



Board Effectiveness Evaluation ('BEE')

for financial year ended 31 December 2021

Bank A
Directors' Self and Peer Evaluation Results

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Introduction

Introduction

The purpose of the Self and Peer Evaluation was to assess the individual Board member’s attributes, personality and quality aspects. The assessment results are based on the responses received from Directors and are specific to *[insert entity’s name]*.

Directors were asked to evaluate their own performance on the Board using the rating scale as provided. Directors were also asked to evaluate the performance of their fellow Board members with the same rating scale (see table below).

Each Director will receive an overall scorecard indicating self and peer evaluation results, overall entity averages and comments raised by their peers.

Additionally, results were further analysed based on FIDE FORUM’s Board Leadership Framework to provide each Director with a profile of their Leadership Attributes (please refer to page 6 and 7 for an overview of this framework and scoring methodology).

Rating scale

Ratings		Description
3	Consistently	Consistently demonstrates the attribute. The area evaluated is perceived to be exemplary.
2	Sometimes	Depending on issues, this attribute is sometimes demonstrated. The area evaluated requires further improvements to ensure effectiveness.
1	Rarely	Rarely demonstrates the attribute. The area evaluated requires critical improvements.

Each Director will receive only their own scores as rated by their peers (Peer Average), the Entity Average, and their own self assessment (Self) for purposes of comparison for continuous improvement. Their lowest (Peer Low) and highest (Peer High) scores as rated by their peers are also provided.

Introduction (cont'd)

Guidance on the Self and Peer Evaluation Result

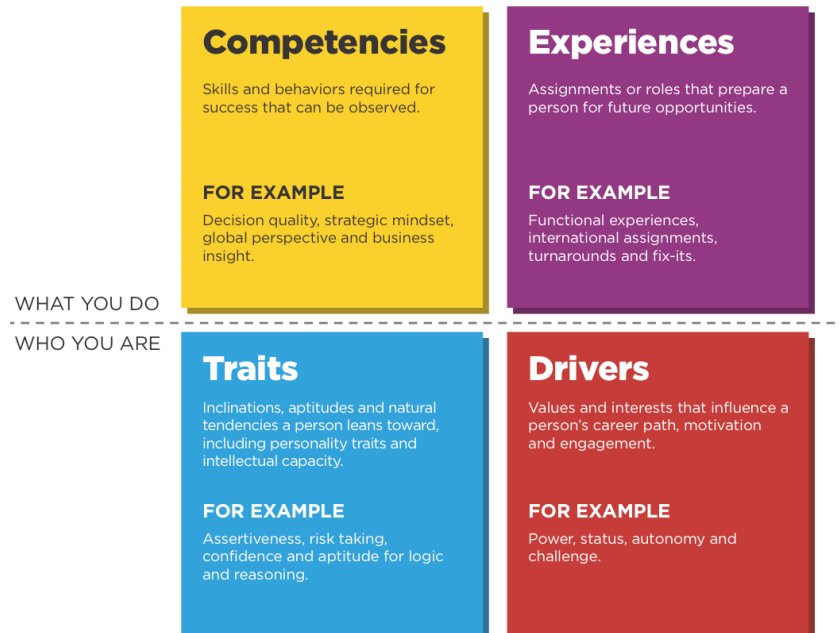
1. The responses received on Director's performance as a Board of Director from their peers are quoted based on actual responses received
2. Below is the guidance in reference to the results displayed for each Director's performance:

Scoring	Description
Self	Director's self assessment of their own performance
Peer (Low)	Lowest score received by the specific Director based on the peer assessment of his/her performance
Peer (Average)/ Average score given by peers	Average score received by the specific Director based on the peer assessment of his/her performance excluding his/her self assessment
Peer (High)	Highest score received by the specific Director based on the peer assessment of his/her performance
Overall Entity Average	Average score recorded based on the performance of all Directors in the entity, which is derived from individual Directors' average score given by peers (excluding Directors' self assessment of their own performance)

Introduction (cont'd)

FIDE FORUM's Board Leadership Framework

This Leadership Framework has been **incorporated in both Parts A and B questionnaires**. The framework, contextualised to meet the needs of financial institutions in Malaysia, was developed based on Korn Ferry's Four Dimensions of Leadership and Talent (KF4D). Kindly refer to **Section 3** and the **Appendix** of this report for more information and results on this area.



- Contextualised to meet the needs of **Malaysia's financial services industry**, based on **input from Member financial institutions**, FIDE FORUM's Board and **industry leaders**.
- Defines the 'Board's role' in a holistic manner – **healthy interpersonal relationships among senior leaders and board dynamics are critical components** to overall board effectiveness.
- Developed based on **Korn Ferry's Four Dimensions of Leadership and Talent (KF4D)***

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Introduction (cont'd)

FIDE FORUM's Board Leadership Framework (cont'd)

This Leadership Framework has been **incorporated** into the **Part B questionnaires** to assess the Board's effectiveness in a holistic manner. The framework, contextualised to meet the needs of financial institutions in Malaysia, was developed based on Korn Ferry's Four Dimensions of Leadership and Talent (KF4D).

Dimensions	Premise	Recommended actions from the result
Part B: Directors' Self and Peer Effectiveness	<ul style="list-style-type: none"> Directors are complementing each other Not ALL Directors are expected to be perfect in all competencies/traits 	<ul style="list-style-type: none"> Individual Directors to consider specific areas to be enhanced Individual Directors to reflect on areas with a gap between self and peer evaluation

Pursuant to this, the individual Directors' peer evaluation scores were aggregated to arrive to an average rating. These results were further categorised based on the following scale:

Overall Average Rating Scale		Description
3.0	Exemplary	All Directors rate this attribute as exemplary
2.6 – 2.9	Strong	At least 75% of Directors have rated this attribute as exemplary
2.0 – 2.5	Satisfactory	Mixture of responses from Directors, and is an area to be considered for improvement
1.0 – 1.9	Needs Improvement	Some Directors have rated this attribute as Disagree

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Overview

Individual Directors Self and Peer Evaluation Overview

Average Peer Assessment Results

The following table highlights an average of every score received from the Part B Questionnaire i.e. the assessment of Directors by their peers which will be provided to Directors individually. Overall, results have **trended positively** indicating that Directors have a high regard on the contribution and value brought by their peers.

Attributes		2021			2020
		Lowest	Average*	Highest	Average
Board Dynamics and Participation					
Q1	This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions.	2.6	2.8	2.8	2.6
Q2	This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions.	2.8	3.0	3.0	2.8
Q3	This Director is a team player and is considerate, collaborative and inclusive of others' views.	2.8	3.0	3.0	2.5
Q4	This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process.	2.6	2.6	2.6	2.7
Leadership, Integrity and Objectivity					
Q5	This Director holds himself/ herself and others accountable to meet commitments and for decisions made.	2.4	2.7	2.8	2.6
Q6	This Director is driven, reliable and persistent to achieve outcomes despite obstacles.	2.2	2.7	2.8	2.4
Q7	This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner.	3.0	3.0	3.0	2.9
Q8	This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct.	2.8	2.8	2.8	3.0
Q9	This Director remains composed and positive in the face of uncertainties when deciding on the best course of action.	2.6	2.6	2.6	2.4
Q10	This Director shows empathy while persuading others to his/ her views.	2.6	2.6	2.6	2.4
Q11	This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.	2.4	2.4	2.4	2.3
Q12	This Director demonstrates clarity of thought and independence of judgment in problem solving.	1.8	2.3	2.4	2.3
Q13	This Director is agile in adapting to different demands to his/ her role as a Board Member.	3.0	3.0	3.0	2.9
Q14	This Director makes good and timely decisions that keep the Organisation moving forward.	2.6	2.6	2.6	2.6
Knowledge and Expertise					
Q15	This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.	2.0	2.3	2.4	2.4
Q16	This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions.	2.0	2.3	2.4	2.3
Q17	This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.	2.0	2.3	2.4	2.3
Q18	This Director shares views that cultivate innovation in enhancing the Organisation's overall performance.	2.2	2.3	2.8	2.9
Q19	This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.	3.0	3.0	3.0	2.6

* This is the average score recorded based on the performance of all Directors in the entity

Individual Directors Self and Peer Evaluation Overview (cont'd)

The table below provides an overview of the results for the peer evaluation for Bank A. The Directors average scores are compared to the Overall Entity Average scores.

