BANK NEGARA MALAYSIA
CENTRAL BANK OF MALAYSIA

Corporate Strategic Plan

Policy Document

Applicable to:

1. Prescribed development financial institutions

Issued on: 24 June 2026 BNM/RH/PD 035-8

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PART A OVERVIEW

1 Introduction

1.1 Prescribed development financial institutions (DFIs) are specialised financial institutions established by the Government to fulfil specific mandates aimed at advancing key strategic sectors that underpin Malaysia's socio-economic development.Therefore, the establishment of a robust corporate strategy is crucial to ensure that DFIs remain focused on their mandated roles and have adequate resources and capabilities to support the changing needs of the economy. In this regard, the Guidelines on the Statement of Corporate Intent (SCI) and Annual Funding Requirement (AFR) were introduced in 2002 as part of the regulatory requirement to ensure that the financial and operational affairs of a DFI are conducted with greater accountability and transparency.

1.2 Over the years, DFIs have evolved in line with the changing economy that resulted in wider activities and more diversified products and services to better serve their mandates, including creation of additionality in their business operations. In this context, additionality is defined as the distinct developmental outcomes and positive impact created by DFIs that would not have materialised under a fully commercial or profit-driven environment. Thus, it is imperative for DFIs to ensure that they remain financially sustainable in the long term while continuing to serve their mandates successfully and complement the private sector by:

(a) addressing persistent funding and financial inclusion gaps through participation in markets that are inadequately served by the private sector;

(b) providing counter-cyclical financing in the event of a crisis or economic downturn; and

(c) crowding-in the private sector into the unserved and underserved segments through innovative financing solutions and capacity building.

1.3 It is therefore crucial for DFIs to develop holistic and integrated corporate strategy plans supported with robust risk management to ensure DFIs are able to achieve their mandates on a sustainable basis. To further strengthen the strategic planning process of DFIs, the SCI and AFR guidelines will be consolidated into a single policy document, namely the Corporate Strategic Plan (CSP). It will serve as a comprehensive framework for a DFI to develop robust and forward-looking corporate strategies to achieve greater developmental outcomes, consistent with the economic agenda driven by the Government.

1.4 This policy document sets out the following:

(a) requirements on the board of directors and senior management to provide strategic direction, oversight and ensure the effective implementation of the CSP; and

(b) key features of the CSP which includes the enhanced SCI and AFR.

2 Applicability

2.1 This policy document is applicable to all DFIs prescribed under the Development Financial Institutions Act 2002 (DFIA).

3 Legal provision

3.1 The requirements in this policy document are specified pursuant to sections 5A, 34, 35, 41 and 116 of the DFIA.

3.2 The guidance in this policy document is issued pursuant to section 126 of the DFIA.

4 Effective date

4.1 This policy document comes into effect on 27 May 2021.

5 Interpretation

5.1 The terms and expressions used in this policy document shall have the same meanings assigned to them in the DFIA unless otherwise defined in this policy document.

5.2 For the purpose of this policy document –

"S" denotes a standard, an obligation, a requirement, specification, direction, condition and any interpretative, supplemental and transitional provisions that must be complied with. Non-compliance may result in enforcement action;

"G" denotes guidance which may consist of statements or information intended to promote common understanding and advice or recommendations that are encouraged to be adopted;

"additionality" refers to the distinct developmental outcomes created by DFIs that would not have materialised under a fully commercial environment, which encompass financial, design, demonstration and policy additionality as outlined in the PMF PD;

"board" means the board of directors of a DFI, or a committee of the board of directors to whom the responsibilities set out in this policy document have been delegated;

"**Corporate Strategic Plan**" or "**CSP**" means the statement of corporate intent and annual funding requirement collectively, as may be approved by the Ministers[1];

"senior management" refers to the Chief Executive Officer and senior officers of a DFI;

"stakeholder Ministries" in relation to a DFI, means the Ministry in charge of the DFI's policy direction and the Ministry in charge of finance, as set out in Appendix 1.

