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VISION, MISSION AND SHARED VALUES



Established in 1951, the Employees Provident Fund (EPF) is one of the oldest and largest retirement funds in the world. It has transformed significantly from its early days, driven by its vision to help members achieve a better future.

VISION

Helping members achieve a better future

MISSION

Safeguard members' savings and deliver excellent services

SHARED VALUES



Integrity

The EPF practices a zero-tolerance policy on breaches of integrity and ethics, in order to maintain the highest level of trust and confidence among its members.



Customer Focused

The EPF is committed to providing members with fast, accurate, and pleasant service whether through kiosks, telephone, face-to-face, online transactions, emails, or traditional mail.



Continuous Improvement

The EPF encourages a performance-driven culture and ensures its employees undergo regular training and skills enhancement to keep pace with changes in the operating environment by using latest technologies to deliver more effective and efficient services.



Teamwork

The EPF instills the values of teamwork by breaking down silos to create a healthy and vibrant working environment.

THE EPF OVER THE YEARS (1951 - 2021)

1951

- The Employees Provident Fund (EPF) was established under the EPF Ordinance 1951, and placed under the National Director of Posts.

1952

- The EPF's network grew to 518,948 members and 11,918 registered employers. A total of RM2.6 million was collected in contributions.



1951

1956

- The EPF made its first short- and long-term investments in Federation, Singapore and Municipal Government securities.

1958

- The EPF Board took over the administration of the EPF from the National Director of Posts.



1960

1960

- The EPF officially opened its new headquarters in Petaling Jaya, Selangor, in November.

1961

- Tan Sri Dato' Abdul Jamil Abdul Rais was appointed as the EPF's first Malaysian Chairman.

1963

- The EPF Ordinance was amended to cover employers who employ at least three persons, as opposed to five or more persons.

1967

- Automated data processing was introduced with the installation of a mainframe computer.

1968

- The EPF Ordinance was amended, to provide for the withdrawal of one-third of a member's savings upon reaching age 50, to assist in purchasing a house and preparing for retirement.

1969

- The EPF extended its coverage to include Sabah and Sarawak.

1970

- The EPF's asset size grew to RM2.1 billion, while membership approached two million.



1970

1975

- The contribution rates were increased to 6% for employees and 7% for employers. By this time, the EPF had 2.6 million members and 75,000 registered employers.



1980

1977

- The EPF Ordinance was amended to:
 - Increase employees' contribution rate;
 - Allow the self-employed the option to contribute to the EPF; and
 - Allow members to withdraw up to 10% of the purchase price of a low-cost house from their savings.

1980

- Membership increased to 3.7 million with close to 110,000 registered employers, while contributions for the year surpassed the RM1 billion mark. The employee contribution rate was raised from 6% to 9% and employers' rate from 7% to 11% effective 1 December.

THE EPF OVER THE YEARS (1951-2021)

1981

- To mark the EPF's 30th anniversary, the Minister of Finance, Tengku Razaleigh Hamzah, laid the foundation stone for a new 28-storey EPF building on Jalan Raja Laut, Kuala Lumpur.

1982

- On 22 July, the EPF Ordinance 1951 became the EPF Act 1951.

1983

- The EPF declared its highest dividend rate of 8.5%, which was maintained until 1987.

1990

- The EPF invested significantly in corporate bonds for the first time and increased the number of portfolio managers.



1991

1991

- The EPF celebrated its 40th anniversary.
- The EPF Act 1951 (Amended 1982) was replaced with the EPF Act 1991 to liberalise investment regulations and enhance withdrawal schemes while facilitating enforcement.

1993

- The EPF ventured into project financing and joint ventures for the first time, in line with the Government's privatisation agenda.

1995

- The EPF introduced the first Social Security Course in the country, attended by its officers as well as those from other social security organisations.

1996

- The EPF launched the Members Investment Scheme, allowing members with more than RM55,000 in their Account 1 to invest in unit trusts through approved Fund Management Institutions appointed by the Securities Commission.