Attributes		Overall Entity Average	D1	D2	D3	D4	D5	D6
Board Dynamics and Participation								
Q1	This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions	2.8	2.8	2.8	2.8	2.6	2.8	2.8
Q2	This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions.	3.0	3.0	3.0	3.0	2.8	3.0	3.0
Q3	This Director is a team player and is considerate, collaborative and inclusive of others' views.	3.0	3.0	3.0	3.0	2.8	3.0	3.0
Q4	This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process.	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Leadership, Integrity and Objectivity								
Q5	This Director holds himself/ herself and others accountable to meet commitments and for decisions made.	2.7	2.8	2.8	2.8	2.8	2.8	2.4
Q6	This Director is driven, reliable and persistent to achieve outcomes despite obstacles.	2.7	2.8	2.8	2.8	2.8	2.8	2.2
Q7	This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner.	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Q8	This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct.	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Q9	This Director remains composed and positive in the face of uncertainties when deciding on the best course of action.	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Q10	This Director shows empathy while persuading others to his/ her views.	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Q11	This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Q12	This Director demonstrates clarity of thought and independence of judgment in problem solving.	2.3	2.4	2.4	2.4	2.4	2.4	1.8
Q13	This Director is agile in adapting to different demands to his/ her role as a Board Member.	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Q14	This Director makes good and timely decisions that keep the Organisation moving forward.	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Knowledge and Expertise								
Q15	This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.	2.3	2.4	2.4	2.4	2.4	2.4	2.0
Q16	This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions.	2.3	2.4	2.4	2.4	2.4	2.4	2.0
Q17	This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.	2.3	2.4	2.4	2.4	2.4	2.4	2.0
Q18	This Director shares views that cultivate innovation in enhancing the Organisation's overall performance.	2.3	2.2	2.2	2.2	2.2	2.2	2.8
Q19	This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.	3.0	3.0	3.0	3.0	3.0	3.0	3.0

	Peer Average ≥ Overall Entity Average
	Peer Average < Overall Entity Average
	BUT ≥ 2
	Peer Average < Overall Entity Average
	AND < 2

Note:

- The Directors D1 to D6 have been put into the table in random order and with no particular reference to retain anonymity.

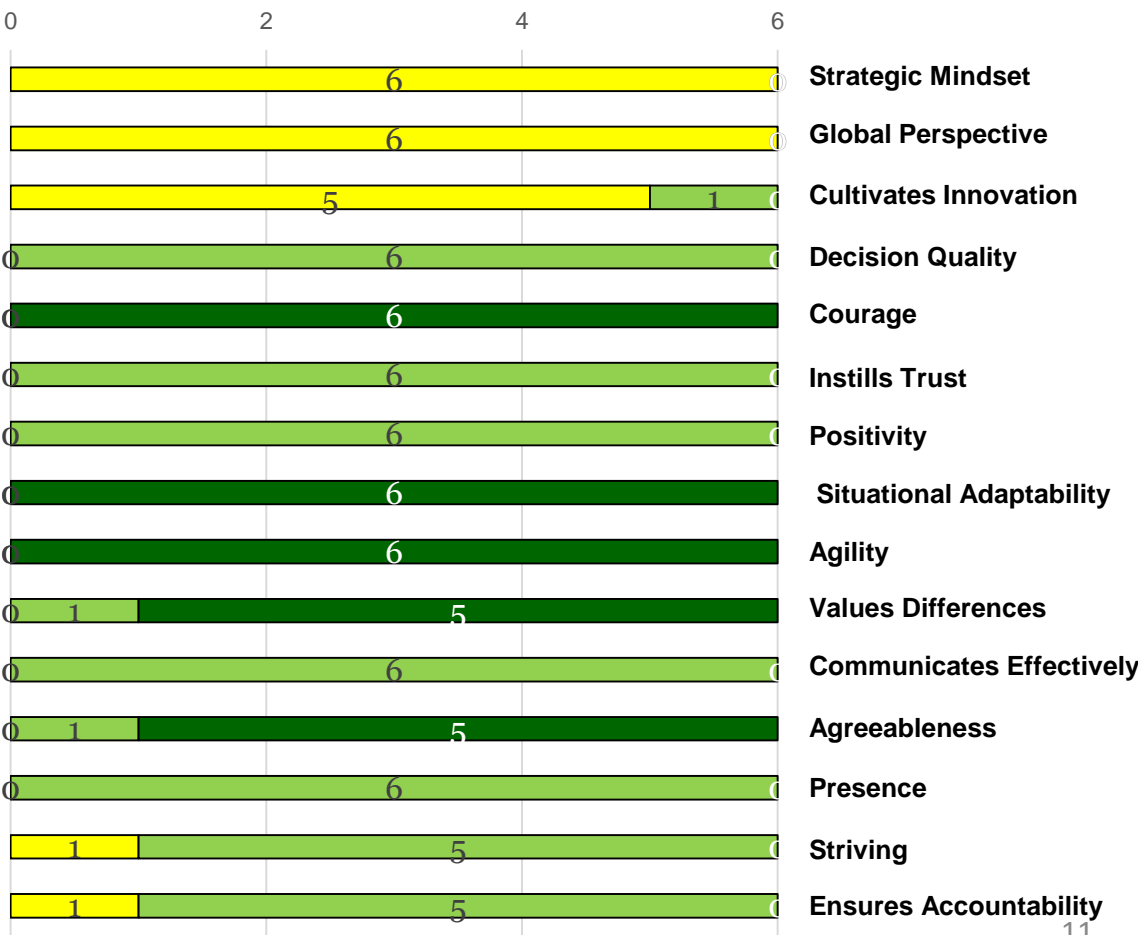
Leadership Attributes (cont'd)

Needs Improvement	Satisfactory	Strong	Exemplary
1.0 - 1.9	2.0 - 2.5	2.6 - 2.9	3.0

Additionally, **individual Directors** were also assessed against the competencies and traits as illustrated below:

Distribution of individual Directors' average score given by peers

Category	Competency/ Trait
Strategic thinking	Strategic Mindset
	Global Perspective
	Cultivates Innovation
	Decision Quality
Authenticity	Courage
	Instills Trust
	Positivity
Agility	Situational adaptability
	Agility
Cohesiveness	Values Differences
	Communicates Effectively
	Agreeableness
	Presence
Commitment	Striving
	Ensures accountability



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Individual Directors' Self and Peer Evaluation

Individual Director's Self and Peer Evaluation

Director 1

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The table below provides an overview of the results for the peer evaluation for this Director, whose average peer scores are compared to the Overall Entity Average scores.

