

Group Managing Director's Management Discussion & Analysis

Historic Results

PBT
RM148.2 million

PAT
RM118.8 million



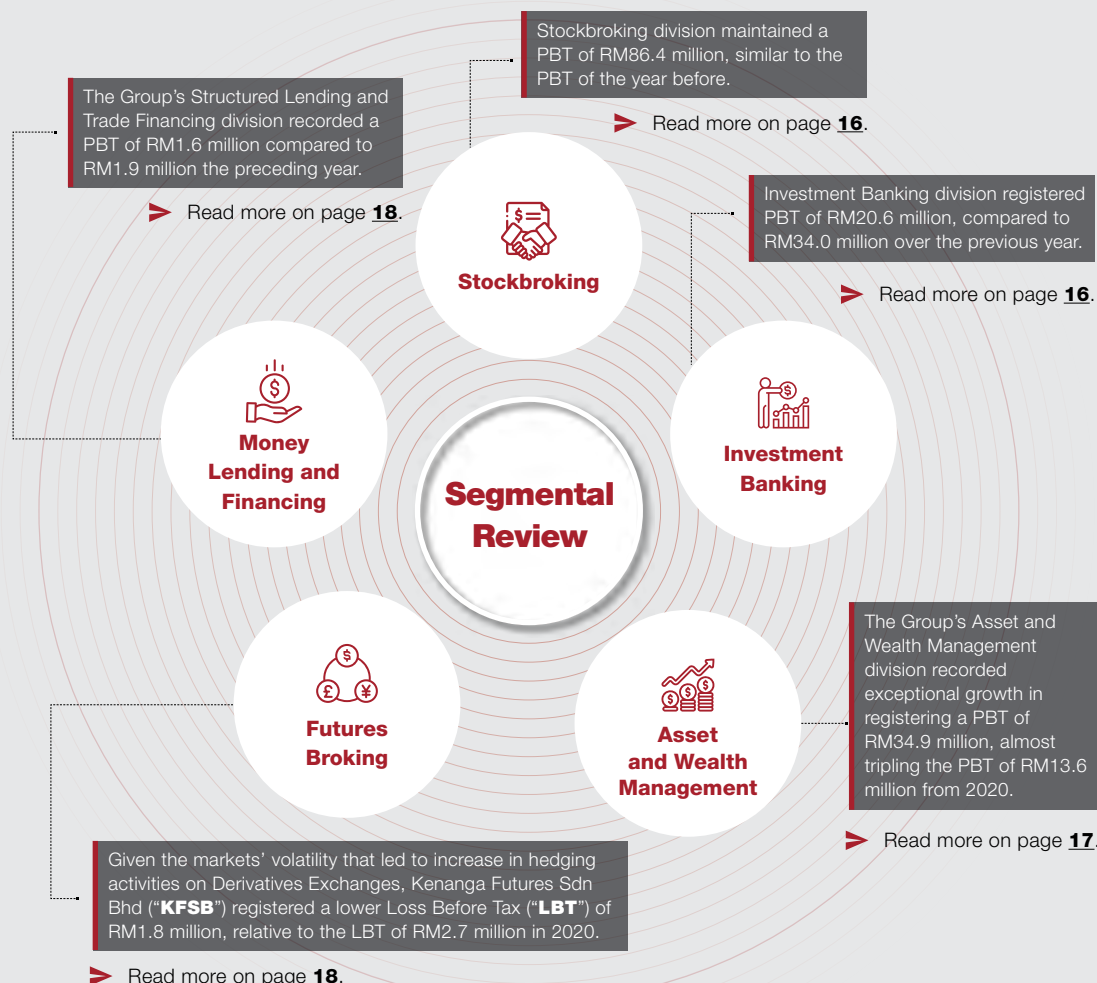
Dividend Declared
10.5 sen



Earnings Per Share
16.3 sen



Annualised Return on Equity
11.6%



Second consecutive best performing year through innovation and diversification

Dear Shareholders,

While there were signs of recovery in 2021 with economies around the world gradually reopening after protracted lockdowns caused by the COVID-19 pandemic, its rebound was hampered by new threats, particularly the spread of the Delta and Omicron variants, which spurred the continuing interruptions to supply, concerns about inflation, as well as financial and social stresses from almost two years of constant disruptions.