6 Related policy documents

6.1 The policy document must be read together with other relevant legal instruments, policy documents, guidelines, codes or circulars that have been issued by the Bank, in particular:

(a) Policy Document on Risk Governance (issued on 1 March 2013);
(b) Guidelines on Corporate Governance for Development Financial Institutions (issued on 24 June 2026);
(c) Guidelines on Financial Reporting for Development Financial Institutions (issued on 28 July 2020); and
(d) Performance Measurement Framework (PMF) Policy Document (issued on 24 June 2026).

[1] Ministers refer to the Minister in charged with the responsibility of the DFI and the Minister of Finance.

7 Policy documents superseded

7.1 This policy document supersedes the following:

(a) Guideline on Statement of Corporate Intent (issued on 23 December 2002);

(b) Guideline on Annual Funding Requirements (issued on 23 December 2002);

(c) Dear CEO letter on Enhanced Reporting for Statement of Corporate Intent and Annual Funding Requirement (issued on 23 June 2017);

(d) Implementation Guide on Performance Measurement Framework (PMF) for Prescribed DFIs (issued on 27 May 2021); and

(e) Policy Document on Corporate Strategic Plan (issued on 27 May 2021).

PART B POLICY REQUIREMENTS

8 Duties of the board and senior management

S 8.1 In line with section 5 of the DFIA, the board is responsible for the overall business and affairs of a DFI, including promoting the sustainable growth and financial soundness of the DFI. In this regard, the board must ensure that the business strategies of the DFI are consistent with and aligned to the achievement of its mandate, and that the DFI must have the capacity and capability to implement such strategies. In doing so, the board must:

(a) provide strategic directions in identifying and promoting strategic sectors or segments within the mandated roles of the DFI, and to be guided by the segmentation framework as outlined in the PMF PD;

(b) ensure that the CSP is within the DFI's risk appetite and aligned with PMF expectations, and is sustainable with adequate funding, resources and enabling infrastructure to execute the strategies;

(c) review, challenge and approve the CSP developed by the senior management;

(d) ensure agreed objectives within the CSP are translated into specific measures and targets including but not limited to additionality expectations as outlined in the PMF PD;

(e) oversee the effective implementation of the CSP;

(f) monitor and review the performance targets and achievements to assess effectiveness of strategies and provide strategic guidance for improvement; and

(g) maintain professional and effective communication with stakeholder Ministries to ensure alignment of strategies with the Government's priorities.

S 8.2 The senior management of a DFI is responsible for the effective implementation of the CSP. In discharging this responsibility, the senior management must:

(a) establish clear roles and responsibilities for each function in the DFI to support the implementation of the CSP;

(b) develop a yearly CSP for approval by the board including to incorporate any revisions or amendments to the CSP in line with board's direction;

(c) engage the stakeholder Ministries to obtain their feedback on the CSP and incorporate such feedback into the CSP for board's approval as per paragraph 8.2(b);

(d) ensure the content of, and the governance for the CSP is in accordance with the requirements in this policy document, including alignment with PMF expectations;

(e) implement the approved CSP in accordance with the direction of the board;

(f) report to the board regularly and ensure that the stakeholder Ministries are updated on the progress and performance of the CSP, including performance against relevant expectations prescribed under the PMF PD;

(g) communicate with the stakeholder Ministries and obtain their agreements on any amendment to the approved CSP, and explicitly include the amendments to the revised CSP; and

(h) ensure that the reporting of the CSP under paragraph 8.2(f) is done timely and within an agreed timeline.