2000

1997

- Construction began at the EPF Social Security Training Institute, currently known as the EPF Learning Campus, in Bangi, Selangor.

1999

- The EPF's Computer Department successfully ensured all systems achieved Y2K compliance.

2000

- The EPF introduced the Education Withdrawal Scheme and the Pensionable Employees Withdrawal Scheme.

2001

- Membership grew to 10 million and total assets to RM186 billion. In April, Tan Sri Azlan Zainol was appointed as Chief Executive Officer of the EPF.

2003

- The EPF established a Contact Management Centre and set up a one-stop customer service centre at the EPF Headquarters on Jalan Raja Laut, Kuala Lumpur.
- A high-level Business Process Reengineering project, known internally as SERVE (Service Excellence), was initiated to redesign and streamline its work processes and IT systems through the replacement of the legacy mainframe system.

2004

- The EPF introduced the Balanced Score Card management system as part of its strategy to become a world-class social security organisation and the top government agency in Malaysia.
- e-Kiosks, which allow members to print their statement using their MyKad, was set up in 13 states and 28 branch offices nationwide.

2007

- The EPF introduced Beyond Savings, which restructured members' accounts from three to two; introduced the Flexible Age 55 Withdrawal scheme; and allowed members with savings in excess of RM1 million to manage their savings on their own.



2010

2008

- Effective 1 February, the EPF extended the liability period for EPF contributions from age 55 to 75. Basic Savings targets for different age levels were also introduced to help members accumulate at least RM120,000 by age 55.
- The EPF established the nation's first Social Security Endowed Chair at the University of Malaya.
- The EPF established the International Social Security Association Sub-Regional Office for ASEAN countries in Kuala Lumpur to enhance cooperation among ASEAN organisations in the area of social security development.

2009

- The EPF introduced the Anti-Fraud and Whistleblowing policy.
- The EPF was awarded a Five-Star Rating by the Malaysian Administrative Modernisation and Management Planning Unit (MAMPU).

2010

- The EPF launched the 1Malaysia Retirement Savings Scheme for the self-employed, and the service was later extended to include housewives.
- The EPF introduced the electronic Members Investment Option system to replace the manual system of withdrawal applications by members for investment in unit trusts.

THE EPF OVER THE YEARS (1951-2021)

2011

- The EPF extended the list of critical illnesses under the Health Withdrawal from 39 illnesses to 55, and permitted members to purchase medical support equipment effective 15 July.

2012

- The EPF was awarded a Five-Star Excellence Ranking as a top front-line agency by MAMPU for the second time.

2013

- The EPF introduced e-Caruman, an online facility that allows employers to remit their contributions through i-Akaun on its website (www.kwsp.gov.my).
- e-Pengeluaran was introduced, allowing EPF members to submit withdrawal applications online through their i-Akaun.
- Datuk Shahril Ridza Ridzuan was appointed EPF's Chief Executive Officer on 16th April 2013.

2014

- The EPF revised the Basic Savings level, setting RM196,800 as the minimum amount members should have in their EPF accounts when they reach age 55.
- The EPF launched its first mobile application, the i-Akaun.
- The EPF introduced the Retirement Advisory Service at its main branches in Jalan Raja Laut, Kuala Lumpur and Jalan Gasing, Petaling Jaya.

2015

- The EPF carried out a Members' Consultation exercise to obtain members' feedback on enhancement initiatives. The exercise received overwhelming response with 96,448 respondents of which 65.7% were members aged 40 and below. This demonstrated that members aged 40 and below are increasingly interested in actively taking charge of their retirement planning.

2016

- The EPF introduced Simpanan Shariah to provide members with the option to have their account managed and invested according to Shariah principles. Registration for Simpanan Shariah started on 8 August.

