

The Preferred Bank of Business Owners



26 November 2021



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1HFY22 Performance Highlights

1 Revenue & Profitability

- Revenue grew 4.5% y-o-y to RM935.9 million
- Net interest income grew 8.5% y-o-y, mainly from funding optimisation
 - > **Net interest margin** improved to **2.49%** (+19 bps YTD)
- Non-interest income declined 7.3% y-o-y
- Cost to Income Ratio improved to 41.6%
 - Positive JAWS: +1.4%
- PPOP grew 5.5% y-o-y to RM547.0 million
- Net profit after tax grew 53.1% y-o-y to RM318.8 million

2 Effective Risk Management

- Net credit cost at 29.3 bps (including management overlays of 19.6 bps)
 [vs 56.3 bps in 1HFY21]
- Liquidity and capital positions remained strong
 - Healthy funding, with CASA ratio at 49.6% (top end of the industry)
 - Liquidity coverage ratio at 165.7%
 - CET-1 ratio: 17.1%; Total capital ratio: 22.3%

Revenue up 4.5% y-o-y, NPAT up 53.1% y-o-y

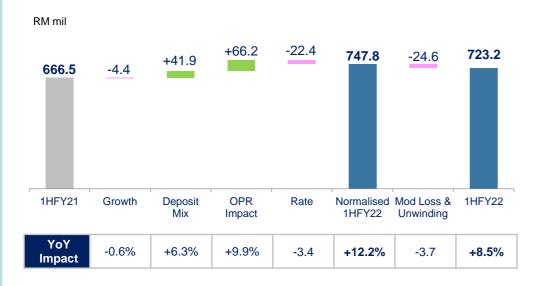
Income Statement	1HFY21 RM mil	1HFY22 RM mil	Y-o-Y Change Better / (Worse)	
			RM mil	%
Net Interest Income	666.5	723.2	56.7	8.5%
Non-Interest Income	229.5	212.8	(16.8)	(7.3%)
Revenue	896.1	935.9	39.9	4.5%
OPEX	377.3	388.9	(11.6)	(3.1%)
Pre-Provision Operating Profit (PPOP)	518.7	547.0	28.3	5.5%
Net Credit Cost & Impairments	246.0	128.7	117.3	47.7%
- BAU	36.7	42.4	(5.7)	(15.5%)
- Management Overlays	209.3	86.3	123.0	58.8%
Pre-tax Profit	272.8	418.3	145.5	53.4%
Net Profit After Tax	208.3	318.8	110.5	53.1%



Net interest income grew 8.5% y-o-y

a) Net interest income grew 8.5% y-o-y mainly driven by deposit optimisation and repricing of FDs post-OPR cuts:

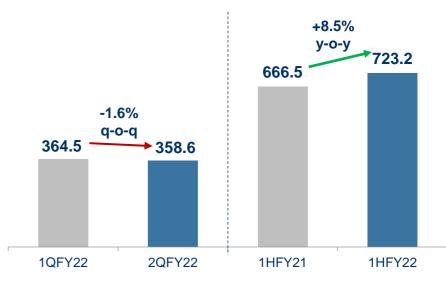
Y-o-Y impact:



- b) 2QFY22 NIM = 2.47% (-3bps QoQ) due to mod loss impact. 1HFY22 NIM = 2.49% (+19bps vs FY21: 2.30%).
- c) FY22 NIM guidance: revised from 2.35% to > 2.40%







Net Interest Margin Trend:

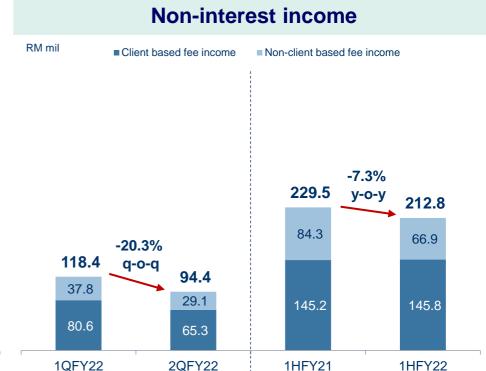


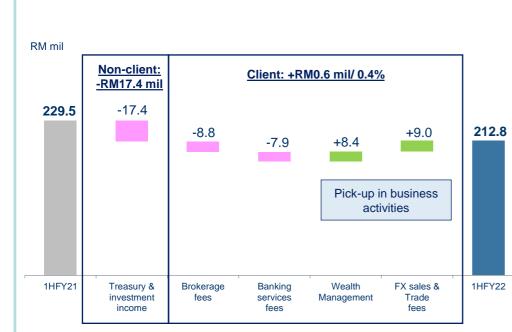




Client based fee income improved marginally

Non-interest income declined 7.3% y-o-y mainly due to lower treasury & investment income:



