	-	1,763.5	19	261.9 85%
Bank Of Commerce (M) Berhad	946.7	18	-	-	946.7	18	181.9 81%
Bank Utama (Malaysia) Berhad	219.3	11	-	-	219.3	11	162.3 26%
BSN Commercial Bank	419.4	30	-	-	419.4	30	287.5 31%
Citibank N.A.	11.6	1	-	-	11.6	1	11.6 -
EON Bank Berhad	129.6	4	-	-	129.6	4	84.3 35%
Hock Hua Bank Berhad	16.9	2	-	-	16.9	2	12.0 29%
Hong Leong Bank Berhad	138.3	19	-	-	138.3	19	76.6 45%
Hongkong Bank (Malaysia) Berhad	294.0	16	-	-	294.0	16	233.4 27%
International Bank Malaysia Berhad	8.5	1	-	-	8.5	1	6.7 22%
Maybank Berhad	1,479.6	38	-	-	1,479.6	38	300.3 80%
Multi-Purpose Bank Berhad	298.6	17	-	-	298.6	17	256.7 14%
OCBC Bank (Malaysia) Berhad	415.7	27	-	-	415.7	27	218.5 47%
Oriental Bank Berhad	960.9	71	-	-	960.9	71	372.9 61%
Overseas Union Bank (Malaysia) Bhd	69.3	6	-	-	69.3	6	55.8 19%
Perwira Affin Bank Berhad	229.5	13	-	-	229.5	13	114.7 50%
Phileo Allied Bank Berhad	141.9	7	-	-	141.9	7	124.3 12%
Public Bank Berhad	159.1	4	-	-	159.1	4	153.7 3%
RHB Bank Berhad	2,116.7	48	-	-	2,116.7	48	707.0 67%
Sabah Bank Berhad	149.0	14	-	-	149.0	14	56.7 62%
Sime Bank	55.2	1	-	-	55.2	1	38.7 30%
Southern Bank Berhad	118.6	14	-	-	118.6	14	49.5 58%
The Pacific Bank Berhad	314.4	24	-	-	314.4	24	111.0 65%
	11,402.4	451	-	-	11,402.4	451	4,427.7 61%

	As at 31 June 2019		Movement		As at 31 December 2019			Dividend
	Assets (RM million)	No. of companies	Assets (RM million)	No. of companies	Assets (RM million)	No. of companies	Dividend (RM million)	
Finance Companies								
Affin Finance Berhad	12.9	1	-	-	12.9	1	10.1	21%
Amanah Finance Berhad	14.1	2	-	-	14.1	2	14.1	-
Arab-Malaysian Finance Berhad	135.0	7	-	-	135.0	7	107.6	20%
Asia Commercial Finance (M) Bhd	6.1	1	-	-	6.1	1	2.2	64%
Belton Finance	19.3	2	-	-	19.3	2	16.5	14%
City Finance Bhd	4.4	1	-	-	4.4	1	4.4	-
Credit Corporation (M) Berhad	165.2	6	-	-	165.2	6	79.8	52%
Delta Finance Company Bhd	5.6	1	-	-	5.6	1	4.1	27%
Hong Leong Finance Berhad	142.7	9	-	-	142.7	9	114.3	20%
Interfinance Berhad	11.5	3	-	-	11.5	3	9.5	17%
Kewangan Bersatu Bhd	61.0	5	-	-	61.0	5	59.1	3%
Kewangan Industri Bhd	14.5	2	-	-	14.5	2	14.5	-
Maybank Finance Berhad	129.7	8	-	-	129.7	8	121.4	6%
MBF Finance Berhad	2,578.4	51	-	-	2,578.4	51	873.5	66%
MBF Leasing Sdn Bhd	6.5	1	-	-	6.5	1	1.3	80%
Multi-Purpose Finance Berhad	40.4	2	-	-	40.4	2	40.3	5%
Public Finance Berhad	40.4	3	-	-	40.4	3	38.8	4%
Sabah Finance Berhad	5.8	1	-	-	5.8	1	3.0	40%
Sime Finance Bhd	10.4	2	-	-	10.4	2	10.4	-
Southern Finance Company Berhad	-	-	-	-	-	-	-	-
United Merchant Finance Berhad	384.4	24	-	-	384.4	24	297.6	23%
	3,788.3	132	-	-	3,788.3	132	1,882.5	52%
Merchant Banks								
Amanah Merchant Bank Berhad	275.0	18	-	-	275.0	18	126.0	54%
Arab-Malaysian Merchant Bank Berhad	657.2	26	-	-	657.2	26	511.0	22%
Ascombankers Malaysia Berhad	146.0	17	-	-	146.0	17	56.8	61%
BSN Merchant Bank Bhd	73.8	8	-	-	73.8	8	25.2	66%
Buniputra Merchant Bankers Berhad	132.1	10	-	-	132.1	10	44.8	66%
Commerce International Merchant Bankers	36.8	2	-	-	36.8	2	27.5	25%
Malaysian International Merchant Bankers	247.0	18	-	-	247.0	18	35.0	86%
Perdana Merchant Bankers Berhad	105.5	6	-	-	105.5	6	86.5	18%
Perwira Affin Merchant Bank Berhad	738.2	26	122.5	1	860.7	27	629.8	27%
RHB Sakura Merchant Bankers Bhd	299.4	14	-	-	299.4	14	137.1	54%
Sime Merchant Bankers Bhd	101.5	11	-	-	101.5	11	20.0	80%
Utama Merchant Bank Berhad	276.9	15	-	-	276.9	15	112.0	60%
	3,089.4	171	122.5	1	3,211.8	172	1,811.8	44%

