

Building Alliances to Improve Lives

Analyst Briefing FY2022

31 May 2022



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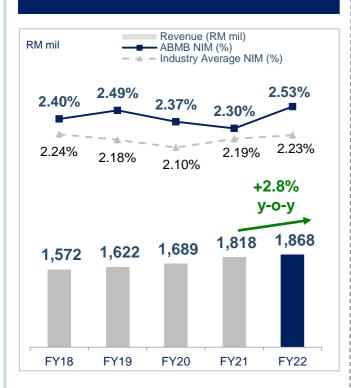
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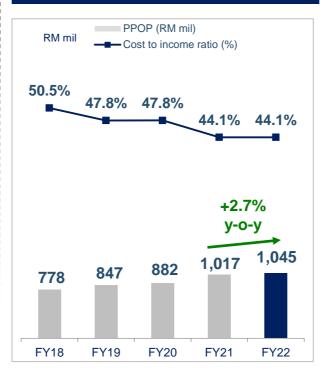
FY22 Achievements

Revenue grew 2.8%;
Top NIM in the industry



- Revenue: +2.8% y-o-y
 - ✓ Net interest income: +8.8% y-o-y (from funding optimisation)
 - ✓ Client-based fee income (excluding brokerage): +3.5% y-o-y
- Net interest margin: 2.53% (+23bps)

PPOP grew 2.7%;
CIR maintained at 44%



- Cost to Income Ratio: 44.1% (maintained)
- Pre-provision Operating Profit: +2.7% y-o-y

3 NPAT grew 60%; ROE improved to 9.2%



- Net credit cost: 48.1 bps
- Net profit after tax: +59.7% y-o-y
- ROE: 9.2%

FY22 Strategic Priorities

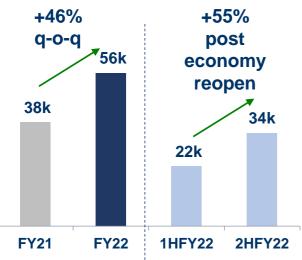
FY22 Achievements

1 **Acquire more** customers

ABMB <u>SME market share (%)</u>

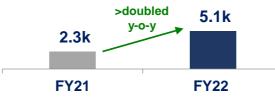


b) Number of New-to-Bank customers (#)



2 **Deepen customer** engagement

Number of new dual-relationship business owners (#)



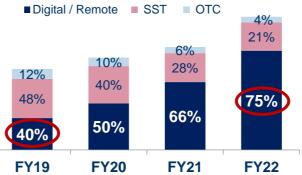
b) Average new dual-relationship





Customer digital adoption





3 Gain efficiencies

Branch transformation



- **Piloted Virtual Service** Counter (VSC) at CP Tower and Shah Alam branches to handle non-cash transaction.
 - More than 90% of customers who used VSC had positive feedback

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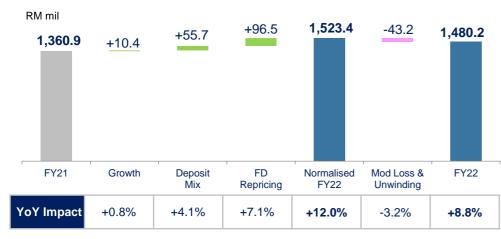
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Net interest income grew 8.8% y-o-y

a) Net interest income grew 8.8% y-o-y, driven by deposit optimisation and repricing of FDs post-OPR cuts:

Y-o-Y impact:



b) NIM: 2.53% (+23bps y-o-y)

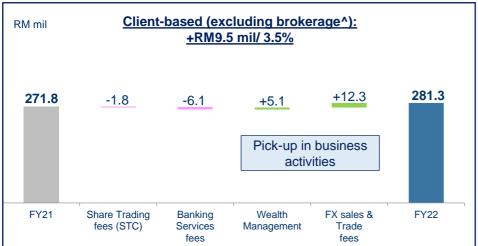
Net Interest Margin Trend:

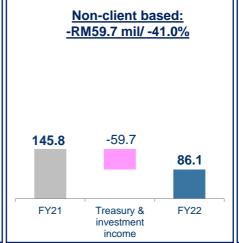


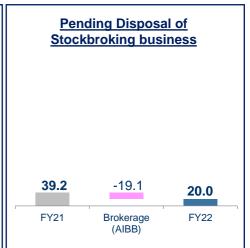


Growth in wealth management, FX sales & trade fees

- Client-based fee income (excluding brokerage): +3.5% y-o-y
 - Wealth management (+5.3% y-o-y)
 - > FX sales/trade fees (+11.1% y-o-y)