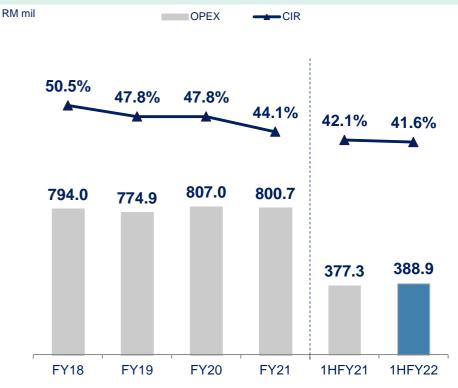




Cost to Income Ratio improved to 41.6%

- a) Operating expenses up 3.1% y-o-y:
 - ➤ Higher personnel expenses from investment in sales force and expansion of collections team.
- b) Cost to income ratio improved to 41.6%, mainly driven by revenue growth.
- c) Revised FY22 cost to income ratio guidance: within 44%.







Net credit cost at 29.3bps (management overlays 19.6bps)

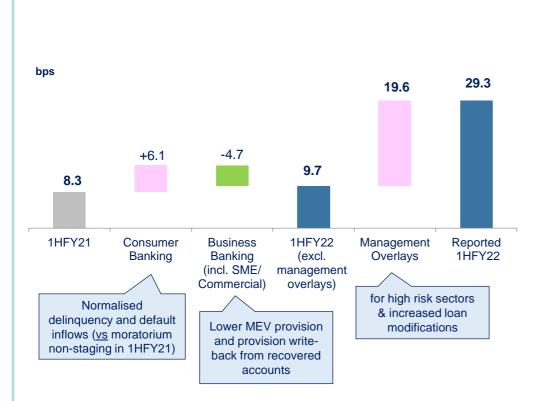
a) 1HFY22 net credit cost at 29.3bps [vs 56.3 bps last year] (of which 19.6 bps or 67% for management overlays).

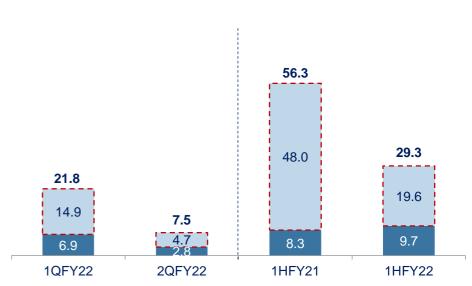
Net Credit Cost (bps)

Management Overlays

■ Net Credit Cost

b) BAU net credit cost higher by 1.4 bps y-o-y:

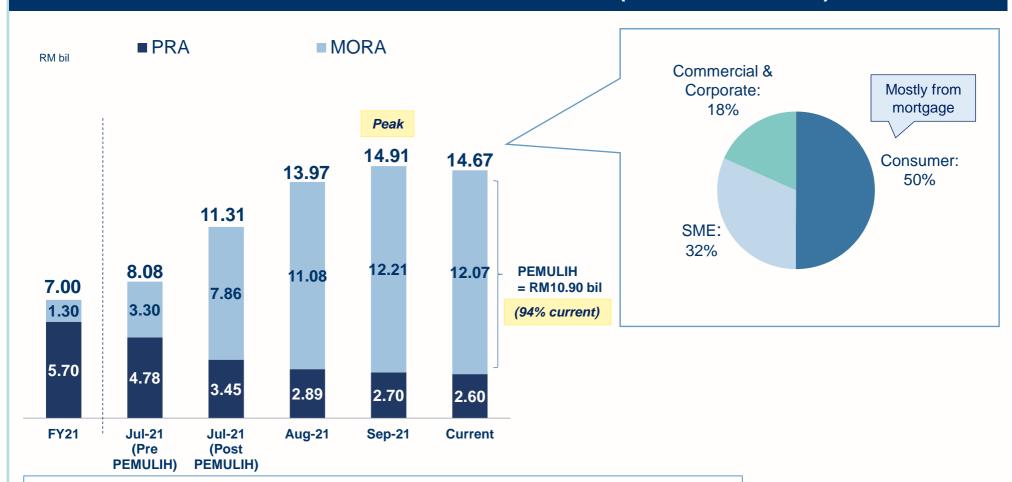




c) FY22 net credit cost guidance: revising to <75 bps.