	Acquired from 31 Dec 2002		Reacquired		Acquired from 31 December 2003			
	Value (RM million)	Number	Value (RM million)	Number	Value (RM million)	Number	Percentage of total NPLs	Percentage
Development Finance Institutions								
Bank Industri Malaysia Bhd	37.5	4	-	-	37.5	4	26.7	29%
Bank Islam Malaysia Bhd	197.6	13	-	-	197.6	13	18.0	91%
Bank Kerjasama Rakyat Malaysia Bhd	66.4	3	-	-	66.4	3	66.3	-
Bank Pembangunan Malaysia Berhad	6.8	1	-	-	6.8	1	6.7	-
BI Credit And Leasing Bhd	14.8	2	-	-	14.8	2	6.9	53%
Malaysia Building Society Berhad	174.1	7	-	-	174.1	7	153.7	12%
Sabah Development Bank Berhad	664.0	12	-	-	664.0	12	470.8	20%
	1,161.2	42	-	-	1,161.2	42	749.2	35%
Offshore								
AMMB International (L) Ltd	123.1	1	-	-	123.1	1	104.7	15%
	123.1	1	-	-	123.1	1	104.7	15%
Others								
Overseas Assurance Corporation	42.7	1	-	-	42.7	1	42.7	-
	42.7	1	-	-	42.7	1	42.7	-
Total NPLs acquired	19,606.9	798	122.5	1	19,729.4	799	8,958.6	55%

Source: Danaharta Operations Report (2003)

Table B2
NPLs managed by Danaharta

	Managed NPLs as at 31 Dec 2002		Distressed		Managed NPLs as at 31 December 2003	
	Loan Rights Acquired RM million	No. of Accounts	Loan Rights Acquired RM million	No. of Accounts	Loan Rights Acquired RM million	No. of Accounts
MANAGED NPLs						
Sime Bank Group						
Sime Bank Berhad	9,542.3	930	-	-	9,542.3	930
Sime International Bank (L) Ltd	4,166.1	113	-	-	4,166.1	113
Sime Securities Sdn Berhad	1,620.7	68	-	-	1,620.7	68
Sime Merchant Bank	299.4	43	-	-	299.4	43
Sime Finance Berhad	66.9	8	-	-	66.9	8
	18,695.4	1,162	-	-	18,695.4	1,162
BBMB Group						
Bank Baniqum Malaysia Berhad	11,018.2	887	-	-	11,018.2	887
BBMB International Bank (L) Ltd	964.9	23	-	-	964.9	23
BBMB Discount House Berhad	57.0	4	-	-	57.0	4
BBMB Kewangan Berhad	230.6	28	-	-	230.6	28
	12,270.7	942	-	-	12,270.7	942
Total Managed NPLs	27,966.1	2,104	-	-	27,966.1	2,104