2017

- The EPF announced the reclassification of data involving the number of EPF Members and employers starting with the Q3 2017 Operations results.
- The EPF announced four enhancements to its schemes and policies which came into effect on 1 January 2018 as part of the EPF's continuing effort to improve and meet members' increasing expectations.

2018

- For the first time ever, the EPF declared a dividend rate of 6.40% for Simpanan Shariah 2017, with payouts amounting to RM3.98 billion.
- The iconic EPF Petaling Jaya building caught fire. No casualties were reported and its staff was relocated to other branches and offices.
- The Deputy Prime Minister, Dato' Seri Dr Wan Azizah Wan Ismail launched Caruman Sukarela Insentif Suri (i-Suri) at the EPF International Social Security Conference 2018.
- In August, Tunku Alizakri Alias assumed the post as EPF's Chief Executive Officer, replacing Datuk Shahril Ridza Ridzuan who was appointed as Managing Director of Khazanah Nasional Berhad.



2019

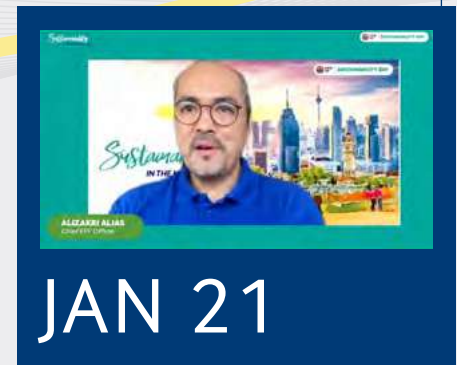
2019

- The Minister of Finance, Lim Guan Eng launched the Belanjawanku: Expenditure Guide for Malaysian Individuals and Families, with University of Malaya's Social Wellbeing Research Centre.
- The EPF announced its signing of the United Nations-supported Principles for Responsible Investment (PRI), underlining its commitment towards responsible investing and ESG best practices, in April.
- i-Invest was launched in September, as the EPF continues to deliver value to members embracing the digital future.
- The EPF convened the eighth International Social Well-being Conference 2019, reflecting the necessary shift in focus on longer-term economic, environmental and civil issues.

2020

- The statutory contribution rate for employees was reduced to 7% from 11% from April to December 2020.
- The EPF conducted the the 2020 EPF Public Consultation Survey to gather as much input as possible to help develop, improve, and potentially redesign the EPF scheme for the future.
- To assist members, employers, and businesses weather the COVID-19 pandemic, the EPF launched the i-Lestari Withdrawal facility, Employer Advisory Services (EAS), and the Employer COVID-19 Assistance Programme (e-CAP) in April as well as the i-Sinar Withdrawal facility in December.
- Raja Permaisuri Agong graced the launch of the Health Withdrawal – Fertility Treatment facility.

2021



JAN 21

JANUARY

21/01/2021

- The EPF held its first Sustainability Day and began work on its Sustainable Investment Policy.

THE EPF OVER THE YEARS (1951-2021)



FEB 26

FEBRUARY

10/02/2021

- CEO Townhall

26/02/2021

- EPF Dividend 2020 Briefing to the Malaysian Trades Union (MTUC)
- Launch of the Shariah Private Equity SMA Fund
- The EPF launched the first and largest Shariah Private Equity (PE) Direct/ Co-Investment Separate Managed Account (SMA) fund in the world.

27/02/2021

- Special briefing and announcement on EPF Dividend 2020

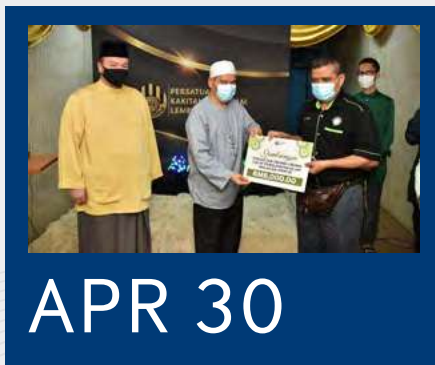


MAR 01

MARCH

01/03/2021

- Datuk Seri Amir Hamzah Azizan was appointed as the EPF's Chief Executive Officer (CEO) on 1 March 2021.
- CEO Townhall



APR 30

APRIL

03/04/2021

- CEO's first visit to Menara KWSP, Kwasa Damansara

23/04/2021

- Launch of EPF Food Bank

30/04/2021

- EPF Iftar and Tarawih 1442h
- MRCB handed over the new EPF Data Centre at Menara KWSP, Kwasa Damansara.