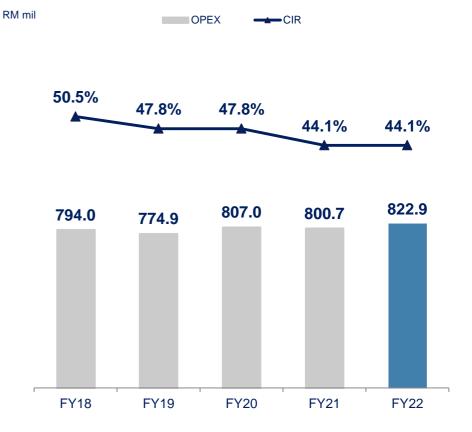


[^] Brokerage fee from Alliance Investment Bank Berhad's Stockbroking business



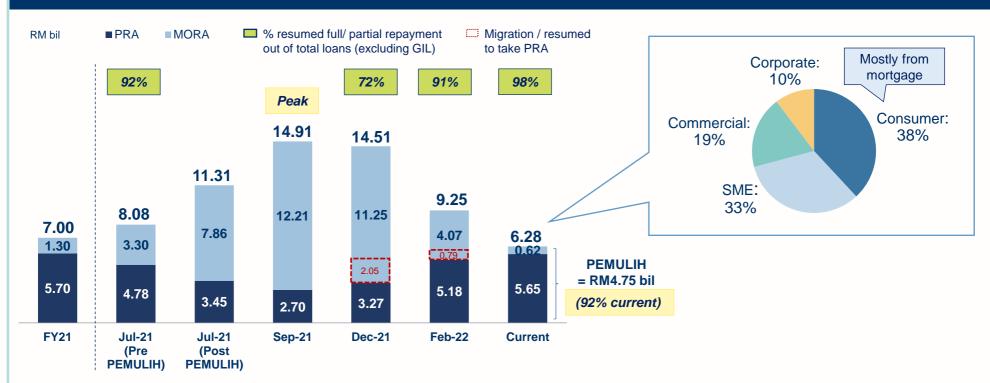
Cost to Income Ratio maintained at 44.1%

- a) Cost to income ratio: 44.1% (within our revised guidance)
- b) Operating expenses up 2.8% y-o-y:
 - Investment in sales force & collections team expansion
 - IT expenses related to strategic initiatives



Financial assistance reduced RM3.0 billion q-o-q

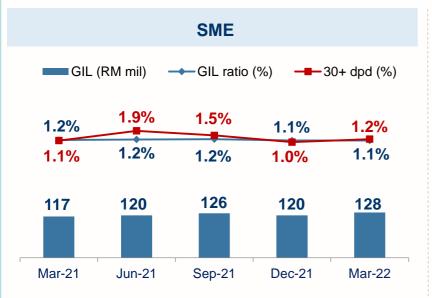
Financial Assistance: RM6.28 billion (13.6% of loan book)



- a) Financial assistance: **-RM2.97 billion quarter-on-quarter** (Consumer: -RM1.23 billion & SME: -RM1.26 billion)
- b) Now, 98% of our customers making <u>full or partial repayment</u> (Pre-PEMULIH level: 92%):
 - For PEMULIH (graduated from Jan Apr '22):
 - o 71% resumed full repayment,
 - o 25% partial repayment and
 - 4% missed repayment



SME: stable GIL with slight 30+dpd uptick



- SME: 97.6% current
- **GIL ratio** stable at **1.1%** (no major impairment)
- Slight uptick in 30+dpd to 1.2%

How are we mitigating these risks?