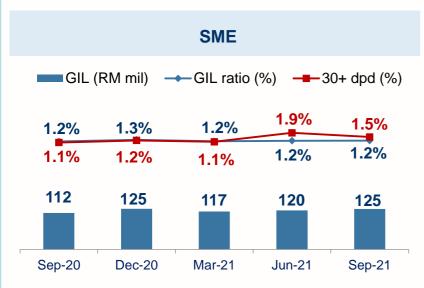
Continue providing financial assistance to customers

Financial Assistance: RM14.67 billion (33% of loan book)



- Financial assistance increased to RM14.67 billion
- RM10.90 billion are under the PEMULIH moratorium:
 - New enrolments: RM6.93 billion
 - Switch-over from existing targeted assistance: RM3.97 billion
 - Majority of the PEMULIH enrolments were for a 6-month moratorium (mostly from Mortgage & SME)

SME: stable asset quality post moratorium



- 97.2% current
- GIL ratio stable at 1.2% (no major impairment)
- 30+dpd stabilised in Sep-21 due to enrolment into PEMULIH moratorium
 - ➤ 95% of new 30+dpd granted moratorium / PRA

How are we mitigating these risks?

Portfolio Management

■ Financial assistance: RM4.6B or 45% of SME loan book

SME (by sectors)	Red	Amber	Green
ENR	RM556m	RM1.4B	RM8.3B
Financial assistance	RM329m (59%)	RM758m (54%)	RM3.5B (43%)

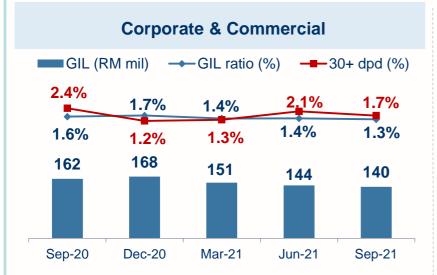
Note: Red/Amber/Green reclassified - reviewed on quarterly basis.

- Continue to provide assistance (if require further help)
- Improve early warning process:
 - Collection forums (weekly) & portfolio reviews (twice monthly)
 - Closely monitor watchlist & delinquents individually
- Proactive remedial measures

Origination

- Focus lending on industries under Green & Amber segments and remain prudent & selective for Red segment
 - > Enhanced / simplified underwriting criteria for targeted segments
- Enhanced on-boarding measures to assess latest financials / mitigate outdated information

Corporate & Commercial: asset quality remained stable



- GIL ratio stable at 1.3% (no major impairment)
- **30+dpd** stabilised in Sep-21:
 - Due to accounts granted moratorium / PRA

How are we mitigating these risks?

Portfolio Management

■ Financial assistance: RM2.7B or 26% of GCC loan book

GCC (by sectors)	Red	Amber	Green
ENR	RM1.0B	RM4.6B	RM4.8B
Financial assistance	RM328m (33%)	RM1.0B (21%)	RM1.4B (29%)

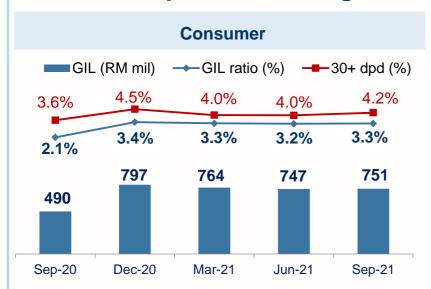
Note: Red/Amber/Green reclassified - reviewed on quarterly basis.

- Improved early warning process:
 - Portfolio review (once a month)
 - Closely monitor the watchlist individually
- For high-risk accounts:
 - > RMs in more frequent contact to extend assistance (if required)
 - > De-risking actions: reducing exposure/line & obtain additional security
 - Management overlays

Origination

- Tighter credit criteria for customers in high risk segment
- Enhanced project financing assessment: more selective & stringent
- Enhanced stress testing on borrowers' financial capability

Consumer: proactive mitigation actions to contain portfolio



Note: Lower 30+dpd and GIL ratio in Sep-20 due to non-staging during moratorium and GIL continue to charge off after 180+dpd.

How are we mitigating these risks?

Origination

- Temporary tightening policy has been effective in maintaining the bookings quality during COVID
- Oct21: Recalibrated the duo score cutoff to single internal score with the suspension of CTOS service

Portfolio Management

• Financial assistance: RM7.3B (Mortgage: RM6.4B; PL: RM0.9B)

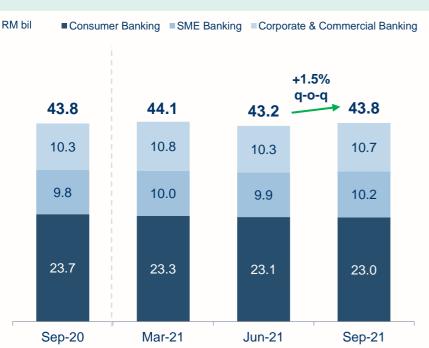
> MIA 2	MIA 1	MIA 0
(RM348m)	(RM496m)	(RM6.5b)
5%	7%	88%
 ✓ Tactical waiver to pushback customers ✓ Ensure sufficient management overlays ✓ Engagement via Collection Team ✓ Offer longer-term PRA or combo packages (if required) 	 ✓ WhatsApp campaign (20% response rate) ✓ Offer 50% instalment for 6 months or longer-term PRA (if required) ✓ Consideration for higher ECL overlays 	 ✓ Upon expiry: majority to resume normal repayment ✓ Offer 50% instalment for 6 months (if required) via WhatsApp