9 Engagement with stakeholder Ministries

S 9.1 Prior to submitting the CSP for the approval of the stakeholder Ministries, a DFI must engage with the stakeholder Ministries[2] to ensure that the strategies are consistent with the Government's development policies and strategic initiatives. In doing so, the DFI must:

(a) ensure that the engagement with its stakeholder Ministries is robust and include an assessment that its CSP is not only consistent with the approved mandate but also is in line with the nation's broad policies on strategic sectors for economic development, including efforts to advance financial inclusion among targeted segments;

(b) ensure that the strategies are within the approved risk appetite of the DFI and supported with sound risk management. A DFI's engagement with the stakeholder Ministries must include the assessment of the relevance and soundness of strategies developed and the adequacy of capital and other sources of funds for the DFI to effectively implement the strategies and achieve financial projections and performance targets set under the CSP;

(c) ensure performance targets set by the DFI for each of its strategies are agreed by the stakeholder Ministries. In addition to PMF-related targets, the CSP must include financial soundness targets to ensure the DFI will continue to remain safe and sound, these targets may

[2] Engagement with stakeholder Ministries in this paragraph does not include engagement with Ministry representatives on a board of DFI. This is to ensure a clear delineation of roles given both positions may have a different duty of care to respective stakeholders.

include indicators such as capital adequacy, asset quality, liquidity and financial sustainability, as agreed with stakeholder Ministries; and

(d) ensure that the engagement with its stakeholder Ministries is on a continuous basis and includes an assessment of actual performance against agreed targets to facilitate the review of the effectiveness and efficiency of the DFI in performing its mandated roles.

S 9.2 In relation to paragraph 9.1, a DFI must ensure that any approval or agreement including all feedback received from the stakeholder Ministries are documented and considered in the formulation of the CSP.

10 Corporate Strategic Plan (CSP)

S 10.1 The CSP is a framework that guides the establishment of a DFI's overall strategies in a structured and comprehensive manner. In developing the CSP, a DFI must take into consideration its future strategic direction and assess the economic environment as well as institutional capacity and capability for effective implementation. The strategy must be supported with clear and measurable action plans and targets covering short-term, medium term and longer-term plans to ensure effective implementation.

S 10.2 At minimum, a CSP must consist of the following parts:

(a) review of operating environment;

(b) statement of corporate intent; and

(c) annual funding requirement.

S 10.3 For the purpose of paragraph 10.2(a), a DFI must evaluate and provide in its CSP an assessment on:

(a) the current and future economic outlook in which the DFI operates, including the identification of priority sectors/segments and development needs aligned with the DFI's mandate;

(b) relevance of the institution's mandates to the national development priorities;

(c) prospects for the DFI to create additionalities, including socio-economic spillovers, having regard to the desired developmental outcomes of the DFI;

(d) the institutional strengths, capability and responses in addressing challenges that DFIs may face; and

(e) its risk oversight and management practices, in the context of the DFI's development priorities and financial sustainability.

S 10.4 The assessment on socio-economic spillovers and creation of additionalities aims to ensure that a DFI goes beyond just providing financing but generating meaningful development impact from the activities reported in the CSP. This shall be in accordance with the PMF PD.

S 10.5 For the purpose of paragraph 10.3(e), a DFI must incorporate the methodologies and tools deployed in managing key risks and challenges in the CSP. A DFI must demonstrate that the strategies set are within the risk appetite and are subjected to the overall risk oversight, management and internal control of the DFI.

11 Statement of Corporate Intent

S 11.1 A Statement of Corporate Intent aims to guide a DFI in formulating robust and comprehensive outcome-based business strategies to strengthen a strong performance-driven culture. This is to ensure continued focus and alignment with the DFI's mandate and overall corporate strategy, through effective allocation of resources and prioritisation of strategies to preserve sustainability of a DFI in the long term.

S 11.2 A DFI must adopt a rigorous strategic planning process in establishing its Statement of Corporate Intent, which at minimum must consist of:
(a) the overall business strategies; and
(b) the strategies on Government specific funds/schemes.