“This magnitude of synergy is possible only through the exceptional level of teamwork, communication and unity of purpose, that continue to characterise the true Kenanga spirit.”



Online Platforms:

We offer clients and investors access to a range of digital platforms from online trading portals to portfolio management tools, as well as, mobile applications to make trading and investing easier.
www.kenanga.com.my/online-platforms



The Malaysian economy also faced these same external pressures, with Gross Domestic Product (“**GDP**”) contracting by 4.5% in the 3Q 2021 after expanding 16.1% in 2Q 2021 due to the implementation of strict lockdown measures in July as part of the National Recovery Plan. Overall, however, the Malaysian economy rebounded by 3.1% over the course of the year, following the sharp contraction in 2020. In its ongoing effort to support economic recovery, Bank Negara Malaysia maintained the Statutory Reserve Ratio at 2.0%, as well as the Overnight Policy Rate (“**OPR**”) of 1.75% - levels it instituted at the beginning of the pandemic.

Notwithstanding these volatile conditions, Kenanga Investment Bank delivered a new all-time high performance since being an investment bank. Profit Before Tax (“**PBT**”) surged to RM148.2 million, while Profit After Tax (“**PAT**”) increased to RM118.8 million, exceeding all expectations.

This historic result—coming on the back of a record high PBT of RM134.7 million and PAT of RM102.3 million in 2020—was fuelled by outstanding performance in equity broking, asset and wealth

management, as well as, gains from recognising some of our private equity investments.

For the year ended 31 December 2021, Earnings Per Share stood at 16.3 sen, up 12% while, annualised Return on Equity stood at 11.6%, up 7.7%.

While the global market turmoil of 2020 gave us first-hand evidence of the benefits of digitalisation, 2021 showed us how a business model built on diversity of revenue streams could not merely survive but thrive in a situation of prolonged volatility and uncertainty. In this respect, I am honoured to report that the Group was recognised by The Edge Billion Ringgit Club for its excellent performance and was awarded the coveted accolade of ‘Highest Returns to Shareholders Over Three Years’.

I take this opportunity to commend every member of Kenanga Group whose grit and determination to succeed have contributed directly to the outstanding financial results, that once again make us proud to be a part of this family.

BEATING THE ODDS

The year 2021 was a year of two halves for the Malaysian capital markets. The first half was largely shaped by the same robust momentum that fuelled our bumper year in 2020. The retail-driven strong trading volumes on Bursa Malaysia Securities Berhad ("**Bursa Malaysia**") led to the excellent performance in our stockbroking business.

However, this momentum moderated sharply in the second half of the year, as the country was hit by multiple headwinds—the reintroduction of lockdown measures in the middle of the year due to surging COVID-19 cases, as well as concerns over new taxes introduced under Budget 2022. The FBM KLCI which hovered above 1,600 points at the start of the year, slipped below 1,500 points during second half. Daily average trading value weakened to RM4.1 billion in December from a high of RM10.6 billion in February.

The waning market conditions, spurred the urgent need for our businesses to swiftly pivot to capture new opportunities. Guided by the same customer-centric approach, deep-rooted in our DNA, the leadership teams of the Group's various core business units joined hands to accelerate alternative investment solutions, which allowed us to respond to new demands and tap new opportunities that served to mitigate some of the impacts from the volume decline in the equities market.

On the whole, while our stockbroking business continued to contribute the lion's share of our 2021 bottom line, it is worth noting that both our asset and wealth management and private equity businesses made significant strides that allowed us to thrive through the tumultuous year to deliver a stellar performance that beat the odds—a testimony to the strength of our diversification strategy.

I am confident that this magnitude of synergy is possible only through the exceptional level of teamwork, communication and unity of purpose, that continue to characterise the true Kenanga spirit.

As we met the volatility and challenges of the year head-on, we were committed to ensure we did not lose momentum in terms of planning for future growth. Throughout the year, our teams continued to design and develop new systems, advance automation for efficiencies and was constantly looking at new ways to approach the market with innovative solutions.

2022 will be an exciting year, as we launch our proprietary A.I.-driven robo-advisory Kenanga Digital Investing, and look forward to the rollout of digital onboarding and automated margin financing capabilities on our trading platform (www.kentrade.com.my), that will set the stage for more seamless and optimal client journey and experience. Our Foreign Exchange Remittance platform is also expected to go live this year, further increasing digital distribution of our products and enhancing accessibility to the largest and most liquid market in the world.