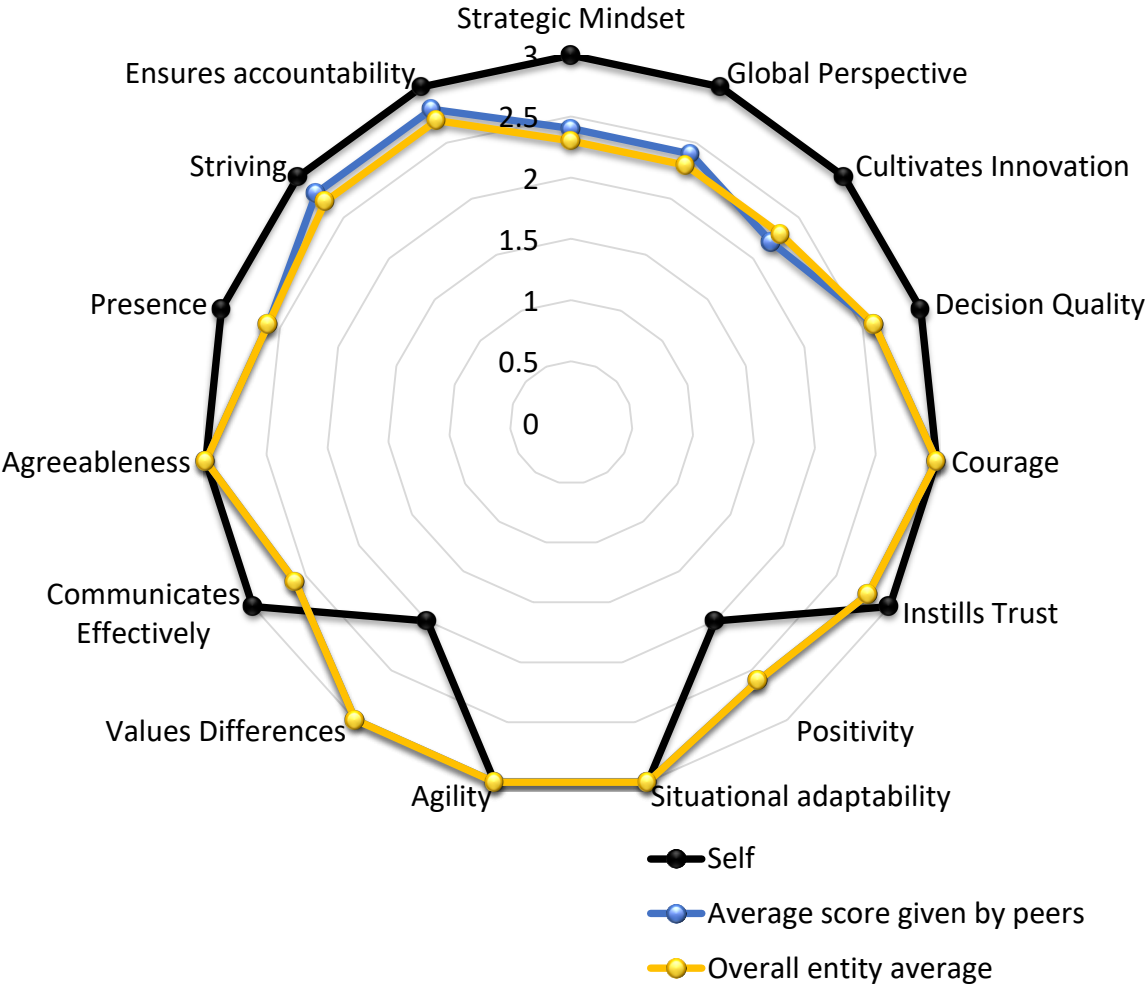
Attributes		Self	Peer			Overall Entity Average
			Low	Average	High	
Board Dynamics and Participation						
Q1	This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions	3.0	2.0	2.8	3.0	2.8
Q2	This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions.	2.0	3.0	3.0	3.0	3.0
Q3	This Director is a team player and is considerate, collaborative and inclusive of others’ views.	3.0	3.0	3.0	3.0	3.0
Q4	This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process.	3.0	2.0	2.6	3.0	2.6
Leadership, Integrity and Objectivity						
Q5	This Director holds himself/ herself and others accountable to meet commitments and for decisions made.	3.0	2.0	2.8	3.0	2.7
Q6	This Director is driven, reliable and persistent to achieve outcomes despite obstacles.	3.0	2.0	2.8	3.0	2.7
Q7	This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner.	3.0	3.0	3.0	3.0	3.0
Q8	This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct.	3.0	2.0	2.8	3.0	2.8
Q9	This Director remains composed and positive in the face of uncertainties when deciding on the best course of action.	2.0	2.0	2.6	3.0	2.6
Q10	This Director shows empathy while persuading others to his/ her views.	3.0	2.0	2.6	3.0	2.6
Q11	This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.	3.0	2.0	2.4	3.0	2.4
Q12	This Director demonstrates clarity of thought and independence of judgment in problem solving.	3.0	2.0	2.4	3.0	2.3
Q13	This Director is agile in adapting to different demands to his/ her role as a Board Member.	3.0	3.0	3.0	3.0	3.0
Q14	This Director makes good and timely decisions that keep the Organisation moving forward.	3.0	2.0	2.6	3.0	2.6
Knowledge and Expertise						
Q15	This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.	3.0	2.0	2.4	3.0	2.3
Q16	This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions.	3.0	2.0	2.4	3.0	2.3
Q17	This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.	2.0	2.0	2.4	3.0	2.3
Q18	This Director shares views that cultivate innovation in enhancing the Organisation’s overall performance.	3.0	2.0	2.2	3.0	2.3
Q19	This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.	3.0	3.0	3.0	3.0	3.0

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Leadership Attributes

Director 1

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Competencies/ Traits	Self	Peer Average	Overall Entity Average
Strategic Mindset	3.0	2.4	2.3
Global Perspective	3.0	2.4	2.3
Cultivates Innovation	3.0	2.2	2.3
Decision Quality	3.0	2.6	2.6
Courage	3.0	3.0	3.0
Instills Trust	3.0	2.8	2.8
Positivity	2.0	2.6	2.6
Situational adaptability	3.0	3.0	3.0
Agility	3.0	3.0	3.0
Values Differences	2.0	3.0	3.0
Communicates Effectively	3.0	2.6	2.6
Agreeableness	3.0	3.0	3.0
Presence	3.0	2.6	2.6
Striving	3.0	2.8	2.7
Ensures accountability	3.0	2.8	2.7

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Individual Director's Self and Peer Evaluation

Director 1

The comments below have been taken directly from the **Part B questionnaire responses** by your fellow Directors. Comments have been stated in **verbatim with minor edits for clarity**:

Areas of strength to continue doing

- Provides feedback and shares insights in a constructive manner
- Always acts as liaison with Management and the CEO
- Proactively shares views and insights during Board meetings
- Great to have him on board. Sensible person with a wealth of experience
- As Chairman of the Board, he understands his role very well
- Always ensures that the Management executes decisions made by the Board

Areas to focus on moving forward

- Ensure meetings do not digress too often
- Monitor time keeping to allow others room to contribute during discussions as well

Individual Director's Self and Peer Evaluation

Director 2

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The table below provides an overview of the results for the peer evaluation for this Director, whose average peer scores are compared to the Overall Entity Average scores.

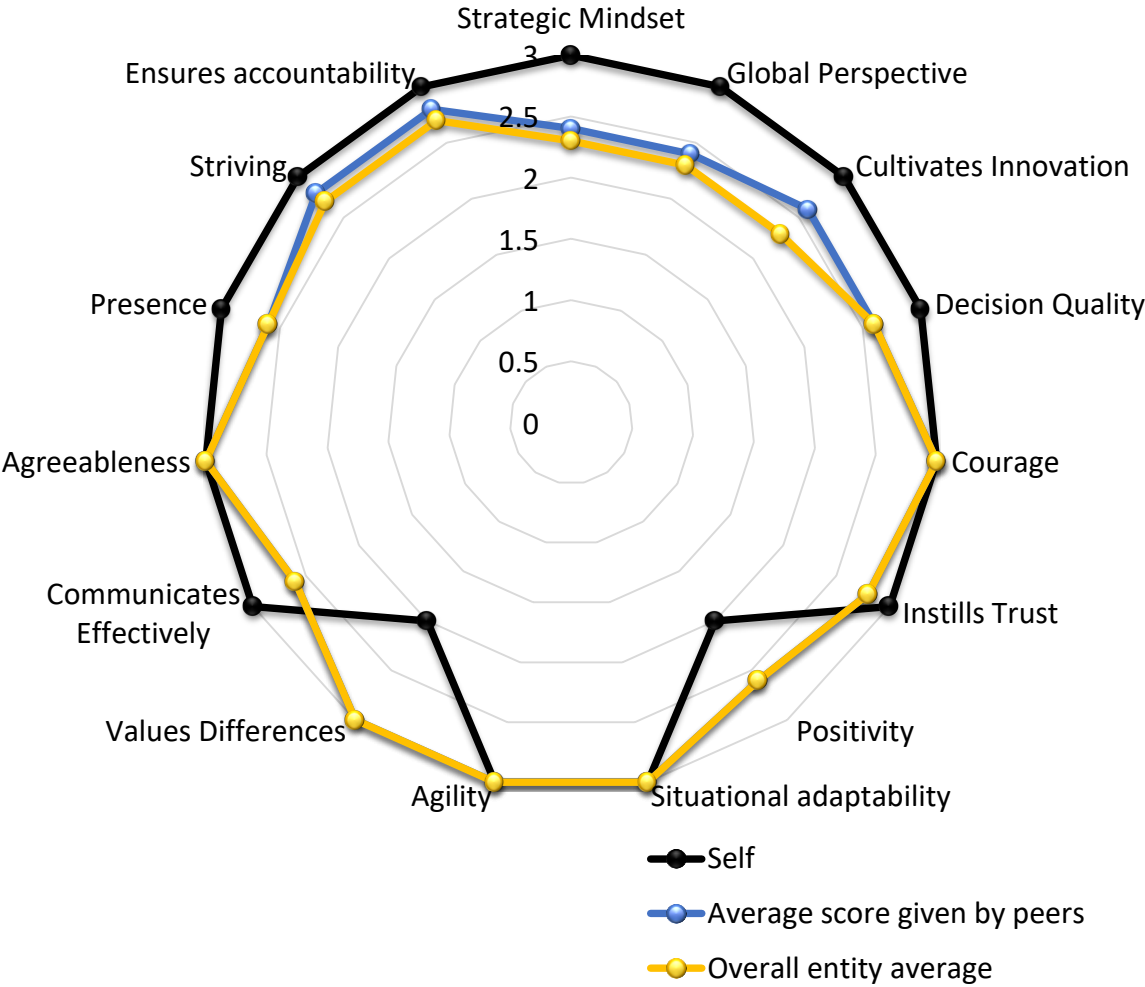
Attributesx		Self	Peer			Overall Entity Average
			Low	Average	High	
Board Dynamics and Participation						
Q1	This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions	3.0	2.0	2.8	3.0	2.8
Q2	This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions.	2.0	3.0	3.0	3.0	3.0
Q3	This Director is a team player and is considerate, collaborative and inclusive of others’ views.	3.0	3.0	3.0	3.0	3.0
Q4	This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process.	3.0	2.0	2.6	3.0	2.6
Leadership, Integrity and Objectivity						
Q5	This Director holds himself/ herself and others accountable to meet commitments and for decisions made.	3.0	2.0	2.8	3.0	2.7
Q6	This Director is driven, reliable and persistent to achieve outcomes despite obstacles.	3.0	2.0	2.8	3.0	2.7
Q7	This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner.	3.0	3.0	3.0	3.0	3.0
Q8	This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct.	3.0	2.0	2.8	3.0	2.8
Q9	This Director remains composed and positive in the face of uncertainties when deciding on the best course of action.	2.0	2.0	2.6	3.0	2.6
Q10	This Director shows empathy while persuading others to his/ her views.	3.0	2.0	2.6	3.0	2.6
Q11	This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.	3.0	2.0	2.4	3.0	2.4
Q12	This Director demonstrates clarity of thought and independence of judgment in problem solving.	3.0	2.0	2.4	3.0	2.3
Q13	This Director is agile in adapting to different demands to his/ her role as a Board Member.	3.0	3.0	3.0	3.0	3.0
Q14	This Director makes good and timely decisions that keep the Organisation moving forward.	3.0	2.0	2.6	3.0	2.6
Knowledge and Expertise						
Q15	This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.	3.0	2.0	2.4	3.0	2.3
Q16	This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions.	3.0	2.0	2.4	3.0	2.3
Q17	This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.	2.0	2.0	2.4	3.0	2.3
Q18	This Director shares views that cultivate innovation in enhancing the Organisation’s overall performance.	3.0	2.0	2.2	3.0	2.3
Q19	This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.	3.0	3.0	3.0	3.0	3.0