Overall business strategies

S 11.3 For the purpose of paragraph 11.2(a), a DFI must indicate the basis of its business strategies which shall include amongst others:
(a) the broad context on how strategies relate to the DFI's assessment of the operating environment under paragraph 10.3, including measurement of success and its alignment to PMF;
(b) the challenges, constraints or limitations faced including appropriate mitigation plans to address them; and
(c) the specific strategies based on three key distinct categories:
(i) the DFI's business activities which include financing, deposit-taking and investment activities, etc.;
(ii) the institutional arrangements fundamental in carrying out the strategies including human resource planning, capital investment and IT systems; and

(iii) the subsidiaries and the holding of material interest in corporations by the DFI.

S 11.4 For paragraphs 11.3(c)(i) and 11.3(c)(ii), a DFI must, at minimum, include the following information:

(a) specific objectives that state the DFI's key focus area in delivering its mandate, generating additionalities and wider developmental impacts;

(b) clear business strategies and target segments that are supported with specific action plans;

(c) implementation timeline of the identified business strategies; and

(d) performance measurement on the achievement of business strategies (output and outcome) including key indicators related to the creation of additionalities, impact multiplier, operational efficiency and other relevant developmental indicators as outlined in the PMF PD.

S 11.5 For paragraph 11.3(c)(iii), the DFI must include at minimum, information on the business objectives, activities and foreseeable changes over the next two (2) years of its subsidiaries and companies in which it is holding a material interest.

S 11.6 A DFI must ensure that the activities of its subsidiaries and companies in which it holds a material interest are consistent with the DFI's mandate and the approved developmental priorities and strategies.

S 11.7 A DFI must develop its overall business strategies in alignment with its Annual Funding Requirement in order to ensure a comprehensive approach in the development of the CSP which will strengthen the ability of the DFI to serve its developmental mandates.

Strategies for Government specific funds/ schemes

S 11.8 For the purpose of paragraph 11.2(b), a DFI must indicate specific strategies for each Government fund/scheme managed by the DFI and, at minimum, shall include:

(a) specific objectives that state the DFI's key focus area in relation to the Government's specific funds/schemes. This must reflect the agreed outcomes from the implementation of the Government funds/schemes to ensure that they achieve their intended objectives and are consistent with the DFI's mandates and financial sustainability goals;

(b) clear strategies including design features for each of the funds/schemes supported with specific action plans;

(c) implementation timeline for each of the strategies; and

(d) performance measurements on the achievement of the strategies (output and income) covering key indicators on the creation of additionalities, fund performance and utilisation, impact multiplier, operational efficiency as well as other relevant developmental indicators as outlined in the PMF PD.

S 11.9 A DFI shall refer to Appendix 2 on the areas to be included as part of the Statement of Corporate Intent, whereby a DFI must include:

(a) consolidated government scheme summary, which is also accompanied by the total number of schemes;

(b) summary of the prior year achievements against target set, based on the specific strategies pursuant to paragraph 11.3(c); and

(c) specific strategies pursuant to paragraph 11.3(c) for both the current year and the next year.

12 Annual Funding Requirement

S 12.1 A DFI must adopt a rigorous planning process in establishing its Annual Funding Requirement, which at minimum must consist of-

(a) broad funding strategies; and

(b) detailed funding plan.

Broad funding strategies

S 12.2 For the purpose of paragraph 12.1(a), a DFI must indicate the broad funding strategies including the new sources of funding to support its business strategies. The funding strategies must be supported with a comprehensive contingency funding plan, which includes projected asset growth, and sources of funds for different types of contingency scenarios identified by the DFI. In cases where the funding strategies are dependent on specific external sources of funds or allocations, a DFI must identify the triggers for tapping on such sources and any associated funding constraints, including the strategies to overcome them[3].

Detailed funding plan

S 12.3 For the purpose of paragraph 12.1(b), a DFI must include detailed sources of funds for the identified business strategies in the Statement of Corporate Intent. This is to ensure that the DFI is adequately funded and the funds are utilised in line with the mandated functions and activities.