GIL Management

- Offer interest rebate to help customers regularise repayment
- Increased collection call capacity and intensity
- Resume auction activities post lockdown

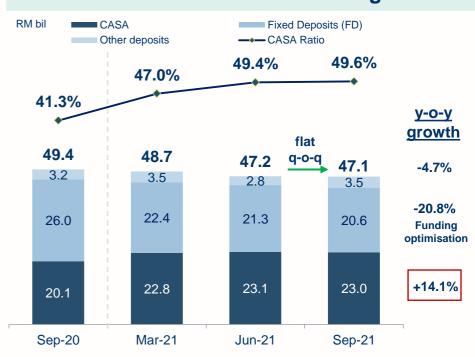
Steady loans growth quarter-on-quarter





- a) Loans growth: +1.5% q-o-q
 - SME: +3.0% q-o-q (mainly from TRRF)
 - GCC: +3.8% q-o-q
 - Consumer Banking: flat q-o-q
 - ➤ Share Margin Financing: +5.6% q-o-q
 - ➤ Mortgage: -0.6% q-o-q

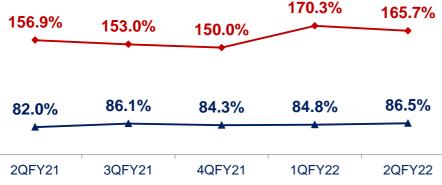
Customer Based Funding



- a) Customer based funding: flat q-o-q
- b) **CASA**: flat at RM23 billion:
 - Alliance SavePlus: +RM212 mil q-o-q
 - Alliance@Work: +RM102 mil q-o-q

Liquidity and capital position remain strong

Liquidity: LCR, LFR → Liquidity Coverage Ratio (LCR) → Loan to Fund Ratio (LFR) 170.3% 165.7%



- a) Liquidity coverage ratio (LCR): 165.7% (industry*: 154.4%)
- b) Loan to fund ratio: 86.5% (industry*: 80.7%)
- c) Net stable funding ratio (NSFR): 126.5%





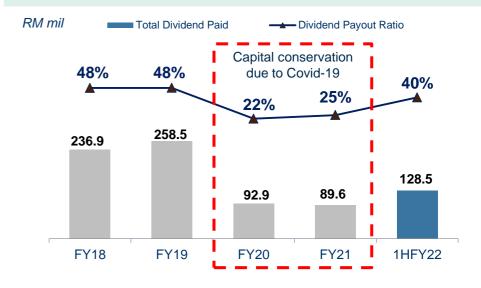
- a) Strong capital position (even without transitional arrangement)
- b) Continue to support future business expansion:
 - Prioritising capital conservation through earnings retention due to COVID-19 uncertainties

^{*} Capital ratios without transitional arrangement [with transitional arrangement: CET 1 ratio: 17.1%, Tier 1 ratio: 18.0% & Total Capital ratio: 22.3%].

1HFY22 dividend payout at 40% (above FY21 payout of 25%)

- a) Dividend:
 - Declared 1st interim dividend: 8.30 sen
 - Dividend payout ratio at 40%
- b) Net asset per share grew steadily to RM4.16 (4-year CAGR: +4.2%)

Dividend and Payout Ratio



Net Assets per Share

RM



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Continued good progress

Acquire more customers

Number of New-to-Bank customers



Action plan

SME & Commercial banking:

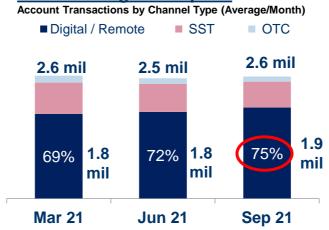
- Leveraging on government capital guarantee schemes
- Launched additional new credit test cells to improve SME loan acquisition

Consumer banking:

- Partner-in-sales: Accelerate referrals focusing on low risk / quality segments
- Digital acceleration & Channel expansion: Launch of new channel (Shopee store)

2 Deepen customer engagement

Customer digital adoption



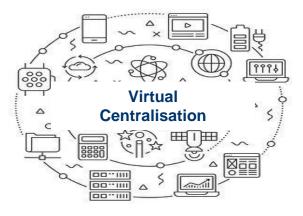
Action plan

Dual relationship Business Owners:

- Acquired >1,700 new business owners YTD
 - ✓ Rolled out 19 Universal Bankers branches so far (co-locating with SME centres), aiming to reach 30 branches for FY2022
 - Improving new-to-bank & existing-to-bank customer acquisition

Gain efficiencies

Virtual centralisation model



- A remote working model that allows centralized work task to be allocated virtually
- To effectively leverage on availability of resources without the limit of geographical location.
- Eligible departments:
 - Less dependent on physical presence (e.g. back office)
 - Minimum on-site supervision/ support required
 - Tasks being routed via workflow system



Sustainability Updates

Our Sustainability Purpose leads to Key Priorities in the Environment and Social space

Sustainability Purpose

1. We help business owners adopt ESG practices in a way that creates value for the business, the community and environment in which they operate.

2. We aim to create a meaningful impact on sustainability in collaboration with our people and our community.

FY2025 TOPLINE GOALS

- 1 Grow RM5 billion in new sustainable banking business
- 2 Help customers adopt sustainable lifestyles & business practices
- 3 Reduce the Bank's greenhouse gases (GHG) emission footprint

Key Priorities:

Driving Sustainability (Environment)

1

Rolled out ESG Screener to categorize all accounts according to BNM's CCPT* 2

Committed to generate RM5 billion of new sustainable businesses by FY2025 3

Partnered with MGTC^ & Bursa to help customers adopt sustainability practices

Empowering Communities (Social)

4

Collaborate with strategic partners to promote financial literacy to vulnerable communities

5

Empower SMEs via education, upskilling and financing

6

Support digital transformation via digital solutions

Enhanced Sustainability Disclosures

^{*} BNM's Climate Change and Principle-based Taxonomy

[^] Malaysian Green Technology and Climate Change Corporation

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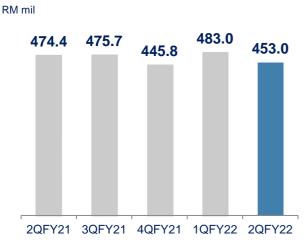
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RM mil

2QFY22 NPAT grew 26.7% y-o-y to RM172.7 mil





Net Interest Income & Islamic Net Financing Income





Operating Expenses & CIR Ratio



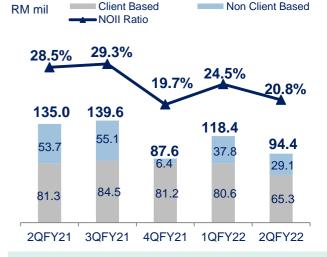
Expected Credit Losses ("ECL") & Goodwill Impairments





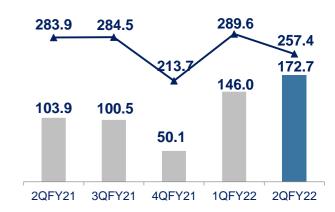
^ Management overlays in 2QFY21 (RM151.1m) & 3QFY21 (RM14.3m) mainly for borrowers under 3 months extended moratorium and payment relief assistance (PRA); 4QFY21 (RM89.2m) for overlay basis revision, mora/PRA & few specific business accounts; 1QFY22 (RM65.3m) & 2QFY22 (RM21.1m) for mora/PRA & habitual delinquency

Non Interest Income & **NOII Ratio**



Pre-Provision Operating Profit & Net Profit







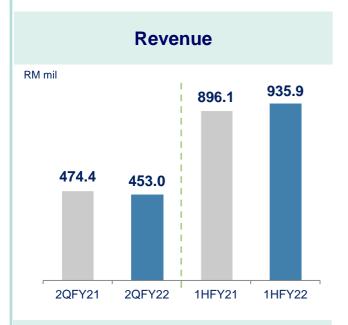
Income Statement	1QFY22 RM mil	2QFY22 RM mil	Q-o-Q Change Better / (Worse)	
			RM mil	%
Net Interest Income	276.6	274.1	(5.9)	(1.6%)
Islamic Net Financing Income	87.9	84.5		
Islamic Non-Financing Income	16.0	6.9	(24.0)	(20.3%)
Non-Interest Income	102.5	87.5		(20.070)
Net Income*	483.0	453.0	(30.0)	(6.2%)
OPEX	193.3	195.6	(2.3)	(1.2%)
Pre-Provision Operating Profit (PPOP)	289.6	257.4	(32.2)	(11.1%)
Net Credit Cost	95.3	33.6	61.7	64.8%
Expected Credit Losses on Financial Investments	0.0	(0.2)	0.2	>100%
Pre-tax Profit	194.3	224.0	29.6	15.3%
Net Profit After Tax	146.0	172.7	26.7	18.3%

- Revenue declined by 6.2% q-o-q:
 - ➤ Net interest income: -RM5.9mil or 1.6% q-o-q.
 - ➤ Non-interest income: -RM24.0mil q-o-q:
 - ✓ Lower client based fee income (-RM15.3mil)
 - ✓ Lower treasury & investment income (-RM8.7mil)
- Operating expenses higher by RM2.3mil mainly from higher marketing expenses and IT expenses.
- Pre-provision Operating Profit (PPOP) declined by 32.2% q-o-q to RM257.4mil.
- Net credit cost improved by RM61.7mil mainly due to lower management overlays and BAU net credit cost.
- Net profit after tax grew by RM26.7mil mainly due to lower management overlays.