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Leadership Attributes

Director 2

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Competencies/ Traits	Self	Peer Average	Overall Entity Average
Strategic Mindset	3.0	2.4	2.3
Global Perspective	3.0	2.4	2.3
Cultivates Innovation	3.0	2.6	2.3
Decision Quality	3.0	2.6	2.6
Courage	3.0	3.0	3.0
Instills Trust	3.0	2.8	2.8
Positivity	2.0	2.6	2.6
Situational adaptability	3.0	3.0	3.0
Agility	3.0	3.0	3.0
Values Differences	2.0	3.0	3.0
Communicates Effectively	3.0	2.6	2.6
Agreeableness	3.0	3.0	3.0
Presence	3.0	2.6	2.6
Striving	3.0	2.8	2.7
Ensures accountability	3.0	2.8	2.7

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Individual Director's Self and Peer Evaluation

Director 2

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The comments below have been taken directly from the **Part B questionnaire responses** by your fellow Directors. Comments have been stated in **verbatim with minor edits for clarity**:

Areas of strength to continue doing

- Very constructive in giving the Board members access to matters
- Provides a critical and balanced view all the time
- Acts as liaison with Management and offers meaningful contribution to the company

Areas to focus on moving forward

- Would be best if can emphasise giving more suitable views on issues at hand
- Can be more participative during Board discussions

Individual Director's Self and Peer Evaluation

Director 3

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The table below provides an overview of the results for the peer evaluation for this Director, whose average peer scores are compared to the Overall Entity Average scores.

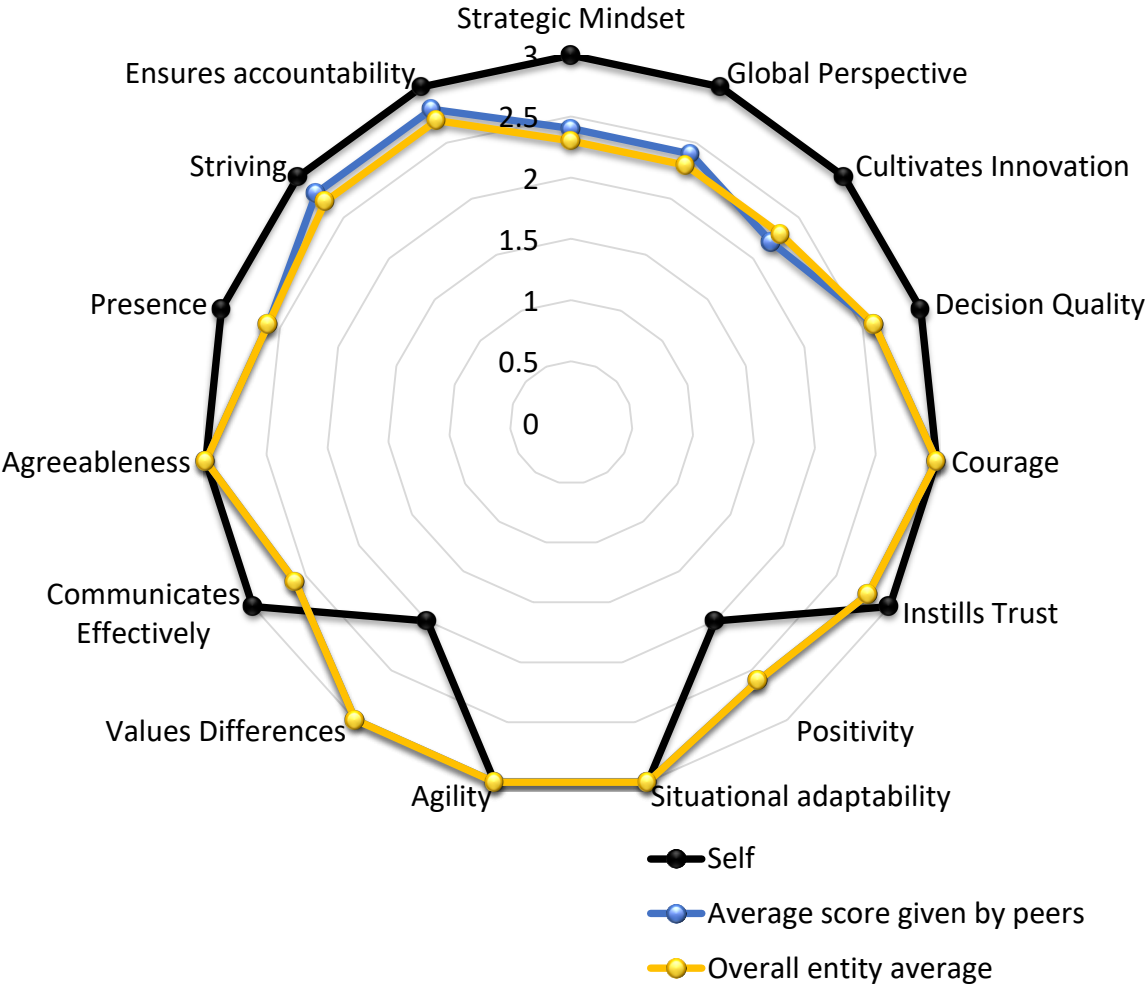
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	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Leadership Attributes

Director 3

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Competencies/ Traits	Self	Peer Average	Overall Entity Average
Strategic Mindset	3.0	2.4	2.3
Global Perspective	3.0	2.4	2.3
Cultivates Innovation	3.0	2.2	2.3
Decision Quality	3.0	2.6	2.6
Courage	3.0	3.0	3.0
Instills Trust	3.0	2.8	2.8
Positivity	2.0	2.6	2.6
Situational adaptability	3.0	3.0	3.0
Agility	3.0	3.0	3.0
Values Differences	2.0	3.0	3.0
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Agreeableness	3.0	3.0	3.0
Presence	3.0	2.6	2.6
Striving	3.0	2.8	2.7
Ensures accountability	3.0	2.8	2.7

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Individual Director's Self and Peer Evaluation

Director 3

CONFIDENTIAL

The comments below have been taken directly from the **Part B questionnaire responses** by your fellow Directors. Comments have been stated in **verbatim with minor edits for clarity**:

Areas of strength to continue doing

- Very critical but also reasonable on many issues which are 'subjective'
- Very sharp mind, detailed and thorough
- Has a wealth of experience in law and does not hesitate to questions other Directors' views

Areas to focus on moving forward

- Should provide more useful insights on banking issues and stakeholder management
- Need more emphasis on providing detailed input
- To acquire more knowledge about banking, both operations and credit
- Should express personal opinions more even if divergent from the view of the group

Individual Director's Self and Peer Evaluation

Director 4

The table below provides an overview of the results for the peer evaluation for this Director, whose average peer scores are compared to the Overall Entity Average scores.