S 12.4 A DFI must ensure that the Annual Funding Requirement contains funding strategies for the previous, current and subsequent year, supported with a detailed breakdown on the sources of funds and its intended usage of funds.

S 12.5 For the purpose of paragraph 12.4 –

(a) "**sources of funds**" refer to financial resources of a DFI, which includes, amongst others, budget allocation from the Government, credit, venture capital, donations, grants, subsidies and taxes. The source could also include funds raised from the capital market; and

(b) "**usage of funds**" refers to the application of the funds on specific activities carried out by the prescribed DFI.

S 12.6 A DFI may refer to Appendix 3 for guidance in relation to the format of Annual Funding Requirement to be submitted to the Bank.

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[3] Examples include reduction in the specific funds or allocations, and alternative funding strategy would result in higher costs.

S 12.7 A DFI shall highlight in the CSP any variation or amendment made in the prior year's Annual Funding Requirement submission.

S 12.8 A DFI must also provide the assumptions used in arriving at the projected Annual Funding Requirement, which includes macroeconomic assumptions[4] and specific assumptions[5].

13 Submission requirements

S 13.1 A DFI shall refer to Appendix 4 for a summary of a full CSP submission requirements.

S 13.2 A DFI must ensure its CSP has been jointly signed by the Chairman and the Chief Executive Officer of the DFI for the submission to its Ministers.

S 13.3 For the purpose of sections 34 and 35 of the DFIA, a DFI must seek joint approval from all its Ministers for its proposed CSP before submitting its CSP to the Bank

S 13.4 A DFI must submit to the Bank by end February every year the CSP which has been approved by its board and the Ministers under sections 34 and 35 of the DFIA, supported by the minutes on the deliberation including any dissenting views by the board members.

S 13.5 In the event of any subsequent modification or variation to the approved CSP, the board must deliberate these changes before the DFI submits the same to the Ministers for approval in accordance with paragraph 13.3 and onward notification to the Bank.

[4] An example includes GDP growth.
[5] Examples include financing growth and impairment rates.

APPENDICES

APPENDIX 1 : List of stakeholder Ministries

1. The DFIs' stakeholder Ministries must include the following Ministries:

DFI	Stakeholder Ministries
Bank Pembangunan Malaysia Berhad (BPMB) Group:	
• Bank Pembangunan Malaysia Berhad (BPMB)	Ministry of Finance (MOF)
• Export-Import Bank of Malaysia Berhad (EXIM)	Ministry of Finance (MOF) Ministry of Investment, Trade and Industry (MITI)
• Small Medium Enterprise Development Bank Berhad (SME)	Ministry of Finance (MOF) Ministry of Entrepreneur and Cooperatives Development (KUSKOP)
Bank Pertanian Malaysia Berhad (AGRO)	Ministry of Finance (MOF) Ministry of Agriculture and Food Security (MAFS)
Bank Simpanan Nasional (BSN)	Ministry of Finance (MOF)
Bank Kerjasama Rakyat Malaysia Berhad (BKRM)	Ministry of Finance (MOF) Ministry of Entrepreneur and Cooperatives Development (KUSKOP)

2. The list of stakeholder Ministries shall be guided by *Gazette* orders published under the Ministerial Functions Act 1969 or its equivalent.

APPENDIX 2 : Illustration of Statement of Corporate Intent

Overall business strategies

1) Summary of preceding year (target vs actual)

DFIs are required to provide summary of the 3 areas covered under the Statement of Corporate Intent - business activities, institutional arrangements, and subsidiaries and corporations in which the DFI is holding material interest. Example: reporting year 2026.