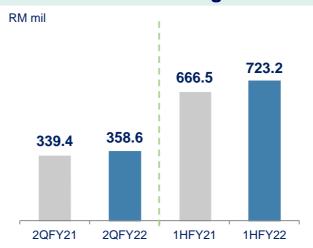
^{*} Revenue, net interest income and non interest income includes Islamic banking income

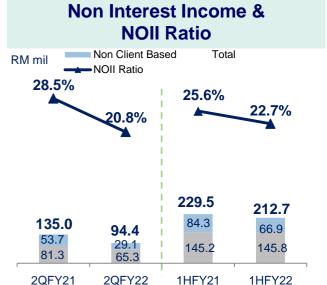


1HFY22 NPAT grew 53.1% y-o-y to RM318.8 million

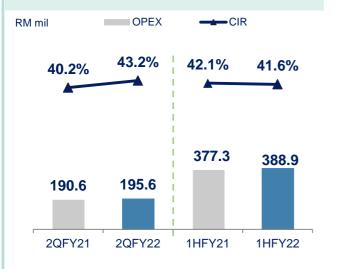


Net Interest Income & Islamic Net Financing Income





Operating Expenses & CIR Ratio



Expected Credit Losses ("ECL") & Goodwill Impairment

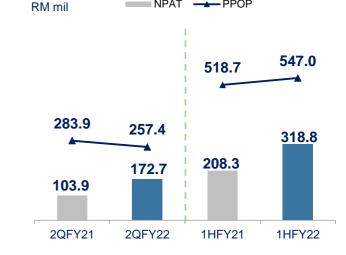


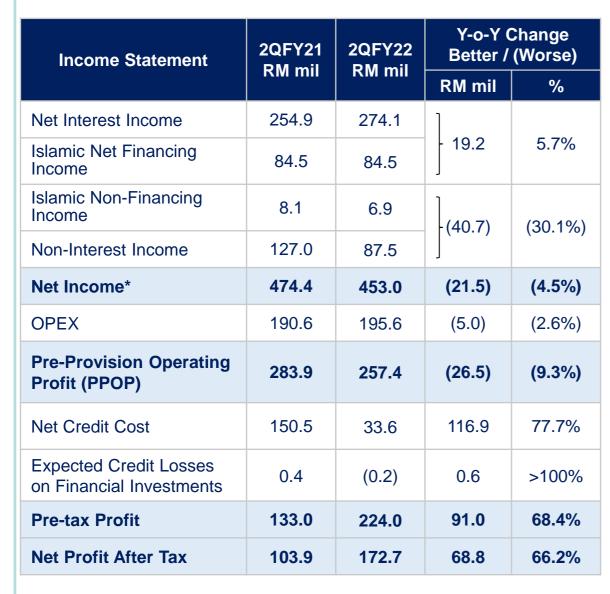


* 1QFY21 included management overlays of RM58.2m for high risk sector; 2QFY21 (RM151.1m) mainly for borrowers under 3 months extended moratorium and payment relief assistance (PRA)

^ 1QFY22 (RM65.3m) & 2QFY22 (RM21.1m) for mora/PRA & habitual delinquency

Pre-Provision Operating Profit & Net Profit





- **Revenue** declined by 4.5% y-o-y:
 - ➤ Net interest income: +RM19.2mil, thanks to lower funding cost due to better deposit mix from CASA growth and FDs repricing.
 - ➤ Non-interest income: -RM40.7mil y-o-y:
 - ✓ Lower client based fee income (-RM16.1mil)
 - ✓ Lower treasury & investment income (-RM24.6mil)
- Higher operating expenses by RM5.0mil, mainly from higher personnel expenses, offset by lower marketing expenses.
- Pre-provision Operating Profit (PPOP) declined by 9.3% y-o-y to RM257.4mil.
- Net credit cost improved to 7.5 bps in 2QFY22 (vs 2QFY21: 34.5 bps).
- Net profit after tax for the quarter grew by 66.2% y-o-y mainly due to lower management overlays.