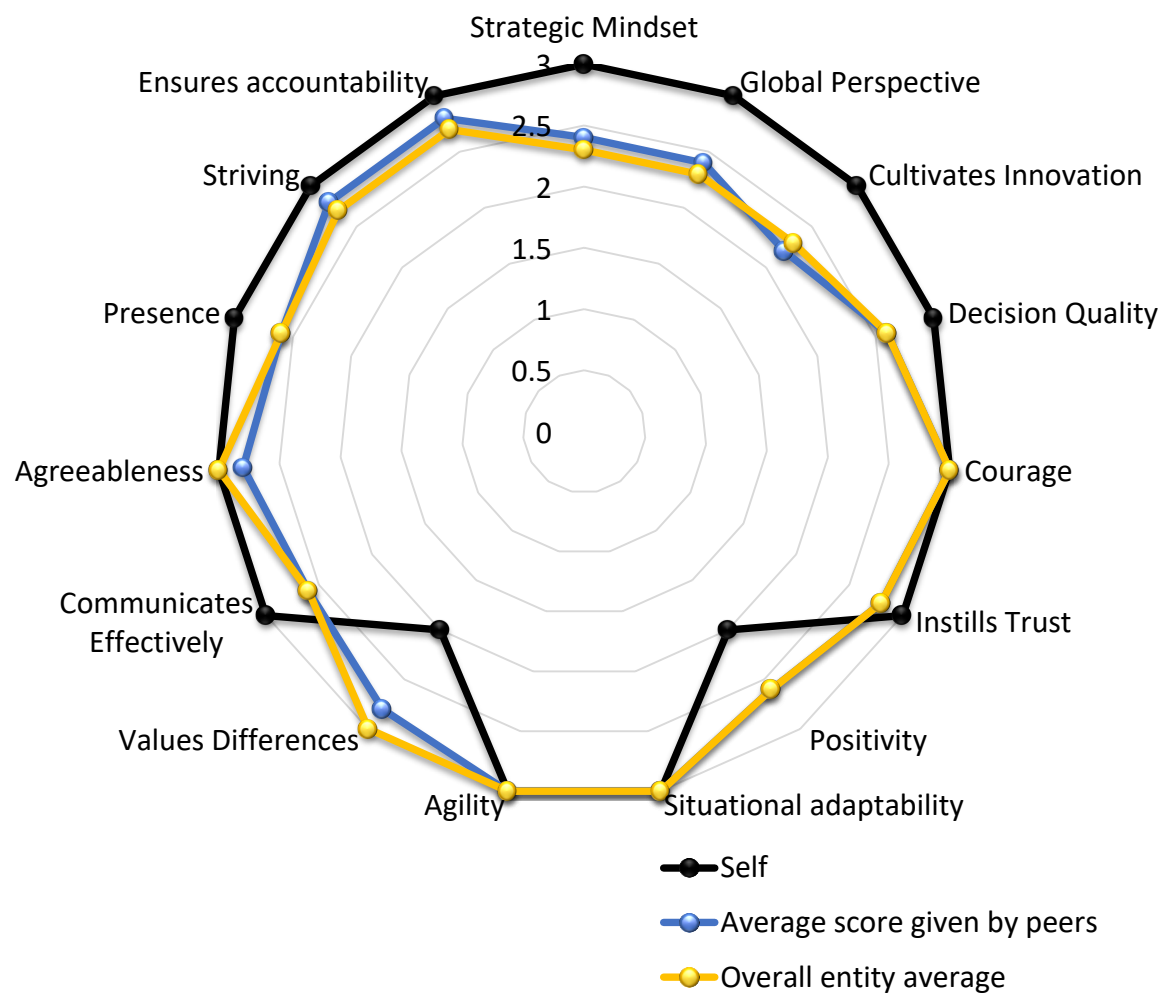
Attributes		Self	Peer			Overall Entity Average
			Low	Average	High	
Board Dynamics and Participation						
Q1	This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions	3.0	2.0	2.6	3.0	2.8
Q2	This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions.	2.0	2.0	2.8	3.0	3.0
Q3	This Director is a team player and is considerate, collaborative and inclusive of others’ views.	3.0	2.0	2.8	3.0	3.0
Q4	This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process.	3.0	2.0	2.6	3.0	2.6
Leadership, Integrity and Objectivity						
Q5	This Director holds himself/ herself and others accountable to meet commitments and for decisions made.	3.0	2.0	2.8	3.0	2.7
Q6	This Director is driven, reliable and persistent to achieve outcomes despite obstacles.	3.0	2.0	2.8	3.0	2.7
Q7	This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner.	3.0	3.0	3.0	3.0	3.0
Q8	This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct.	3.0	2.0	2.8	3.0	2.8
Q9	This Director remains composed and positive in the face of uncertainties when deciding on the best course of action.	2.0	2.0	2.6	3.0	2.6
Q10	This Director shows empathy while persuading others to his/ her views.	3.0	2.0	2.6	3.0	2.6
Q11	This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.	3.0	2.0	2.4	3.0	2.4
Q12	This Director demonstrates clarity of thought and independence of judgment in problem solving.	3.0	2.0	2.4	3.0	2.3
Q13	This Director is agile in adapting to different demands to his/ her role as a Board Member.	3.0	3.0	3.0	3.0	3.0
Q14	This Director makes good and timely decisions that keep the Organisation moving forward.	3.0	2.0	2.6	3.0	2.6
Knowledge and Expertise						
Q15	This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.	3.0	2.0	2.4	3.0	2.3
Q16	This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions.	3.0	2.0	2.4	3.0	2.3
Q17	This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.	2.0	2.0	2.4	3.0	2.3
Q18	This Director shares views that cultivate innovation in enhancing the Organisation’s overall performance.	3.0	2.0	2.2	3.0	2.3
Q19	This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.	3.0	3.0	3.0	3.0	3.0

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Leadership Attributes

Director 4

CONFIDENTIAL



Competencies/ Traits	Self	Peer Average	Overall Entity Average
Strategic Mindset	3.0	2.4	2.3
Global Perspective	3.0	2.4	2.3
Cultivates Innovation	3.0	2.2	2.3
Decision Quality	3.0	2.6	2.6
Courage	3.0	3.0	3.0
Instills Trust	3.0	2.8	2.8
Positivity	2.0	2.6	2.6
Situational adaptability	3.0	3.0	3.0
Agility	3.0	3.0	3.0
Values Differences	2.0	2.8	3.0
Communicates Effectively	3.0	2.6	2.6
Agreeableness	3.0	2.8	3.0
Presence	3.0	2.6	2.6
Striving	3.0	2.8	2.7
Ensures accountability	3.0	2.8	2.7

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Individual Director's Self and Peer Evaluation

Director 4

CONFIDENTIAL

The comments below have been taken directly from the **Part B questionnaire responses** by your fellow Directors. Comments have been stated in **verbatim with minor edits for clarity**:

Areas of strength to continue doing

- Continue contributing to discussions as he currently does
- Industry and operational knowledge has been valuable to the Board
- Helps bring additional perspective to some of Management's recommendations

Areas to focus on moving forward

- Ensure the Board Committee's recommendations are provided to the Board following in depth deliberation and consideration
- Push for more attention to governance and sustainability issues

Individual Director's Self and Peer Evaluation

Director 5

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The table below provides an overview of the results for the peer evaluation for this Director, whose average peer scores are compared to the Overall Entity Average scores.