Portfolio Management

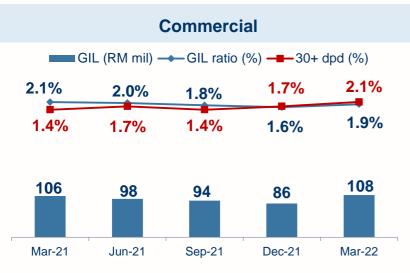
■ Financial assistance: -RM1.26 billion q-o-q to now RM2.06 billion



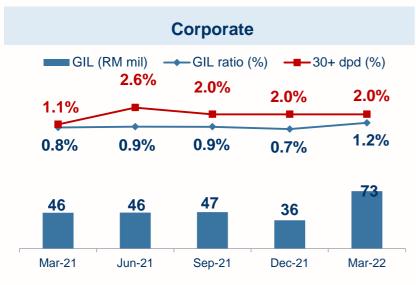
Note: Red/Amber/Green classification (reviewed on quarterly basis)

- Continue to provide assistance (if require further help) and actively engaging customers on their latest business development.
- Continue to enhance early warning process:
- Portfolio reviews
- Closely monitor watchlist & delinquents individually
- Proactive remedial measures

Commercial & Corporate: slight GIL uptick



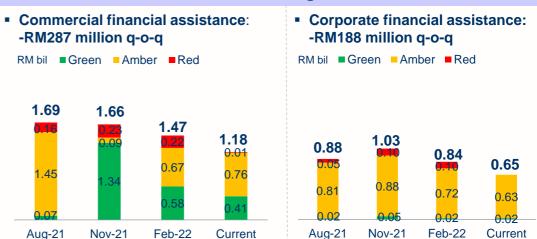
- Commercial GIL ratio: 1.9%
- Slight uptick in 30+dpd to 2.1%



■ Corporate GIL ratio: 1.2%

How are we mitigating these risks?

Portfolio Management

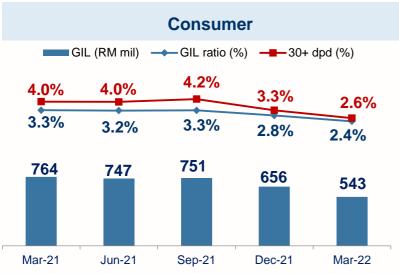


Note: Red/Amber/Green classification (reviewed on quarterly basis)

- Improved early warning process:
 - > Portfolio reviews
 - Closely monitor the watchlist individually
- For high-risk accounts:
 - > RMs in continuous contact, ready to extend assistance if needed
 - > De-risking actions: reducing exposure/line & obtain additional security

Consumer: proactive mitigation actions to contain portfolio

RM bil

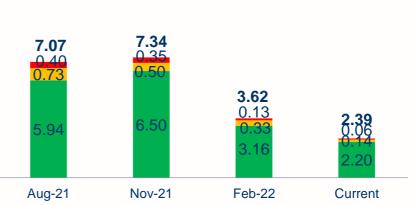


Lower GIL ratio & 30+dpd (Mar-22): due to accounts regularised (to performing), accounts closed after auction proceeds received and accounts written-off.

How are we mitigating these risks?

Portfolio Management

■ Financial assistance: -RM1.23 billion q-o-q to RM2.39 billion ■ MIA 0 ■ MIA 1 ■ > MIA 2



Continue to provide assistance (if require further help)

GIL Management

- Offer interest rebate to help customers regularise repayment
- Offer R&R to customers who need financial assistance
- Resumed auction activities
- Outsourced impaired collection to external agencies

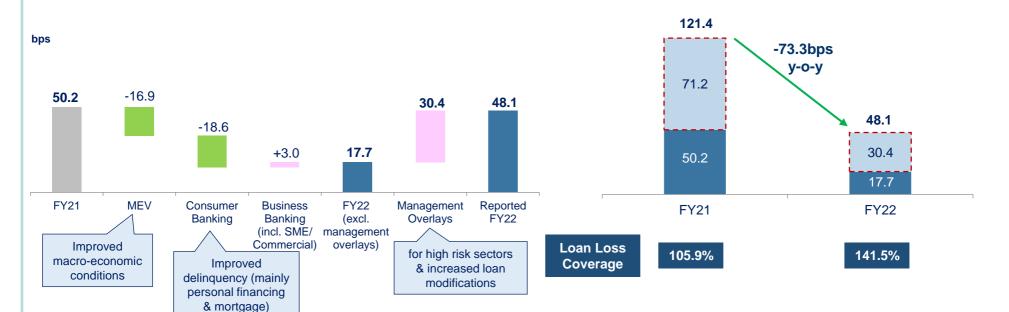
Origination

- Resumed pre-COVID underwriting standard due to economy recovering
- Jan22: Resumed the duo score cutoff with the resumption of CTOS service