JUN 18

JUNE

10/06/2021

- CEO First 100 Days Townhall

18/06/2021

- Launch of e-Payroll to help facilitate employers' statutory obligations, including EPF contributions, digitally.

28/06/2021

- Launch of i-Citra, to aid EPF members who were affected by the Movement Control Order (MCO)



JUL 16

JULY

16/07/2021

- Launch of Projek Kongsi Rezeki where funds from EPF employees were collected to establish food banks at the EPH HQ and branches, and to assist flood victims



AUG 31

AUGUST

31/08/2021

- Celebration of 64th National Day



SEP 14

SEPTEMBER

07/09/2021

- Signing ceremony of a Memorandum of Understanding with Grab Malaysia to encourage drivers and delivery-partners to save under i-Saraan.

14/09/2021

- Sejenak Bersama Tan Sri Ahmad Badri in conjunction with National Day and Malaysia Day

24/09/2021

- Launch of initiatives to support employers affected by the COVID-19 pandemic
- To help ease employers' financial constraints, the EPF introduced two initiatives:
 - (a) An exemption on late payment charges; and
 - (b) A reduction on employers' outstanding late payment charges through the Employer Pay for Reduction initiative (e-Par).



OCT 15

OCTOBER

01/10/2021

- Celebration of the EPF's 70th Anniversary

15/10/2021

- e-Payroll won the WorldPensionSummit 2021 Innovation Award

28/10/2021

- CEO visited the Chief Minister of Melaka

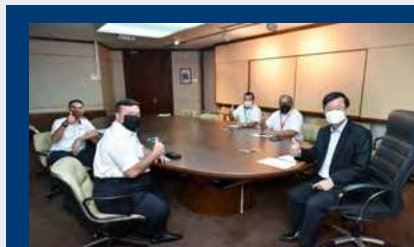
25-29/10/2021

- Financial Literacy Week 2021

NOVEMBER

16/11/2021

- CEO visited the Chief Minister of Pulau Pinang



NOV 16

23-24/11/2021

- The EPF hosted the ninth International Social Wellbeing Conference 2021, themed 'The New Narrative: Turning the Tide on Inequality'.



NOV 29

29/11/2021

- Courtesy visit by the Chief Operations Officer (COO) with the State Secretary of Sarawak

30/11/2021

- Courtesy visit by the CEO and COO to the Office of the Chief Minister of Sabah

DECEMBER

7-8/12/2021

- EPF Knowledge Fair 2021

16-19/12/2021

- EPF Management Conference 2021

22-23/12/2021

- EPF Squad and Persatuan Kakitangan Islam (PKI) Team assisted flood victims around Klang Valley.

28-30/12/2021

- Flood relief contribution to MRCS and IMARET



DEC 22-23

GROUP CORPORATE STRUCTURE

REAL ESTATE

100.00%	Kwasa Properties Sdn Bhd
100.00%	Kwasa Land Sdn Bhd
100.00%	Naungan Sentosa Sdn Bhd
100.00%	Kwasa Logistics Sdn Bhd
100.00%	Common Icon Sdn Bhd
100.00%	Tanjung Wibawa Sdn Bhd
100.00%	Symphony Insight Sdn Bhd *
100.00%	Yarra Development Holdings (Australia) Sdn Bhd
100.00%	Alpha Real Estate Investment Trust
100.00%	Kwasa Utama Sdn Bhd
85.00%	PPNK - Harta Sdn Bhd
80.00%	YTR Harta Sdn Bhd
100.00%	Affordable Homes Sdn Bhd *
40.00%	Nusa Gapurna Development Sdn Bhd
34.00%	Bandar Eco-Setia Sdn Bhd
30.00%	Jelas Puri Sdn Bhd
30.00%	Panca Pesona Sdn Bhd
29.27%	Iskandar Capital Sdn Bhd
20.00%	Iskandar Investment Berhad