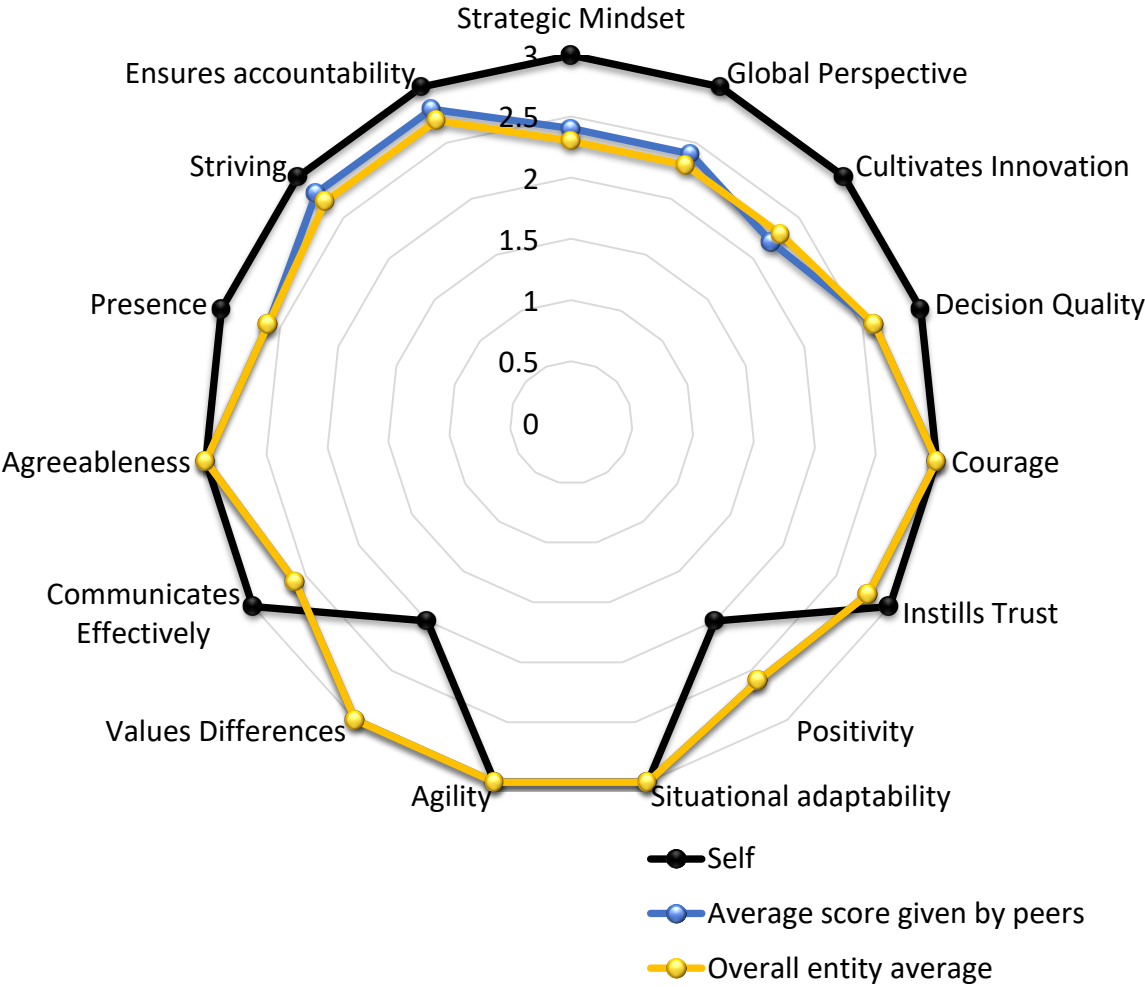
Attributes		Self	Peer			Overall Entity Average
			Low	Average	High	
Board Dynamics and Participation						
Q1	This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions	3.0	2.0	2.8	3.0	2.8
Q2	This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions.	2.0	3.0	3.0	3.0	3.0
Q3	This Director is a team player and is considerate, collaborative and inclusive of others’ views.	3.0	3.0	3.0	3.0	3.0
Q4	This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process.	3.0	2.0	2.6	3.0	2.6
Leadership, Integrity and Objectivity						
Q5	This Director holds himself/ herself and others accountable to meet commitments and for decisions made.	3.0	2.0	2.8	3.0	2.7
Q6	This Director is driven, reliable and persistent to achieve outcomes despite obstacles.	3.0	2.0	2.8	3.0	2.7
Q7	This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner.	3.0	3.0	3.0	3.0	3.0
Q8	This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct.	3.0	2.0	2.8	3.0	2.8
Q9	This Director remains composed and positive in the face of uncertainties when deciding on the best course of action.	2.0	2.0	2.6	3.0	2.6
Q10	This Director shows empathy while persuading others to his/ her views.	3.0	2.0	2.6	3.0	2.6
Q11	This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.	3.0	2.0	2.4	3.0	2.4
Q12	This Director demonstrates clarity of thought and independence of judgment in problem solving.	3.0	2.0	2.4	3.0	2.3
Q13	This Director is agile in adapting to different demands to his/ her role as a Board Member.	3.0	3.0	3.0	3.0	3.0
Q14	This Director makes good and timely decisions that keep the Organisation moving forward.	3.0	2.0	2.6	3.0	2.6
Knowledge and Expertise						
Q15	This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.	3.0	2.0	2.4	3.0	2.3
Q16	This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions.	3.0	2.0	2.4	3.0	2.3
Q17	This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.	2.0	2.0	2.4	3.0	2.3
Q18	This Director shares views that cultivate innovation in enhancing the Organisation’s overall performance.	3.0	2.0	2.2	3.0	2.3
Q19	This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.	3.0	3.0	3.0	3.0	3.0

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Leadership Attributes

Director 5

CONFIDENTIAL



Competencies/ Traits	Self	Peer Average	Overall Entity Average
Strategic Mindset	3.0	2.4	2.3
Global Perspective	3.0	2.4	2.3
Cultivates Innovation	3.0	2.2	2.3
Decision Quality	3.0	2.6	2.6
Courage	3.0	3.0	3.0
Instills Trust	3.0	2.8	2.8
Positivity	2.0	2.6	2.6
Situational adaptability	3.0	3.0	3.0
Agility	3.0	3.0	3.0
Values Differences	2.0	3.0	3.0
Communicates Effectively	3.0	2.6	2.6
Agreeableness	3.0	3.0	3.0
Presence	3.0	2.6	2.6
Striving	3.0	2.8	2.7
Ensures accountability	3.0	2.8	2.7

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Individual Director's Self and Peer Evaluation

Director 5

CONFIDENTIAL

The comments below have been taken directly from the **Part B questionnaire responses** by your fellow Directors. Comments have been stated in **verbatim with minor edits for clarity**:

Areas of strength to continue doing

- Very constructive in giving the Board members access to matters
- Acts as a mentor to some Directors and Management
- Offers insightful contribution to the company

Areas to focus on moving forward

- Often digresses during discussion hence should provide more focus on issue being discussed
- To focus more on strategic issues and provide solutions/ suggestions

Individual Director's Self and Peer Evaluation

Director 6

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The table below provides an overview of the results for the peer evaluation for this Director, whose average peer scores are compared to the Overall Entity Average scores.