Business Activities	Preceding year (2025)		
	Objective	Performance measurement*	
		Target	Actual
Financing			
(a)Aspirational[6]			
(b)Developmental[7]			
Deposit			
Investment			

2) Strategies for current year and following year

a) Business activities

	Current year (2026)				
Business Activities	Objective	Strategies/ plans	Implementation timeline (indicate start and end date where relevant)	Performance measurement*	
				Target	Actual
Financing					
(a) Aspirational					
(b) Developmental					
Deposit					
Investment					

[6] Unserved / underserved segments or sectors within a DFI's mandate that face challenges obtaining support from commercial banks as defined in PMF PD's segmentation framework.

[7] Segments or sectors within a DFI's mandate that are partially served by commercial banks but still face challenges in obtaining support from commercial banks as defined in PMF PD's segmentation framework.

b) Institutional arrangements

	Current year (2026)			
Institutional arrangements	Objective	Strategies/ plans	Implementation timeline (indicate start and end date where relevant)	Performance measurement*
Human capital				
IT				
Risk management				

c) Subsidiaries and material interest

Subsidiaries and material interest	Current year (2026)		Foreseeable changes over the next two (2) years
	Objectives	Business Activities	
List of subsidiary companies			
xxx			
xxx			
List of companies in which DFI has material interest			
xxx			
xxx			

Note:
Summary of the following year strategies (e.g. 2027) as set out in paragraph 11.3(c) must be provided accordingly as part of the Statement of Corporate Intent submission.

* Performance measurement reported in the Statement of Corporate Intent must reflect the DFI's achievement of its strategies and associated developmental outcomes across financing, deposit-taking and investment activities, with financing performance reported in alignment with the PMF PD.

Strategies for Government specific schemes

1) Consolidated Government Scheme Summary[8]

Balance sheet treatment	**Number of schemes**	**Total allocation (RM'm)**	**Achievements (Previous year)**		**Target for the year**
			Target (RM & NOA)	**Actual** (RM & NOA)	(RM & NOA)
On Balance Sheet					
a) DFI's own funding					
b) Government					
Off Balance sheet *(DFI act as agents)*					

2) Detailed Government Scheme Summary

DFIs to provide detailed information for each Government fund or scheme as set out in paragraph 11.8 of the CSP.

[8] The consolidated government scheme summary above provides a high-level overview of Government funds or schemes managed by the DFIs and a summarised version of the Fund Performance in Appendix 11 of the PMF PD.

APPENDIX 3 : Illustration of Annual Funding Requirement

ANNUAL FUNDING REQUIREMENT FOR YEAR 20XX

	Ref	Prior year	Current year	Next year
		Actual	**Estimated**	**Projected**
		RM '000		
Source of Funds				
Shareholders' Funds	1			
Government Sources				
Annual Budget Allocation	2			
Direct allocation				
Indirect allocation				
Deposits				
Borrowings	3			
Government compensation	4			
Other Sources				
Capital market	5			
Deposits				
Borrowings	6			
Total				
Uses of Funds				
Net Loans Disbursement	7			
Commercial programme				
Government programme				
Net Investments	8			
of which:				
Government securities				
Repayment of Funds	9			
Capital Expenditure	10			
Operating Expenditure	11			
Total				

Supporting Notes – Sources of Funds

		Amount RM '000
1	**Shareholders' Funds**	**XXX**
	of which:-	XX
	Paid-Up Capital	XX
	Projected Retained Profits	XX
	Reserve Funds	XX
2	**Annual Budget Allocation**	**XXX**
	Direct Allocation[1]	
	(to provide detailed breakdown of the funds received)	
	Equity	XX
	Borrowing	XX
	Grant	XX

[1] **Direct allocation** refers to funds requested by the DFI directly through the annual budget allocation

	Indirect Allocation	XX
	Fixed Allocation[2]	
	(to provide detailed breakdown of the funds received)	
	Fund provider (e.g. MOF, MAFS, MITI, KUSKOP, etc.)	XX
	Grant[3]	
	Fund provider (e.g. MOF, MAFS, MITI, KUSKOP, etc.)	XX

[2] **Fixed allocation** refers to funds provided by the Government in the form of Government loans. List all the names of fund providers.