^{*} Revenue, net interest income and non interest income includes Islamic banking income



Income Statement	1HFY21 RM mil	1HFY22 RM mil	Y-o-Y Change Better / (Worse)	
			RM mil	%
Net Interest Income	496.1	550.7	56.7	
Islamic Net Financing Income	170.4	172.4		8.5%
Islamic Non-Financing Income	17.2	22.8	(16.8)	(7.3%)
Non-Interest Income	212.3	189.9		(1.070)
Net Income*	896.1	935.9	39.9	4.5%
OPEX	377.3	388.9	(11.6)	(3.1%)
Pre-Provision Operating Profit (PPOP)	518.7	547.0	28.3	5.5%
Net Credit Cost	245.5	128.8	116.7	47.5%
Expected Credit Losses on Financial Investments	0.5	(0.1)	0.6	>100%
Pre-tax Profit	272.8	418.3	145.5	53.4%
Net Profit After Tax	208.3	318.8	110.5	53.1%

- Revenue grew by 4.5% y-o-y:
 - ➤ Net interest income: +RM56.7mil, thanks to lower funding cost due to better deposit mix from CASA growth and FDs repricing.
 - ➤ Non-interest income: -RM16.8mil y-o-y:
 - √ Higher client based fee income (+RM0.6mil)
 - ✓ Lower treasury & investment income (-RM17.4mil)
- Higher operating expenses by RM11.6mil, mainly from higher personnel expenses and establishment expenses.
- Pre-provision Operating Profit (PPOP) grew by 5.5% y-o-y to RM547.0mil.
- Net credit cost improved to 29.3 bps in 1HFY22 (vs 1HFY21: 56.3 bps).
- Net profit after tax grew by 53.1% y-o-y mainly driven by revenue growth and lower management overlays.

Notes.

^{*} Revenue, net interest income and non interest income includes Islamic banking income

Balance Sheet	Jun 21 Sep 21 RM bil RM bil	Sen 21	Q-o-Q Change	
		RM bil	%	
Total Assets	59.2	59.5	0.3	0.6%
Treasury Assets*	12.7	12.3	(0.4)	(3.3%)
Net Loans	42.2	42.9	0.6	1.5%
Customer Based Funding ⁺	47.2	47.1	(0.1)	(0.2%)
CASA Deposits	23.1	23.0	(0.1)	(0.6 %)
Shareholders' Funds	6.3	6.4	0.1	1.7%
Net Loans Growth (y-o-y)	-1.3%	-0.4%		
CASA Deposits Growth (y-o-y)	25.0%	14.1%		
Customer Based Funding ⁺ Growth (y-o-y)	-4.7%	-4.7%		

- Net loans grew by 1.5% q-o-q
 - > **SME loans**: +3.0% q-o-q due to higher loan growth from TRRF
 - Consumer loans: -0.3% q-o-q mainly from mortgage portfolio
 - GCC loans: +3.8% q-o-q mainly due to drawdown from few commercial accounts
- Customer based funding remained stable q-o-q
 - Reduction in fixed deposits (-RM0.7bil) q-o-q as part of our efforts to optimize funding, offset by growth in money market deposits (+RM0.5bil)
- Liquidity coverage ratio: 165.7% (vs 170.3% in Jun 2021; industry: 154.4%^).

^ BNM Monthly Statistical Bulletin Sep 2021

^{*} Treasury assets comprise financial assets (FVOCI, FVTPL, AMC) & derivative financial assets

^{*}Customer based funding = CASA + Fixed Deposits + Money Market Deposits + Retail Negotiable Instrument of Deposits + Structured Investments



Balance Sheet	Mar 21 RM bil	Sep 21 RM bil	YTD Change	
			RM bil	%
Total Assets	60.7	59.5	(1.2)	(1.9%)
Treasury Assets*	13.1	12.3	(0.8)	(6.1%)
Net Loans	43.2	42.9	(0.4)	(0.9%)
Customer Based Funding ⁺	48.7	47.1	(1.6)	(3.4%)
CASA Deposits	22.8	23.0	0.2	0.7%
Shareholders' Funds	6.3	6.4	0.2	2.9%
Net Loans Growth (y-o-y)	0.3%	-0.4%		
CASA Deposits Growth (y-o-y)	25.7%	14.1%		
Customer Based Funding ⁺ Growth (y-o-y)	-0.4%	-4.7%		

- Net loans declined by 0.9% YTD
 - > **SME loans:** +1.8% YTD due to higher loan growth from TRRF
 - Consumer loans: -1.3% YTD mainly from mortgage portfolio
 - GCC loans: -1.8% YTD mainly due to repayment from few corporate accounts
- Customer based funding declined by 3.4% YTD
 - Reduction in fixed deposits (-RM1.8bil) and money market deposits (-RM0.3bil) q-o-q as part of our efforts to optimize funding, while
 - ➤ CASA grew 0.7% q-o-q, mainly driven by SavePlus (+RM659mil).
- **Liquidity coverage ratio**: 165.7% (vs 150.0% in Mar 2021; industry: 154.4%^).