Over the last five (5) years, Kenanga has been building its digital footprint in the financial and wealth management space through various strategic collaborations while growing our in-house digital competencies.

As a result, we now have the full spectrum of ready digital wealth services for the retail market that ranges from foundational or 'less risky' to the advanced or 'more risky' product ranges.

With the key building blocks in place, the next three (3) years for Kenanga will be an exciting one as we will focus on scale and growth through a two-prong approach. One of it involves consolidating all our digital wealth services onto a single wealth platform where data analytics will be used to drive cross-selling and synergies between our various services with the aim of providing hyper-personalised financial planning features. The other involves our Wealth-as-a-Service approach where digital platform providers can easily choose from our wide range of digital wealth services and easily plugin these offerings into their ecosystems so that they can complement their existing services with wealth services. This will ultimately enable Kenanga to achieve scale in a sustainable manner.

As mentioned by our Chairman, Tan Sri Dato' Seri Syed Anwar Jamalullail in his message, sustainability, is without a doubt, front and centre for the Group. During the year, Kenanga was included into the FBM EMAS Index, a validation of our growing market presence and serves as an encouragement for us to further advance our ESG agenda.

For the first time this year, we are releasing a standalone Sustainability Report which outlines enhanced disclosures of our ESG activities and progress in 2021.



➤ Scan this QR code to visit our sustainability microsite.

CORPORATE HIGHLIGHTS

In February 2021, our Asset and Wealth Management division, Kenanga Investors Berhad ("**KIB**") completed the acquisition of I-VCAP Management Sdn Bhd ("**I-VCAP**"), an award-winning Shariah compliant investment management service provider, focused on Islamic Exchange Traded Fund ("**ETF**") products. The acquisition will serve to broaden the division's product suite and investment expertise while also providing greater access to the U.S. market, thus providing additional breadth and depth to investment solutions available to our clients.

In a move to catalyse growth of technology-driven enterprises in the country, Kenanga Investment Bank, in March 2021, joined hands with Malaysia Debt Ventures Berhad ("**MDV**"), a Government-linked agency focused on financing emerging technology, to set up a new fund intended to increase access to capital for the fintech and technology start-up sectors in the country. Under the strategic partnership, Kenanga Group and MDV will act as joint managers and co-investors in the establishment of a new RM300 million fund intended to support the growth of fintech companies, as well as the continuing development of Malaysia's burgeoning venture capital industry by providing fintech companies access to financing from inception to the pre-Initial Public Offering ("**IPO**") stage. The collaboration will leverage on both our expertise in equity and debt financing, as well as investment capabilities and established capital market access.

In the same month, we were awarded a Digital Investment Manager licence from the Securities Commission Malaysia, allowing us to provide a proprietary robo-advisory platform to investors. At the time of this statement, we have just rolled-out a fully A.I-driven robo-advisory platform, Kenanga Digital Investing, to overwhelming market interest, and we anticipate this innovative product, boasting competitive rates and state-of-the-art technology, will resonate well with many first-time investors in the country.

With the marked shift towards online transactions in recent years, exacerbated by the pandemic and digital advancements, it was imperative for us to rethink our branch network in the country. To date, we have rationalised twelve (12) branches nationwide, with all our remisers operating on the Remisier Mobility Platform that provides them the flexibility to service their clients remotely. This re-organisation, on the back of declining over-the-counter transactions, is not only expected to derive operational efficiencies but also, cost synergies over time.

Our private equity arm had an exceptional year in 2021, with Fund I vintages maturing and in the harvesting period. In 2021, we saw one of our Fund I investee companies successfully undertake an IPO which allowed us to crystallise a significant investment gain, and another investment is also expected to seek liquidity event via listing on Bursa Malaysia in 2022. During the year, we also invested in licensed digital asset exchange player, Tokenize Technologies Sdn Bhd under our Fund II, which focuses on early stage companies. The investment in Tokenize is a landmark investment as it is the first investment by a financial institution in the cryptocurrency space in Malaysia.