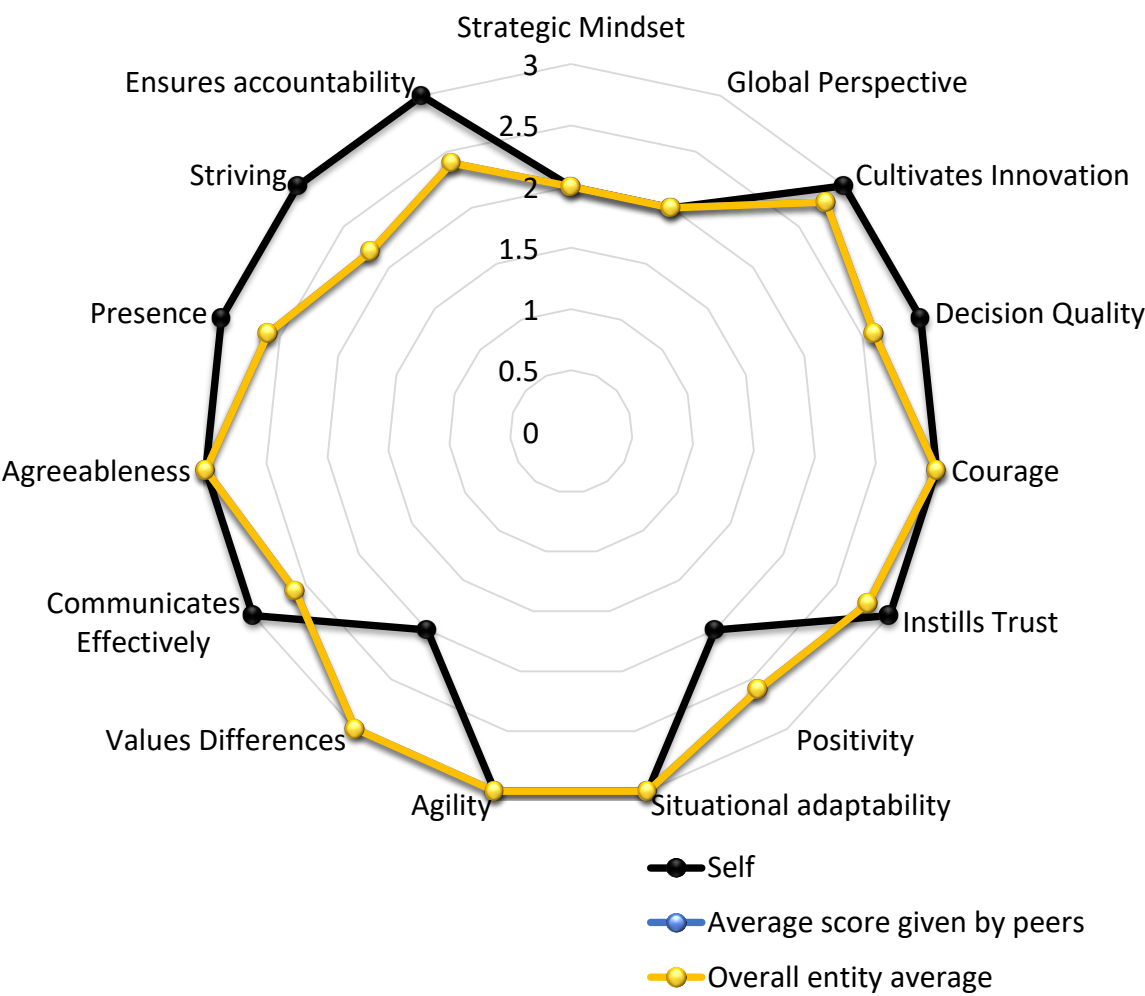
Attributes		Self	Peer			Overall Entity Average
			Low	Average	High	
Board Dynamics and Participation						
Q1	This Director attends meetings well prepared as evidenced by the quality of his/ her contribution to discussions	3.0	2.0	2.8	3.0	2.8
Q2	This Director listens to and values other opinions, proactively questions and respectfully challenges views and status quo without stifling discussions.	2.0	3.0	3.0	3.0	3.0
Q3	This Director is a team player and is considerate, collaborative and inclusive of others’ views.	3.0	3.0	3.0	3.0	3.0
Q4	This Director communicates effectively with other Board members, the CEO and, thereby enriching the decision-making process.	3.0	2.0	2.6	3.0	2.6
Leadership, Integrity and Objectivity						
Q5	This Director holds himself/ herself and others accountable to meet commitments and for decisions made.	3.0	2.0	2.4	3.0	2.7
Q6	This Director is driven, reliable and persistent to achieve outcomes despite obstacles.	3.0	2.0	2.2	3.0	2.7
Q7	This Director is courageous in stepping up to address difficult issues in order to ensure that matters are deliberated in a robust manner.	3.0	3.0	3.0	3.0	3.0
Q8	This Director upholds high levels of professionalism and impeccable integrity in his/ her conduct.	3.0	2.0	2.8	3.0	2.8
Q9	This Director remains composed and positive in the face of uncertainties when deciding on the best course of action.	2.0	2.0	2.6	3.0	2.6
Q10	This Director shows empathy while persuading others to his/ her views.	3.0	2.0	2.6	3.0	2.6
Q11	This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.	3.0	2.0	2.4	3.0	2.4
Q12	This Director demonstrates clarity of thought and independence of judgment in problem solving.	2.0	1.0	1.8	2.0	2.3
Q13	This Director is agile in adapting to different demands to his/ her role as a Board Member.	3.0	3.0	3.0	3.0	3.0
Q14	This Director makes good and timely decisions that keep the Organisation moving forward.	3.0	2.0	2.6	3.0	2.6
Knowledge and Expertise						
Q15	This Director demonstrates continuous learning by, among others, keeping abreast of industry developments and trends, competition, regulatory changes and technological advancements.	2.0	2.0	2.0	2.0	2.3
Q16	This Director is forward looking in the strategic insights and global perspective that he/ she brings to Boardroom discussions.	2.0	2.0	2.0	2.0	2.3
Q17	This Director is reasonably comfortable with the usage of digital technology whilst keeping abreast of its latest development.	2.0	2.0	2.0	2.0	2.3
Q18	This Director shares views that cultivate innovation in enhancing the Organisation’s overall performance.	3.0	2.0	2.8	3.0	2.3
Q19	This Director is mindful and takes into consideration relevant rules and regulation affecting the Organisation's various operations.	3.0	3.0	3.0	3.0	3.0

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Leadership Attributes

Director 6

CONFIDENTIAL



Competencies/ Traits	Self	Peer Average	Overall Entity Average
Strategic Mindset	2.0	2.0	2.0
Global Perspective	2.0	2.0	2.0
Cultivates Innovation	3.0	2.8	2.8
Decision Quality	3.0	2.6	2.6
Courage	3.0	3.0	3.0
Instills Trust	3.0	2.8	2.8
Positivity	2.0	2.6	2.6
Situational adaptability	3.0	3.0	3.0
Agility	3.0	3.0	3.0
Values Differences	2.0	3.0	3.0
Communicates Effectively	3.0	2.6	2.6
Agreeableness	3.0	3.0	3.0
Presence	3.0	2.6	2.6
Striving	3.0	2.2	2.2
Ensures accountability	3.0	2.4	2.4

	Peer Average \geq Overall Entity Average
	Peer Average < Overall Entity Average BUT ≥ 2
	Peer Average < Overall Entity Average AND < 2

Individual Director's Self and Peer Evaluation

Director 6

CONFIDENTIAL

The comments below have been taken directly from the **Part B questionnaire responses** by your fellow Directors. Comments have been stated in **verbatim with minor edits for clarity**:

Areas of strength to continue doing

- Continue to ask all the pertinent and relevant questions
- Active participation at Board meetings

Areas to focus on moving forward

- Should focus on immediate issues faced by the Bank and be less theoretical during meetings
- Need to acquire more practical knowledge e.g. banking and FS industry
- To deep dive more on matters discussed to ensure that decisions are made based on well informed basis

4

Meeting Attendance

Meeting Attendance Overview

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Directors	No. of Board/ Board Committee meetings				
	Board of Directors	Board Audit Committee	Board Risk Management Committee	Board Nomination & Remuneration Committee	Board Credit Committee
Director 1	16/20	6/6			5/7
Director 2	20/20		6/6		7/7
Director 3	17/20		5/6	6/6	
Director 4	20/20	6/6		6/6	
Director 5	20/20	5/6	5/6		
Director 6	19/20			6/6	7/7

Meeting Attendance

Director 1

CONFIDENTIAL

Bank A	Meeting Attendance from 1 January 2021 to 31 December 2021
Board of Directors	16/20
Board Audit Committee	6/6
Board Credit Committee	5/7

Meeting Attendance

Director 2

CONFIDENTIAL

Bank A	Meeting Attendance from 1 January 2021 to 31 December 2021
Board of Directors	20/20
Board Risk Management Committee	6/6
Board Credit Committee	7/7

Meeting Attendance

Director 3

CONFIDENTIAL

Bank A	Meeting Attendance from 1 January 2021 to 31 December 2021
Board of Directors	17/20
Board Risk Management Committee	5/6
Board Nomination & Remuneration Committee	6/7

Meeting Attendance

Director 4

CONFIDENTIAL

Bank A	Meeting Attendance from 1 January 2021 to 31 December 2021
Board of Directors	20/20
Board Audit Committee	6/6
Board Nomination & Remuneration Committee	6/6

Meeting Attendance

Director 5

CONFIDENTIAL

Bank A	Meeting Attendance from 1 January 2021 to 31 December 2021
Board of Directors	20/20
Board Audit Committee	5/6
Board Risk Management Committee	5/6

Meeting Attendance

Director 6

CONFIDENTIAL

Bank A	Meeting Attendance from 1 January 2021 to 31 December 2021
Board of Directors	19/20
Board Nomination & Remuneration Committee	6/6
Board Credit Committee	7/7

5

Training Attendance

Training Attendance

Director 1

CONFIDENTIAL

No.	Course	Date
1	Corporate Liability and AMLA Training	4 June 2021
2	Managing Political Risk	8 July 2021
3	Cybersecurity Awareness Programme for Directors	25 August 2021

Training Attendance

Director 2

CONFIDENTIAL

No.	Course	Date
1	Corporate Liability and AMLA Training	4 June 2021
2	Cybersecurity Awareness Programme for Board of Directors	12 October 2021
3	Board Leadership Webinar Climate Action: The Board's Leadership in Greening the Financial Sector	2 November 2021

Training Attendance

Director 3

CONFIDENTIAL

No.	Course	Date
1	Corporate Liability and AMLA Training	4 June 2021
2	Annual Dialogue with the Governor of Bank Negara Malaysia	3 September 2021
3	SCxSC Fintech Conference 2021	5-7 October 2021

Training Attendance

Director 4

CONFIDENTIAL

No.	Course	Date
1	Corporate Liability and AMLA Training	4 June 2021
2	SCxSC Fintech Conference 2021	5-7 October 2021
3	Cybersecurity Awareness Programme for Board of Directors	12 October 2021
4	Board Leadership Webinar Climate Action: The Board's Leadership in Greening the Financial Sector	2 November 2021

Training Attendance

Director 5

CONFIDENTIAL

No.	Course	Date
1	Managing Political Risk	8 July 2021
2	Cybersecurity Awareness Programme for Directors	25 August 2021

Training Attendance

Director 6

CONFIDENTIAL

No.	Course	Date
1	Corporate Liability and AMLA Training	4 June 2021
2	Board Leadership Webinar Climate Action: The Board's Leadership in Greening the Financial Sector	2 November 2021

Thank you.