Net credit cost at 48.1bps (management overlays 30.4bps)

- a) Net credit cost reduced to 48.1bps [vs 121.4 bps last year] (of which 30.4 bps or 63% for management overlays).
- b) BAU net credit cost lower by 32.5 bps y-o-y:

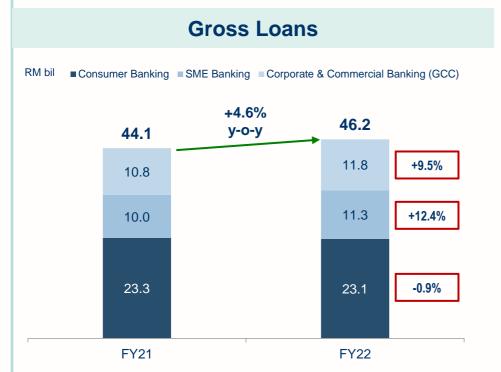


bps

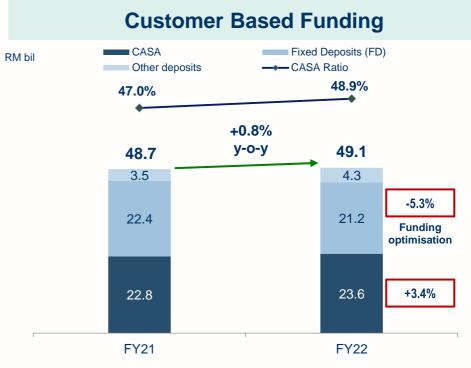
■ Net Credit Cost

Management Overlays

Loans grew 4.6% year-on-year



- a) Loans growth: +4.6% y-o-y
 - SME: +12.4% y-o-y (mainly Term Loans & TRRF)
 - GCC: +9.5% y-o-y
 - Consumer Banking: -0.9% or -RM207 mil y-o-y
 - ➤ Mortgage: -1.8% or -RM353 mil y-o-y



- a) Customer based funding: +0.8% y-o-y
- b) CASA grew 3.4% (or RM0.8 bil) y-o-y mainly from:
 - Alliance SavePlus: +15.8% (or +RM0.7 bil) y-o-y
- c) CASA ratio at 48.9% (top of the industry)

Liquidity and capital position remain strong

4QFY22

Liquidity: LCR, LFR Liquidity Coverage Ratio (LCR) 170.3% 165.7% 167.7% 155.1% 84.3% 84.8% 86.5% 87.5% 87.2%

2QFY22

3QFY22



1QFY22

4QFY21

- b) Loan to fund ratio: 87.2% (industry*: 81.6%)
- c) Net stable funding ratio (NSFR): 120.1%

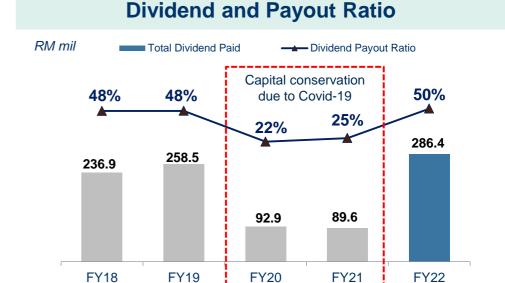


- a) Capital consumption mainly from business growth
- b) Capital levels remained strong:
 - even without transitional arrangement
 - will continue to support future business expansion

^{*} Capital ratios without transitional arrangement [with transitional arrangement: CET 1 ratio: 16.0%, Tier 1 ratio: 16.9% & Total Capital ratio: 21.0%].

Dividend payout at 50% (above FY21 payout of 25%)

- a) Dividend payout ratio at 50%:
 - Declared 1st interim dividend: 8.3 sen
 - Proposed 2nd interim dividend: 10.2 sen
 (Total dividend: 18.50 sen vs 5.79 sen in FY21)
- b) Net asset per share grew steadily to RM4.14 (4-year CAGR: +4.1%)



Net Assets per Share

RM



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VISION: The Preferred Bank of Business Owners MISSION: Building Alliances To Improve Lives

Business banking

Consumer banking

Double SME market share

Be the **personal banker of choice** for **business owners**

FY23 Strategic Priorities:

- Acquire more customers
- Continue to drive market share growth
 - Sales force expansion;
 - ✓ Digital SME
- Increase new-to-bank customers acquisition by 40%: >80k