[3] **Grant** refers to funds provided by the Government through its agencies without any financial cost being borne by the DFI for the funds. To list out the names of fund providers

3	**Government Borrowing**[4]	**XXX**
	of which:-	
	State Government	XX
	Bank Negara Malaysia	XX
	Statutory Bodies / Government Agencies/ Government Owned Companies	XX

[4] **Borrowings** (including funds provided by the Government through its various agencies on a reimbursement basis) that have not been allocated through the annual budget allocation. A DFI should append the terms of borrowing such as tenure and interest rate.

4	**Government Compensation**	**XXX**
	(To provide detailed breakdown of the compensation received according to the funds/programmes undertaken by the DFI)	
5	**Capital market**	**XXX**
	(To provide detailed proposed tranches of bond/ sukuk issuance, reflecting the projected amount and year of issuance. For bond/ sukuk that has been issued during the submission period, information of the issuance terms to be included.)	
6	**Other Borrowing**[5]	**XXX**
	of which:-	

Foreign sources	XX

[5] **Borrowings** obtained direct from domestic and foreign sources, with or without the Government's guarantee. If it is guaranteed by the Government, a DFI should disclose the terms and exposure amount that is guaranteed.

Supporting Notes – Usage of Funds

Ref		Amount RM '000
7	**Net Loans Disbursement**	**XXX**
	Commercial programme	
	Loans Disbursed	XX
	Less: (Loan Repayment)	(XX)
	Government specific scheme/ programme (to provide detailed breakdown of the scheme/ programme undertaken such as 'Skim Pembiayaan Ekonomi Desa'	
	Total Allocation	**XX**
	Loans Disbursed	XX
	Less: (Loan Repayment)	(XX)

[6] **Loan repayment** is to be computed net of all interest components

8	**Net Investments**	**XXX**
	Investments	
	of which:-	
	Government Securities	XX
	Investment in Subsidiaries and Associate Companies	XX
	Investment in VC Companies	XX
	Less: (Divestments)	(XX)
	of which:-	
	Government Securities	XX
	Divestment in Subsidiaries and Associate Companies	XX
	Investment in VC Companies	XX
9	**Repayment of funds**	**XXX**
	(To provide detailed breakdown of the repayment made to Government according to the funds received by the DFI)	
10	**Capital Expenditure**	**XXX**
	(To provide detailed breakdown on capital expenditure such as purchase of fixed assets, investment on IT and others)	
11	**Operating Expenditure**	**XXX**
	of which:-	
	Overhead costs	XX
	Provisions for impaired assets	XX
	Provisions for diminution in value for investments	XX
	(To provide list of expenditures incurred)	

APPENDIX 4 : Summary of CSP submission

A. Review of Operating Environment

- Environment outlook
- Operational mandate
- Additionality creation
- Institutional strength and capability
- Risk oversight and management (context of development priorities and financial sustainability)

B. Statement of Corporate Intent (SCI – refer template in Appendix 2)

i. Overall business strategies

- Broad context on how strategies are developed.
- Challenges, constraint faced and mitigation plans.
- Specific strategies based on three key distinct categories:
  - the DFI's business activities which includes financing, deposit-taking and investment activities;
  - Institutional arrangements fundamental in carrying out the strategies including human resource planning, capital investment and IT system; and
  - subsidiaries and holding of material interest in corporations by the DFI.

ii. Strategies on Government specific schemes

- Reporting scope similar to business strategies above, and to include on allocation received from Government or uses of internal fund. To include the agreed outcomes for the implementation of the Government funds/schemes.
- Include the assessment on performance, additionality creation, impaired financing and sustainability of the funds.

C. Annual Funding Requirement

i. Broad funding strategies

- Broad context on how strategies are developed.
- Emphasise on new sources of fund to finance business activities.

ii. Detailed funding plan (refer template in Appendix 3)

- Funding strategies containing detailed sources of funds for the identified business strategies in SCI.