FINANCIAL POSITION

As at 31 December 2021, capital adequacy ratios were 28.3% and 29.8% at Group and Company levels respectively, which were in excess of the minimum regulatory capital adequacy of 10.5% set by Bank Negara Malaysia, including a capital conservation buffer of up to 2.5% if imposed.

Liquidity Coverage Ratio was 152%, well above the regulatory requirement of 100% while Net Stable Funding Ratio averaged at 114%, above the mandatory minimum of 100%.

The Group maintained A+ and MARC-1 ratings from the Malaysian Rating Corporation Berhad ("**MARC**"), which noted our strong competitive position, sound capital position, profitability and funding profile despite weakened capital market conditions. As always, we will continue to work towards achieving the best ratings by constantly improving our financial performance.

For the same period, our subsidiary KIB and its wholly-owned subsidiary Kenanga Islamic Investors Berhad ("**KIIB**") maintained MARC IMR-2 ratings, affirming our commitment to well-established investment processes and sound risk management practices.

SEGMENTAL REVIEW



Stockbroking

Following record high trading volumes on the Main Market of Bursa Malaysia in FY2020, the market trended downwards especially in the second half of FY2021 due to public health concerns from the COVID-19 pandemic and a general lack of investment catalysts.

Despite the dip, our Stockbroking division maintained a PBT of RM86.4 million for the year ended 2021, similar to the PBT of the year before. Overall, the division maintained its market share of 12.5% attributable to its ongoing focus on the retail market, as well as an increasingly diverse revenue stream and client base, which includes the retail market, as well as institutional and proprietary trading segments.

As with previous years, our joint venture Rakuten Trade, Malaysia's first fully online stockbroking platform, continued to perform well despite adverse economic and financial conditions. Rakuten Trade expanded its retail market share from 6.60% to 7.14% with increases in customer acquisition and retention supported by new services such as its foreign share-trading facilities which was unveiled at the start of 2022. As at 31 December 2021, active accounts on Rakuten Trade stood at 237,000, up from 166,000 at the end of the previous year. Rakuten Trade remains the fastest growing stockbroker in the market.

Building on the work of previous years, the Stockbroking division continued efforts to improve investing literacy by exploring avenues of outreach to new customers, as well as enhancing investment understanding amongst our existing retail customers. In 2021, we continued to produce webinars and social media content on a broad range of financial and trading topics.

It is very encouraging to note that our efforts over the year continued to gain recognition for excellence in the industry, including two (2) Bursa Excellence Awards in 2021 for 'Best Overall Equities Participating Organisation' (Champion) and 'Best Retail Equities Participating Organisation - Investment Bank' (Champion).



Investment Banking

The unfavourable market conditions from the second year of the COVID-19 pandemic had a negative impact on capital market

activity throughout the year. As a result, the Investment Banking division registered PBT of RM20.6 million, compared to RM34.0 million over the previous year.

In the equity capital market, the division took part in the successful listing of Mobilia Holdings Berhad on the ACE Market, with a retail offering oversubscribed by 92 times and share price closing at a 141% premium over the IPO price. The division also participated in the listing of Ramssol Group Berhad on the ACE Market, and completed the transfer listing of Nova Wellness Group Berhad from the ACE Market to the Main Market, with two (2) further IPOs on the ACE Market slated for early 2022. For equity private placements, the division acted as principle adviser and placement agent for JAKS Resources Berhad, as well as placement agent/manager for Dayang Enterprise Holdings Berhad.

In the debt capital market, the Investment Banking division was joint lead manager in the successful RM2.005 billion maiden Sukuk Murabahah issuance undertaken by the Federal Land Development Agency, as well as its subsequent issuance of RM354 million in November 2021. The division was also the joint lead manager in the RM1.9 billion Sukuk issuance by DanaInfra Nasional Berhad, and the RM350 million Sukuk Murabahah placement by Prasarana Malaysia Berhad, which was 2.29 times oversubscribed despite adverse market conditions. The division also acted as financial adviser, sole principal adviser, lead arranger and lead manager for the RM200 million sukuk programme for Sin Heng Chan (M) Berhad, with the deal being recognised as 'Project Infrastructure Finance Deal of the Year (Malaysia)' at the Asian Banking and Finance 2021 Corporate & Investment Banking Awards.

In corporate banking, it maintained a prudent approach in the management of credit risk due to ongoing concerns about the pandemic. Its loan portfolio currently stands at RM592 million, and the division will maintain a cautious and selective lending approach as we move forward into FY2022.