- Deepen customer engagement
- Continue to focus on building business Owners with dual personal & business relationship: >9k
 - ✓ Leverage on Universal Bankers
 - ✓ Embed dual relationship acquisition in existing SOP

- Gain efficiencies
- Branch Transformation:
 To operationalize future
 branch concept
- Digital Channels: continue to improve customer digital adoption



Sustainability

Sustainability Achievements in FY2022 on track to realize Topline Goals

FY2025 Topline Goals

FY2022 Achievements

FY2023



Grow RM10.0 billion in new sustainable banking business

- Established Sustainability Governance
- Enhanced Sustainability Risk Management
- Achieved RM2.0 billion new sustainable business.
- Key Initiatives rolled out:
- o Solar panel financing campaign
- o ASEAN Sustainability SRI Sukuk: RM200m issuance
- Green Building Index (GBI) certified mortgages
- Distribution of ESG Sukuk and unit trusts

What's Next for

- Target RM2.6 billion in new sustainable banking business
- Roll out new sustainable propositions
 - Low Carbon Transition Facility for SMEs

2

Help customers adopt sustainable lifestyles and business practices Rolled out Sustainability Assistance Proposition for businesses (in collaboration with Bursa and Malaysian Green

Technology and Climate Change Corporation ("MGTC"))

- Reduce customers under C5 category to <60%
- Expand sustainability offerings to our customers
- ESG checklist for suppliers (social supply chain)

3

Reduce the Bank's greenhouse gas (GHG) emissions footprint

- Established GHG emissions baseline (FY2020) and plans to reduce GHG emissions
- Rolled out sustainability training
- Launched sustainability microsite

- Announce GHG emissions reduction plan and target
- Build ESG expertise
- Enhance disclosures based on Task Force on Climaterelated Financial Disclosures ("TCFD")

FY23 Management Guidance

Growth Y-o-Y	FY22 Actual	FY23 Guidance
Gross Loans	4.6%	6 – 8%
Net Interest Margin	2.53%	Around 2.5%
Cost to Income Ratio	44.1%	< 45%
Net Credit Cost	48.1 bps	40 – 45bps
ROE	9.2%	> 10%

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RM mil

4QFY22 NPAT grew 105.8% y-o-y to RM103.0 mil



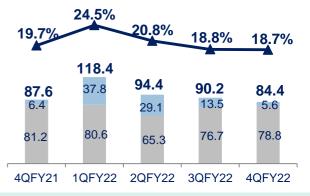
Net Interest Income & Islamic Net Financing Income





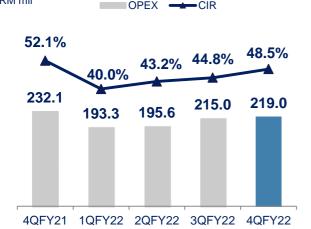
Non Interest Income & **NOII Ratio**





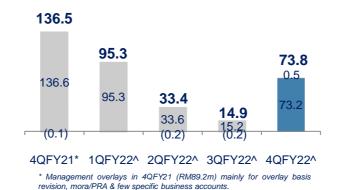
Operating Expenses & CIR Ratio

4QFY21 1QFY22 2QFY22 3QFY22 4QFY22



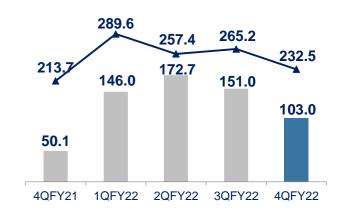
Expected Credit Losses ("ECL") & Goodwill Impairments

■ ECL on Financial Investments & Impairments



Pre-Provision Operating Profit & Net Profit





^ FY22: 1Q (RM65.3m), 2Q (RM21.1m), 3Q (RM30.7m) & 4Q (RM20.3m) incorporate habitual delinguency and PEMULIH moratorium.