Source: Danaharta Operations Report(2003)

Table B3

Distribution of recovery proceeds as at 31 December 2003

A. Cash recovery for Malaysia NPLs		Distribution of recovery	
		Cash (RM)	Residual (RM)
NPLs of the BMB Group and the Sime Bank Group		12,964,197,848.44	-
Sub-total		12,964,197,848.44	-
B. Distribution of recovery proceeds to the recipient banks	No. of banks	Cash (RM)	Residual (RM)
1. Azab-Malaysian Bank Berhad	3	1,426,758.80	-
2. Azab-Malaysia Finance Berhad	1	1,575,687.64	-
3. Asasbankers Malaysia Berhad	2	865,381.81	*3,968,319
4. Amanah Merchant Bank Berhad	3	9,401,996.48	-
5. Bantiputra Merchant Bankers Berhad	1	1,044,005.77	-3,167,637
6. Bank Bumiputra Malaysia Berhad*	8	59,095,450.89	-
7. Bank Industri Malaysia Berhad	1	480,082.15	-
8. Bank Islam Berhad	2	11,572,020.02	-3,716,208
9. Bank of Commerce (M) Berhad	2	49,189,810.26	-
10. BSN Commercial Bank	1	310,643.16	-
11. BSN Merchant Bank Berhad	1	210,830.75	-
12. Bangkok Bank Berhad	2	1,383,839.52	-
13. Hong Leong Bank Berhad	3	845,005.52	*1,094,397
14. Hock Hua Bank Berhad	1	2,458,158.29	-
15. HSBC (M) Berhad	1	142,915.26	*1,730,284
16. Malaysia International Merchant Bankers Berhad	4	21,354,533.31	*7,950,567
17. Maybank Finance Berhad	1	3,518,006.94	-
18. Maybank Berhad	6	34,869,208.99	-1,146,487
19. MBF Finance Berhad	5	40,645,428.67	-
20. MBF Leasing Sdn Bhd	1	188,919.70	-
21. Multi-Purpose Bank Berhad	1	276,102.00	-
22. OCBC Bank (Malaysia) Berhad	1	148,898.61	-
23. Oriental Bank Berhad	12	31,281,853.40	*2,642,648
24. Overseas Union Bank (M) Berhad	1	853,809.60	-
25. Perwira Affin Bank Berhad	1	38,000.00	*2,427,982
26. Perdana Merchant Bankers Berhad	1	132,248.03	-1,076,710
27. Perwira Affin Merchant Bank Berhad	2	613,434.45	-
28. Public Finance Berhad	1	251,880.89	-
29. RHB Bank Berhad	10	67,184,848.12	*27,247,829
30. RHB Selangor Merchant Bankers Berhad	5	15,518,284.67	*3,986,502
31. Sabah Bank Berhad	3	3,179,913.61	-2,465,737
32. Sabah Development Bank Berhad	1	4,705,933.56	-
33. Southern Bank Berhad	2	4,823,463.04	*3,951,023
34. The Pacific Bank Berhad	7	51,247,355.59	-
35. United Merchant Finance Berhad	1	263,912.26	-
36. Uluu Merchant Bank Berhad	1	3,783,122.79	-
Sub-total	97	425,401,744.74	66,472,241
TOTAL DISTRIBUTED		13,389,679,593.18	66,472,241

* In cases where banks have merged or have been acquired by another bank, payments are made to the new legal entity or the acquiring bank.
 † Referring to loans acquired at discounted prices by Danaharta prior to the arrangement for Danaharta to manage the BMB Group NPL portfolio. Payment is made to Danaharta Ura Sdn Bhd as the manager of BMB NPL.
 * Payment to ordinary Azab-Malaysian Corporation Berhad shares with a par value of RM1.00 each share.
 † Payment to Ek Mah Gasing Berhad RCTLS.
 ‡ Payment to Toping Consolidated Berhad irredeemable convertible preference shares (MPS) with a par value of RM1.00 each share.
 † Payment to Avenue Assets Berhad shares with a par value of RM1.00 each share and Avenue Assets Berhad warrants.