In Islamic finance, steps were taken to align its operations with the Group's sustainability drive, as well as the Securities Commission Malaysia's Capital Market Masterplan 3 requirements for greater mobilisation of Islamic capital market solutions to address the Sustainable Development Goals agenda. In this respect, the division continues to act as Shariah Adviser to KIB in the areas of Islamic funds and private mandates. The division's Shariah Committee remains keenly aware of latest developments in digital assets, Islamic fintech and ESG investing, and continues to act as Shariah Adviser for sukuk programmes by the Group's debt capital markets clients.

Meanwhile, FY2021 PBT for the Group's Treasury business was RM9.1 million, down RM11.6 million from the previous bumper year due to significantly lower trading income in 2021 in keeping with the unfavourable market conditions, although this was cushioned by higher net interest income from higher net interest margins. Despite these adverse conditions, the Group's Treasury business maintained stable funding throughout the year with Liquidity Coverage and Net Stable Funding Ratios remaining well above the mandatory 100% minimums.



Asset and Wealth Management

Kenanga Investors Group ("**KIG**"), which consists of KIB, KIIB and I-VCAP, is the Group's asset and wealth management division. Its offerings range from conventional collective investment schemes and portfolio management to alternative investments intended to help retail investors gain better access to sophisticated investment instruments normally available only to institutional or accredited investors.

Notwithstanding the weak economy and several national COVID-19 lockdowns, KIG recorded exceptional growth in FY2021, registering a PBT of RM34.9 million from higher earnings from management and performance fees, almost tripling the PBT of RM13.6 million from 2020. KIG's overall assets under administration ("**AUA**") increased to RM18.8 billion from RM13.8 billion to ensure consistency of digits billion in 2020 as investors sought to diversify their portfolios in a challenging market environment. We also completed our acquisition of I-VCAP in early 2021, with the complementary nature of its ETF business broadening KIG's reach, product suite and investment expertise.

In the area of sustainability, KIG has been a signatory to the Malaysian Code for Institutional Investors since 2017 and recently became a member of the Institutional Investors Council. Following its commitment to working with asset owners, regulators and market participants to support the Malaysian ESG landscape, KIG has developed its own Sustainability Blueprint to generate measurable value for all stakeholders. Alongside its intention to have more ESG products in its line-up, KIG will also seek to convert selected existing funds (both global and domestic) to meet ESG requirements, as well as to participate in investee company resolutions in the interests of good corporate governance for sustainable and consistent returns. KIG was also appointed to the Industry Competence Framework Advisory Panel for the Malaysian Capital Market project undertaken by the Securities Industry Development Corporation.

Its product suite saw expansion through the launch of several notable funds in the market namely, the Kenanga Sustainability Series: Frontier Fund, which invests primarily in the securities of global, innovative companies specialised in products and services that are linked to technologically-driven innovations with long-term sustainable growth potential, and the Kenanga Waqf Al-Ihsan Fund, an open-ended fund that invests in a diversified portfolio of Shariah-compliant equities, sukuk and other Islamic money market instruments. In accordance with waqf principles, half of the derived income will be distributed to sectors such as education, healthcare, economic empowerment and environmental preservation or development.

KIG was also named fund manager for Dana Wakaf Bencana ("**the Fund**") which aims to provide emergency relief by channeling resources to parties affected by climate change-related disasters, as well as future pandemics. The Fund will be receiving a portion of the RM10 million allocated in Budget 2022 as part of its initial seed funding, which will be invested directly into a wholesale fund established and managed by KIG.

For performance in 2021, KIG won several industry accolades including Refinitiv Lipper, FSMOne Recommend Unit Trusts Awards and Asia Asset Management's Best of the Best Awards.