22

Note: Revenue and non interest income includes Islamic banking income



Income Statement	3QFY22 RM mil	4QFY22 RM mil	Q-o-Q Change Better / (Worse)		
	KIVI IIIII	KIVI IIIII	RM mil	%	
Net Interest Income	294.8	276.1			
Islamic Net Financing Income	95.2	91.0	(22.8)	(5.9%)	
Islamic Non-Financing Income	11.7	4.4	(5.8)	(6.5%)	
Non-Interest Income	78.5	80.0		(0.070)	
Net Income*	480.2	451.5	(28.6)	(6.0%)	
OPEX	215.0	219.0	(4.1)	(1.9%)	
Pre-Provision Operating Profit (PPOP)	265.2	232.5	(32.7)	(12.3%)	
Net Credit Cost	15.2	73.2	(58.1)	(>100%)	
- BAU	(15.5)	52.9	(68.4)	(>100%)	
- Management Overlays	30.7	20.3	10.4	33.9%	
Expected Credit Losses on Financial Investments	(0.2)	0.5	(8.0)	(>100%)	
Pre-tax Profit	250.3	158.7	(91.6)	(36.6%)	
Net Profit After Tax	151.0	103.0	(48.0)	(31.8%)	

- **Revenue** declined by 6.0% q-o-q:
 - ➤ Net interest income: -RM22.8mil or -5.9% q-o-q mainly due to higher modification loss and lower yield from treasury assets.
 - ➤ Non-interest income: -RM5.8mil q-o-q:
 - √ Higher client based fee income (+RM2.1mil)
 - ✓ Lower treasury & investment income (-RM7.9mil)
- Operating expenses higher by RM4.1mil mainly from higher personnel expenses, offset by lower administrative expenses.
- Pre-provision Operating Profit (PPOP) declined 12.3% q-o-q to RM232.5mil.
- Net credit cost increased by RM58.1mil mainly due to higher BAU net credit cost.
- Net profit after tax declined by RM48.0mil mainly due to lower revenue and higher net credit cost.

Notes.

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



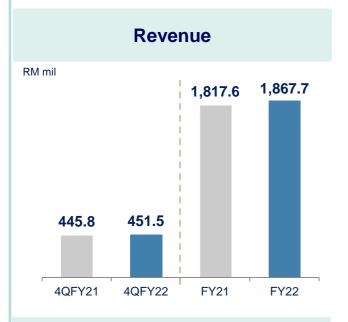
Income Statement	4QFY21 RM mil	4QFY22 RM mil	Y-o-Y Change Better / (Worse)		
KIVI IIIII F		KIVI IIIII	RM mil	%	
Net Interest Income	267.3	276.1		2.5%	
Islamic Net Financing Income	90.9	91.0	8.9		
Islamic Non-Financing Income	6.8	4.4	(3.2)	(3.6%)	
Non-Interest Income	80.8	80.0			
Net Income*	445.8	451.5	5.7	1.3%	
OPEX	232.1	219.0	13.1	5.6%	
Pre-Provision Operating Profit (PPOP)	213.7	232.5	18.8	8.8%	
Net Credit Cost	136.6	73.2	63.3	46.4%	
- BAU	47.4	52.9	(5.5)	(11.6%)	
- Management Overlays	89.2	20.3	68.9	77.2%	
Expected Credit Losses on Financial Investments	(0.1)	0.5	(0.6)	(>100%)	
Pre-tax Profit	77.2	158.7	81.5 >100%		
Net Profit After Tax	50.1	103.0	53.0	>100%	

- **Revenue** grew by 1.3% y-o-y:
 - ➤ Net interest income: +RM8.9mil, thanks to lower funding cost due to better deposit mix from CASA growth and FDs repricing.
 - ➤ Non-interest income: -RM3.2mil y-o-y:
 - ✓ Lower client based fee income (-RM2.4mil)
 - ✓ Lower treasury & investment income (-RM0.8mil)
- Lower operating expenses by RM13.1mil, mainly from lower administrative expenses and marketing expenses.
- Pre-provision Operating Profit (PPOP) grew by 8.8% y-o-y to RM232.5mil.
- Net credit cost improved to 15.6 bps in 4QFY22 (vs 4QFY21: 30.1 bps) mainly due to lower management overlays.
- Net profit after tax for the quarter increased by RM53.0mil y-o-y mainly due to lower net credit cost.