Appendix

FIDE FORUM's Board Leadership Framework

Details of Competencies and Traits

Themes*	Competency*/Trait*	Definition*	Rationale
Strategic thinking	Strategic Mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies.	This set of competencies is critical for LFI Board members to strategically lead and position the LFI with a strong competitive advantage against other businesses, whilst hedging against potential disruptions in the playing field.
	Global Perspective	Taking a broad view when approaching issues, using a global lens.	
	Cultivates Innovation	Creating new and better ways for the organisation to be successful.	
	Decision Quality	Making good and timely decisions that keep the organisation moving forward.	
Authenticity	Courage	Stepping up to address difficult issues, saying what needs to be said.	Particularly in cultures attuned to high power distance and a collectivist social mindset , this set of competencies encourage individual Directors to speak up, question and share differing viewpoints openly (even when it is not popular to do so). Such an attribute demonstrates the Director's level of comfort by voicing out candid views to instil trusts from others, especially in stressful or ambiguous situations.
	Instills Trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity.	
	Positivity	Well-adjusted, aware, good-natured.	

* 'Themes', 'Competency', 'Trait' and 'Definition' are derived from Korn Ferry's Four Dimensions of Leadership and Talent (KF4D) Framework

All copyrights applicable to the KF4D framework are owned solely by Korn Ferry and its related companies. The KF4D framework is protected by the copyright, trademark and other applicable intellectual property and proprietary right laws.

FIDE FORUM's Board Leadership Framework

Details of Competencies and Traits

Themes*	Competency*/Trait*	Definition*	Rationale
Agility	Situational adaptability	Adapting approach and demeanour in real time to match shifting demands of different situations.	Agility is critical for Board members as they strive to effectively lead the LFI to not only remain relevant, but to thrive in a business environment characterised by increasing market uncertainty, volatility and vigorous competition. The following competencies will enable the Board members to exercise good and independent judgment in decision making whilst providing sound and objective advice.
	Agility	Adaptability, curiosity, and innovative thinking in conditions of ambiguity and risk.	
Cohesiveness	Values Differences	Recognising the value that different perspectives and cultures bring to an organisation.	This set of competencies and traits are critical to foster a respectful and collegial culture within the Board that values diversity, as well as between the Board with Management and its stakeholders.
	Communicates Effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.	
	Agreeableness	Considerate, collaborative, inclusive.	
	Presence	Sociable, persuasive, commanding, poised.	

* 'Themes', 'Competency', 'Trait' and 'Definition' are derived from Korn Ferry's Four Dimensions of Leadership and Talent (KF4D) Framework

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FIDE FORUM’s Board Leadership Framework

Details of Competencies and Traits

Themes*	Competency*/Trait*	Definition*	Rationale
Commitment	Striving	Driven, reliable, persistent.	This competency is critical as it helps to create and sustain a strong drive within the Board to pursue and achieve business performance targets for the LFI. By consistently demonstrating Commitment, Board Members are holding each other, as well as Management, accountable for meeting strategic business targets and delivering the desired results within the framework of good corporate governance, taking into consideration the interests of stakeholders.
	Ensures accountability	Holding self and others accountable for meeting commitments.	

* ‘Themes’, ‘Competency’, ‘Trait’ and ‘Definition’ are derived from Korn Ferry’s Four Dimensions of Leadership and Talent (KF4D) Framework
 All copyrights applicable to the KF4D framework are owned solely by Korn Ferry and its related companies. The KF4D framework is protected by the copyright, trademark and other applicable intellectual property and proprietary right laws.

DNA of a Board Leader



* 'Competency' and 'Trait' are derived from Korn Ferry's Four Dimensions of Leadership and Talent (KF4D) Framework. Refer to the appendix section for details on the above Factors, Competencies and Traits.

FACTOR: THOUGHT

Competency	CULTIVATES INNOVATION		
Definition	Creating new and better ways for the organisation to be successful		
	Examples of Underuse Behaviour	Examples of On Target Behaviour	Examples of Overuse Behaviour
Examples of demonstrated behaviour	<ul style="list-style-type: none"> Slower to invest in innovative ideas Favours incremental over revolutionary changes Relies on proven methods for generating value Sceptical of the new or different Requires substantial evidence of the value of innovation before adopting the ideas Less comfortable experimenting 	<ul style="list-style-type: none"> Champions new ideas, approaches, and initiatives Encourages diverse thinking to promote and nurture innovation Considers or introduces new ways of looking at old problems Challenges others to generate breakthrough ideas and initiatives 	<ul style="list-style-type: none"> Gravitates towards the new as opposed to the old; shifts too much attention and investments to the new and away from reliable sources of value Relentlessly pursues change and innovation, potentially at the cost of efficiency and reliability Pushes for breakthroughs or opportunities on a global scale that the organisation is currently not ready to address

Potential risk of these behaviours	Excessively Low level of "Cultivates Innovation":	Excessively High level of "Cultivates Innovation":
	<ul style="list-style-type: none"> May allow innovation efforts to be diffused; and may get impatient for ideas to prove themselves 	<ul style="list-style-type: none"> May be perceived as highly exploratory but slower to translate ideas into action
Coaching tips for Underuse behaviour	<p>"While proven methods are more of a sure bet, they also limit new methods that allow teams to exceed incremental advancements. Providing latitude for failure and allowing for more risk brings the possibility of breakthroughs.</p> <p>Among the known ingredients to support a culture of innovation are:</p> <ul style="list-style-type: none"> Making space. Create an environment that encourages experimentation, tolerates mistakes, and cuts distractions to a minimum Diversifying. Groupthink is the enemy of innovation. Bring together a diversity of perspectives from people who are more likely to reconsider prior assumptions and identify untried solutions Measuring. New ideas can take a longer time to germinate, flourish, and drive bottom-line growth. Measure progress in broader terms (i.e. customer satisfaction, employee engagement, and brand reputation)" 	

DNA of a Board Leader (cont'd)

Competency	CULTIVATES INNOVATION		
Definition	Creating new and better ways for the organisation to be successful.		
	Examples of Underuse Behaviour	Examples of On Target Behaviour	Examples of Overuse Behaviour
Examples of demonstrated behaviour	<ul style="list-style-type: none"> • Slower to invest in innovative ideas • Favours incremental over revolutionary changes • Relies on proven methods for generating value • Sceptical of the new or different • Requires substantial evidence of the value of innovation before adopting the ideas • Less comfortable experimenting 	<ul style="list-style-type: none"> • Champions new ideas, approaches, and initiatives • Encourages diverse thinking to promote and nurture innovation • Considers or introduces new ways of looking at old problems • Challenges others to generate breakthrough ideas and initiatives 	<ul style="list-style-type: none"> • Gravitates towards the new as opposed to the old; shifts too much attention and investments to the new and away from reliable sources of value • Relentlessly pursues change and innovation, potentially at the cost of efficiency and reliability • Pushes for breakthroughs or opportunities on a global scale that the organisation is currently not ready to address

Potential risk of these behaviours	Excessively Low level of "Cultivates Innovation":	Excessively High level of "Cultivates Innovation":
	<ul style="list-style-type: none"> • May allow innovation efforts to be diffused; and may get impatient for ideas to prove themselves 	<ul style="list-style-type: none"> • May be perceived as highly exploratory but slower to translate ideas into action
Coaching tips for Underuse behaviour	<p>"While proven methods are more of a sure bet, they also limit new methods that allow teams to exceed incremental advancements. Providing latitude for failure and allowing for more risk brings the possibility of breakthroughs.</p> <p>Among the known ingredients to support a culture of innovation are:</p> <ul style="list-style-type: none"> • Making space. Create an environment that encourages experimentation, tolerates mistakes, and cuts distractions to a minimum • Diversifying. Groupthink is the enemy of innovation. Bring together a diversity of perspectives from people who are more likely to reconsider prior assumptions and identify untried solutions • Measuring. New ideas can take a longer time to germinate, flourish, and drive bottom-line growth. Measure progress in broader terms (i.e. customer satisfaction, employee engagement, and brand reputation)" 	