KIG also won recognition at the 2022 Best of the Best Awards for: 'Malaysia Best Impact Investing Manager', 'Best Application of ESG (ASEAN)', 'Malaysia Best Equity Manager' (fourth consecutive year), 'Malaysia CEO of the Year', 'Malaysia CIO of the Year' and 'Malaysia Best House for Alternatives'. In March 2022, KIG received a total of five (5) awards at the Refinitiv Lipper Fund Awards Malaysia 2022 which included the 'Overall Best Mixed Asset Group - Malaysia Provident' Award. Accompanying this were individual fund wins awarded to Kenanga Growth Fund for 'Best Equity Malaysia Fund over 10 Years', Kenanga Malaysian Inc Fund for 'Best Equity Malaysia Diversified over 3 Years', Kenanga Growth Opportunities Fund for 'Best Equity Malaysia Small & Mid Cap over 5 Years' and Kenanga Diversified Fund for 'Best Mixed Asset MYR Flexible over 10 Years'.



Futures Broking

Given the markets' volatility that led to increase in hedging activities on Derivatives Exchanges, Kenanga Futures Sdn Bhd ("KFSB") registered a lower Loss Before Tax ("LBT") of RM1.8 million, relative to the LBT of RM2.7 million in FY2020.

KFSB has made best use of this period to rollout several corporate and business development initiatives as part of the Group's long-term sustainability objectives. The first was the launch of a new strategic business blueprint, ASCENT 2023, which will serve as the foundation for KFSB's business development over the next three (3) years.

Over the course of FY2021, KFSB undertook its fifth annual nationwide retail campaign (Accelerate into the Future) to encourage greater retail client trade of Bursa Malaysia Derivatives products as well as those listed on the world's largest financial derivatives exchange, CME Group. Furthermore, KFSB also continued with its popular online public outreach and education efforts, with a series of twenty-eight (28) live webinars and five (5) Facebook Live sessions focusing on futures and derivatives trading in Malaysia. These initiatives also included the April 2021 launch of KF Virtual Trading - a trading simulation platform designed to introduce derivatives trading to retail clients who are new to these products.

KFSB continues to be recognised as top Malaysian futures broker with two (2) awards received during Bursa Excellence Awards 2021, which are the 'Best Institutional Derivatives Trading Participant' (Champion) and 'Best Overall Derivatives Trading Participant' (2nd Runner Up).



Money Lending and Financing

The Group's Structured Lending and Trade Financing division recorded a PBT of RM1.6 million in FY2021 compared to RM1.9 million the preceding year. This was due primarily to the reduction of the financing loan book to RM64.7 million in 2021 from RM71.1 million in 2020 as a result of loan maturity, as well as weaker market demand for asset monetisation and structured lending.

Given these challenges, the division intensified digital marketing efforts over the year, launching a new dedicated website (www.kenangacapital.com.my) and enhancing social media engagement, as well as stakeholder engagement particularly with remisers and other members of the Kenanga Group. The division also began

working in close partnership with CapBay, a leading supply chain financial technology company, to provide seamless access to digital supply chain financing solutions. These efforts are expected to begin yielding positive results moving into 2022 as the economy gradually reopens and normalises once again.

RISK MANAGEMENT

Navigating through the unpredictability and many uncertainties amid the turbulent macro-economic and market conditions during the year, the Group continued to exercise prudence and diligence in our risk management practices. Many challenges were overcome with resilience and agility in managing the key risks particularly in the context of credit risk and market risk portfolio in view of the increased dynamism in trading activities and demand for the Group's digital services.

We continued to maintain meticulous risk management oversight and management processes that emphasise the enforcement of established policies and procedures. In order to promote sustainability and preserve the quality of our assets, we took on a conservative risk approach with a more selective and defensive risk posture to safeguard the health of our portfolios. Throughout the year, we conducted comprehensive risk review assessments, scenario analyses, stress test and performed rigorous adaptations of appropriate facility and trading strategies in regard to their respective exposures. This proved effective as events unfolded and resulted in well-contained and managed credit and market risk portfolios.

The Group remains fully committed to strengthening risk resilience, as well as, enhancing of our risk management approaches, methodologies and strategies. We have put in place risk management processes, complemented by a robust governance structure, implementation of policies and procedures, established methodologies, as well as risk processes that are constantly reviewed and enhanced.

In 2021, our main focus was on providing a secure and safe environment to our employees and customers, persevered the stability of all critical operations to support business continuity, responded swiftly to operational vulnerabilities in our process and minimised disruption in our supply chain. As the pandemic continued to pose risks to our operational resilience arising from digital adoption and a significant shift in working arrangements, efforts were made to fortify the vibrancy of Operational Risk Management and Business Continuity Management of the Group to ensure the preparedness, responsiveness and robustness in managing event risk especially in this unprecedented COVID-19 pandemic environment.