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

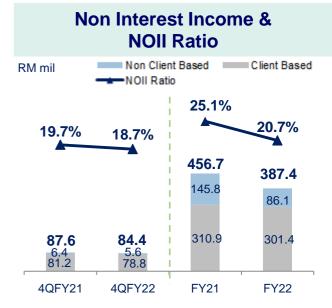


FY22 NPAT grew 59.7% y-o-y to RM572.8 million

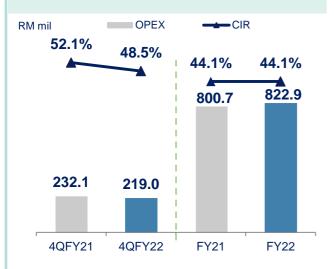


Net Interest Income & Islamic Net Financing Income



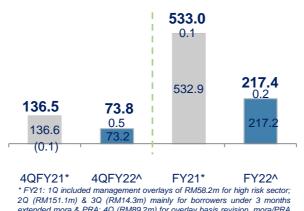


Operating Expenses & CIR Ratio



Expected Credit Losses ("ECL") & Goodwill Impairment

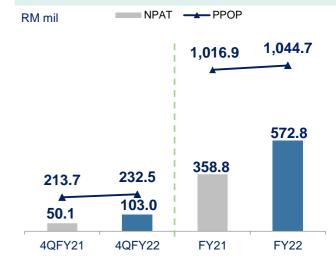




extended mora & PRA; 4Q (RM89.2m) for overlay basis revision, mora/PRA & few specific business accounts

^ FY22: 1Q (RM65.3m), 2Q (RM21.1m), 3Q (RM30.7m) & 4Q (RM20.3m) incorporate habitual delinquency and PEMULIH moratorium.

Pre-Provision Operating Profit & Net Profit





Income Statement	FY21 RM mil	FY22	Y-o-Y Change Better / (Worse)		
	RM mil RM mil		RM mil	%	
Net Interest Income	1,016.7	1,121.6			
Islamic Net Financing Income	344.2	358.6	119.4	8.8%	
Islamic Non-Financing Income	34.3	38.9	(69.3)	(15.2%)	
Non-Interest Income	422.4	348.5		(10.270)	
Net Income*	1,817.6	1,867.7	50.1	2.8%	
OPEX	800.7	822.9	(22.3)	(2.8%)	
Pre-Provision Operating Profit (PPOP)	1,016.9	1,044.7	27.8	2.7%	
Net Credit Cost	532.9	217.2	315.7	59.2%	
- BAU	220.2	79.9	140.3	63.7%	
- Management Overlays	312.7	137.3	175.4	56.1%	
Expected Credit Losses on Financial Investments	0.1	0.2	(0.1)	(80.2%)	
Pre-tax Profit	484.0	827.4	343.4	70.9%	
Net Profit After Tax	358.8	572.8	214.0	59.7%	

- **Revenue** grew by 2.8% y-o-y:
 - ➤ Net interest income: +RM119.4mil, thanks to lower funding cost due to better deposit mix from CASA growth and FDs repricing.
 - ➤ Non-interest income: -RM69.3mil y-o-y:
 - ✓ Lower client based fee income (-RM9.6mil)
 - ✓ Lower treasury & investment income (-RM59.7mil)
- Higher operating expenses by RM22.3mil, mainly from higher personnel expenses, IT expenses and administrative expenses.
- **Pre-provision Operating Profit (PPOP)** grew by 2.7% y-o-y to RM1,044.7mil.
- Net credit cost improved to 48.1 bps in FY22 (vs FY21: 121.4 bps) mainly due to lower BAU net credit cost and management overlays.
- Net profit after tax grew by 59.7% y-o-y mainly driven by higher net interest income and lower net credit cost.

* Revenue, net interest income and non interest income includes Islamic banking income

Balance Sheet	Dec 21 RM bil	Mar 22	Q-o-Q Change		
		RM bil	RM bil	%	
Total Assets	59.4	61.8	2.4	4.0%	
Treasury Assets*	11.5	11.9	0.4	3.3%	
Net Loans	43.5	45.1	1.6	3.7%	
Customer Based Funding ⁺	47.2	49.1	1.9	4.1%	
CASA Deposits	23.2	23.6	0.3	1.5%	
Shareholders' Funds	6.4	6.4	0.0	0.2%	
Net Loans Growth (y-o-y)	2.8%	4.4%			
CASA Deposits Growth (y-o-y)	13.1%	3.4%			
Customer Based Funding ⁺ Growth (y-o-y)	1.1%	0.8%			

- **Net loans** grew by 3.7% q-o-q:
 - SME loans: +6.2% q-o-q mainly due to higher disbursement from Term Loan and higher utilisation on Trade & Overdraft.
 - > Consumer loans: remained flat q-o-q.
 - > GCC loans: +9.5% q-o-q mainly due to drawdown from few major accounts.
- Customer based funding grew by 4.1% q-o-q
 - Fixed deposits increased by RM0.8bil q-o-q mainly from GCC,
 - Money Market deposits increased by RM0.7bil q-o-q,
 - CASA deposits increased by RM0.3bil q-o-q mainly driven by SavePlus.
- Liquidity coverage ratio: 155.1% (vs 167.7% in Dec 2021; industry: 150.5%^).