Source: Danaharta Operations Report(2003)

Table C

**Loan Classification and Provisioning in
selected countries¹**

Country	Loan classification	Loan loss provisioning	Interest accrual	Overall index
Indonesia	2 (2)	2 (1)	2 (1)	2.0 (1.3)
Korea	3 (2)	3 (3)	3 (3)	3.0 (2.7)
Malaysia	2 (2)	1 (1)	3 (3)	2.0 (2.0)
Thailand	3 (1)	3 (1)	2 (1)	2.7 (1.0)
<i>Chile</i>	3	2	2	2.3
Japan	4	4	4	4.0
Mexico	2	2	1	1.7
United States	4	4	4	4.0

Note: Countries are scored on a scale from 1 to 4 for each variable, with 4 indicating best practice and 1 indicating furthest away from best practice. Numbers in parentheses are scores before the East Asian crisis—that is, in early 1997. The definitions for each item are as follows:

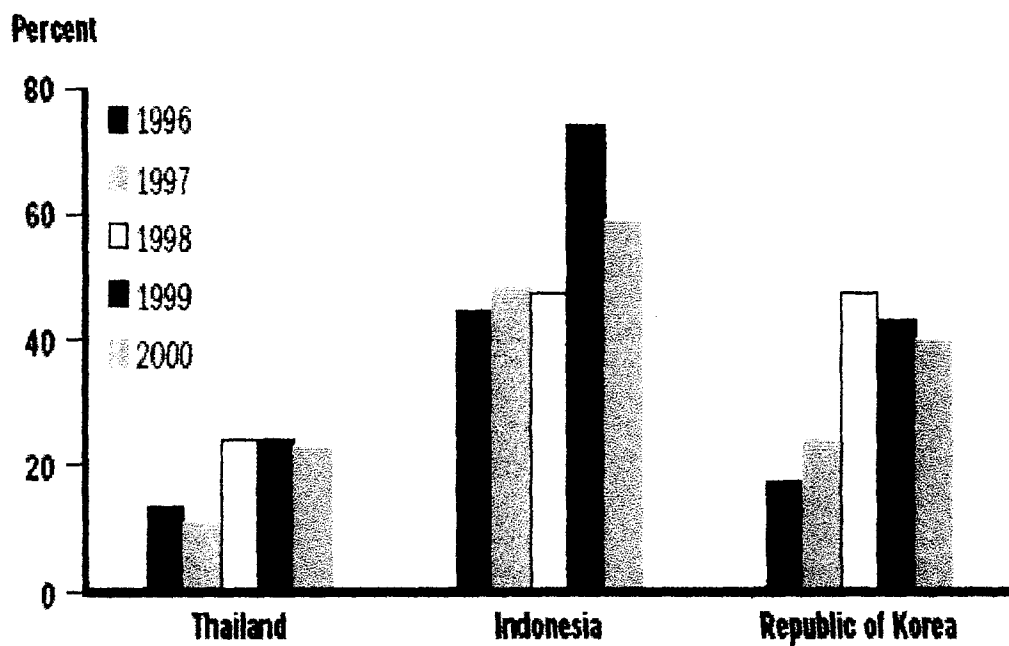
Loan classification: 1 = loans considered past due at more than 360 days; 2 = loans past due at more than 180 days; 3 = loans past due at more than 90 days; 4 = repayment capacity of borrower taken into account	Loan loss provisioning: 1 = 0% substandard, 50% doubtful, 100% loss; 2 = 10–15% substandard, 50% doubtful, 100% loss; 3 = 20% substandard, 75% doubtful, 100% loss; 4 = present value of future cash flow or fair value of collateral	Interest accrual: 1 = up to 6 months, no clawback; 2 = up to 3 months, no clawback; 3 = up to 6 months, with clawback; 4 = up to 3 months, with clawback
--	---	--

Note: These figures are as at mid 1999

Source: Worldbank (1999)

Figure D

Government Ownership of the banks in developing countries around the time of the East Asian Crisis



Source: Worldbank (2001)