^ BNM Monthly Statistical Bulletin Sep 2021

^{*} Treasury assets comprise financial assets (FVOCI, FVTPL, AMC) & derivative financial assets

^{*}Customer based funding = CASA + Fixed Deposits + Money Market Deposits + Retail Negotiable Instrument of Deposits + Structured Investments

Balance Sheet	Sep 20 Sep 21 RM bil RM bil	Sep 21	Y-o-Y Change	
		RM bil	%	
Total Assets	61.8	59.5	(2.2)	(3.6%)
Treasury Assets*	13.1	12.3	(0.8)	(6.4%)
Net Loans	43.0	42.9	(0.2)	(0.4%)
Customer Based Funding ⁺	49.4	47.1	(2.3)	(4.7%)
CASA Deposits	20.1	23.0	2.8	14.1%
Shareholders' Funds	6.4	6.4	0.0	0.4%
Net Loans Growth (y-o-y)	0.6%	-0.4%		
CASA Deposits Growth (y-o-y)	16.6%	14.1%		
Customer Based Funding ⁺	5.9%	-4.7%		

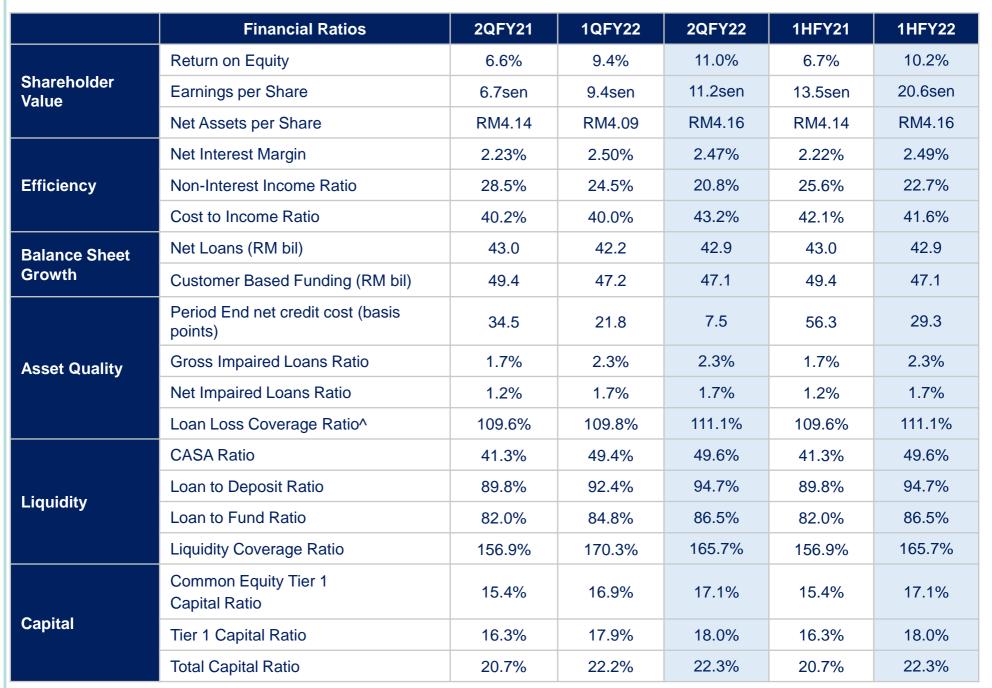
- Net loans declined by 0.4% y-o-y
 - > **SME loans:** +4.3% y-o-y due to higher loan growth from TRRF
 - Financing (-8.8%) while offset by Share Margin Financing (+29.0%)
 - ➢ GCC loans: +3.3% y-o-y mainly due to mainly due to drawdown from few commercial accounts
- Customer based funding declined 4.7% y-o-y:
 - Fixed deposits: -20.8% y-o-y as part of our efforts to optimize funding, while
 - CASA deposits grew 14.1% y-o-y mainly driven by SavePlus (+RM1.8bil) & other CASA (+RM1.0bil).
- Liquidity coverage ratio: 165.7% (vs 156.9% in Sep 2020, industry: 154.4%^).

Growth (y-o-y)

^ BNM Monthly Statistical Bulletin Sep 2021

^{*} Treasury assets comprise financial assets (FVOCI, FVTPL, AMC) & derivative financial assets

^{*}Customer based funding = CASA + Fixed Deposits + Money Market Deposits + Retail Negotiable Instrument of Deposits + Structured Investments





Thank You.

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