^ BNM Monthly Statistical Bulletin Mar 2022

^{*} 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	Mar 22	Y-o-Y Change		
Balance Sneet		RM bil	RM bil	%	
Total Assets	60.7	61.8	1.1	1.9%	
Treasury Assets*	13.1	11.9	(1.2)	(9.2%)	
Net Loans	43.2	45.1	1.9	4.4%	
Customer Based Funding ⁺	48.7	49.1	0.4	0.8%	
CASA Deposits	22.8	23.6	0.8	3.4%	
Shareholders' Funds	6.3	6.4	0.2	2.5%	
Net Loans Growth (y-o-y)	0.3%	4.4%			
CASA Deposits Growth (y-o-y)	25.7%	3.4%			
Customer Based Funding ⁺ Growth (y-o-y)	-0.4%	0.8%			

- Net loans grew by 4.4% y-o-y:
 - SME loans: +12.4% y-o-y mainly due to higher loan growth from Term Loan and Targeted Relief & Recovery Facility (TRRF).
 - Consumer loans: -0.9% y-o-y mainly from Mortgage (-1.8%), offset by Share Margin Financing (+15.9%).
 - GCC loans: +9.5% y-o-y mainly due to higher drawdown from several major accounts.
- Customer based funding grew by 0.8% y-o-y:
 - CASA deposits grew 3.4% y-o-y mainly driven by SavePlus (+RM0.7bil),
 - Money Market deposits and Structured Investment increased by RM0.8bil, offset by
 - Reduction in fixed deposits (-RM1.2bi) as part of our efforts to optimize funding.
- Liquidity coverage ratio: 155.1% (vs 150.0% in Mar 2021, industry: 150.5%^).

- * 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

^ BNM Monthly Statistical Bulletin Mar 2022



	Financial Ratios	4QFY21	3QFY22	4QFY22	FY21	FY22
Shareholder Value	Return on Equity	3.3%	9.6%	6.7%	5.9%	9.2%
	Earnings per Share	3.2sen	9.8sen	6.7sen	23.2sen	37.0sen
	Net Assets per Share	RM4.04	RM4.14	RM4.14	RM4.04	RM4.14
	Net Interest Margin	2.41%	2.66%	2.50%	2.30%	2.53%
Efficiency	Non-Interest Income Ratio	19.7%	18.8%	18.7%	25.1%	20.7%
	Cost to Income Ratio	52.1%	44.8%	48.5%	44.1%	44.1%
Balance Sheet	Net Loans (RM bil)	43.2	43.5	45.1	43.2	45.1
Growth	Customer Based Funding (RM bil)	48.7	47.2	49.1	48.7	49.1
	Period End net credit cost (basis points)	30.1	3.2	15.6	121.4	48.1
Asset Quality	Gross Impaired Loans Ratio	2.3%	2.0%	1.8%	2.3%	1.8%
	Net Impaired Loans Ratio	1.7%	1.3%	1.1%	1.7%	1.1%
	Loan Loss Coverage Ratio^	105.9%	127.0%	141.5%	105.9%	141.5%
	CASA Ratio	47.0%	50.0%	48.9%	47.0%	48.9%
Liquidity	Loan to Deposit Ratio	91.0%	95.9%	95.9%	91.0%	95.9%
Liquidity	Loan to Fund Ratio	84.3%	87.5%	87.2%	84.3%	87.2%
	Liquidity Coverage Ratio	150.0%	167.7%	155.1%	150.0%	155.1%
Capital	Common Equity Tier 1 Capital Ratio	16.2%	16.5%	16.0%	16.2%	16.0%
	Tier 1 Capital Ratio	17.2%	17.5%	16.9%	17.2%	16.9%
	Total Capital Ratio	21.6%	21.7%	21.0%	21.6%	21.0%



Thank You.

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