Cybersecurity threats remain as one of the top emerging operational risks to the Group. We continued to enhance our cyber resilience through embracing emerging new technologies and cybersecurity solutions, continuous workforce vigilance and vigorous close monitoring of cyber threats to further strengthen our cyber defence capabilities in a bid to prevent cyber-attack or loss of data arising from unaddressed vulnerabilities.

In light of the on-going pandemic situation, the Group will remain vigilant and maintain responsive business continuity plans. The Business Continuity Management Team stands ready to take all appropriate measures to mitigate risks of exposure to the contagion, including precautionary measures involving split-team operations and working-from-home arrangements as well as disaster recovery and contingency plans.

➤ More information on risk management and internal controls can be found on pages **119 to 122** of this Annual Report.

2022 OUTLOOK

It has now been more than two (2) years since the world began to live with the COVID-19 pandemic. Although disruptions continue to take place in the economies and daily lives of everyone in Malaysia and around the world, there have been several important positive steps in 2021 that should begin bearing fruit in 2022. Despite the emergence of the Omicron variant and its ongoing impact around the world, Malaysia's vaccine response has been highly successful, and we now have one of the world's highest vaccination rates. We expect the public health impact of the Omicron variant to be relatively mild, and that the world will continue its gradual recovery in the second half of 2022.

As more and more economic sectors resume their normal levels of productivity in 2022, and with the continuing progress towards near-universal vaccination in Malaysia, we expect 2022 GDP to grow by 5.0%-5.5%, buoyed by an expected surge in global demand. Key developments will include the reopening of borders to international visitors, the continuation of important national development projects, and the resumption of employment which should see the national unemployment rate fall from 4.6% to 3.9% in 2022.

There have already been early signs of recovery: the labour market continued to grow in January 2022, with employment expanding through sustained job creation while the manufacturing sector posted its fifth consecutive month of growth in February 2022. On the monetary front, we expect Bank Negara Malaysia to maintain its OPR and statutory reserve requirements for banks for the first half of 2022, which is expected to support and complement the Government's Budget of RM332.1 billion for 2022. We expect the record-high fiscal expenditure—RM233.5 billion in operating

expenditure and RM75.6 billion in development expenditure—to impact positively on the economy and spur infrastructural development across the board.

Nonetheless, our forecasts are tempered by risks associated with ongoing public health uncertainties stemming from the COVID-19 pandemic and its impact on economy and daily life, domestic political uncertainties in Malaysia, impact of China's lockdown amid its zero-COVID strategy, rising energy prices, global geopolitical tensions brought by the Russia-Ukraine crisis and an aggressive monetary tightening cycle led by the U.S. Federal Reserve to combat rising inflation.

In view of these potentially volatile and challenging conditions, Kenanga will continue its proactive policy of managing liquidity, market and credit risks by continuing to grow and strengthen its client base and sources of income through diversification with a continued emphasis on sustainability. Our digital transformation has served us well in weathering the storms of the pandemic, and in the coming years, it will be our resilience and commitment to sustainability that will allow us to continue to grow and prosper in an increasingly uncertain world. I remain confident that Kenanga will continue to harness its resources and expertise built over almost fifty (50) years of experience to bring all its stakeholders through to a better and more secure future.

APPRECIATION

I would like to express my gratitude to our Founder Emeritus and Adviser, YM Tan Sri Dato' Paduka Tengku Noor Zakiah Tengku Ismail, who continues to serve as a beacon of leadership in these uncertain times.

I thank the Board of Directors for their diligence and stewardship, especially Chairman, Tan Sri Dato' Seri Syed Anwar Jamalullail whose dedicated pursuit of good governance and integrity has been invaluable as we continue to navigate new ways of doing business.

Again, I am particularly thankful to the staff of Kenanga Group for their dedication throughout another difficult year, and I remain grateful to all our business partners, clients, suppliers and stakeholders for continuing to make the journey with us through 2021.

I take this opportunity to register my appreciation to Bank Negara Malaysia, the Securities Commission Malaysia and Bursa Malaysia Berhad for their guidance, and I wish to also extend my appreciation to our valued shareholders for their continued trust and support.

DATUK CHAY WAI LEONG

Group Managing Director