INFRASTRUCTURE/MANUFACTURING

100.00%	Pinggiran Ventures Sdn Bhd
100.00%	Ekuiti Merdu Sdn Bhd *
49.00%	PLUS Malaysia Berhad
40.00%	Konsortium Lebuh raya Utara-Timur (KL) Sdn Bhd
-	Kwasa Suria Sdn Bhd *
-	Melati Infrastruktur Sdn Bhd *

FINANCIAL INSTITUTIONS

65.87%	Malaysia Building Society Berhad
98.33%	Rashid Hussain Berhad *
42.52%	RHB Bank Berhad
20.00%	FWD Takaful Berhad

CONSTRUCTION

36.21%	Malaysian Resources Corporation Berhad
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GLOBAL

100.00%	KWASA Global (Jersey) Limited
100.00%	KWASA Global-I (Jersey) Limited
100.00%	KWASA Invest Limited
100.00%	Kwasa Singapore Solo Pte. Ltd.
100.00%	Kwasa Singapore Duo Pte. Ltd.
100.00%	Kwasa Singapore Trio Pte. Ltd.
100.00%	KWASA Europe S.à r.l
100.00%	KWASA Europe-I S.à r.l
100.00%	Kwasa Infrastructure I
100.00%	Kwasa Capital Limited
100.00%	KWASA Capital Partners Limited
100.00%	Kwasa Asia
100.00%	KWASA US
100.00%	Kwasa Infrastructure Alpha
100.00%	Kwasa Infrastructure Beta
100.00%	Kwasa Emerald
100.00%	KWASA Korea Limited
100.00%	ADF Kwasa Korea Professional Investment Private Real Estate Investment LLC
100.00%	Kwasa Infrastructure Sapphire
99.50%	Cengal Private Equity Investments plc
99.47%	Cengal Private Equity Investments II plc
99.53%	Cengal Private Equity Investments III plc
99.44%	Cengal Private Equity Investments IV plc ^
99.50%	Merbau Investors Offshore, L.P.
99.18%	Merbau Investors Offshore, II L.P.
99.01%	Merbau Investors Offshore, III L.P.
99.25%	Meranti Fund L.P.
99.25%	Meranti Fund II L.P.
99.25%	Meranti Fund III L.P. ^
99.00%	Jati Private Equity Fund L.P.
99.00%	Jati Private Equity Fund II L.P.
99.00%	Jati Private Equity Fund III L.P.
99.25%	Nour Fund I, L.P. ^
100.00%	Salam Private Opportunities Feeder Fund, L.P. ^
99.01%	Ameen Direct Equity I, L.P.^
99.01%	Akasia I, L.P. ^
100.00%	Cendana I, L.P. ^
99.01%	Qamar Direct Infrastructure I, L.P. ^
99.01%	Equitix Najm L.P. ^
99.01%	GIP Ashshams, L.P. ^

Note:

1. ^ The company was established in 2021.
2. * The company was liquidated on 16 March 2021.
3. * The company is in the process of voluntary winding up as at 31 December 2021.
4. Refer to Note 38 and 39 to the EPF Financial Statement 2021 for the complete list of EPF subsidiaries, associates and joint venture.

WHERE THE EPF OPERATES

67 BRANCHES ACROSS MALAYSIA

NORTHERN REGION

- PERLIS : 1 BRANCH
- KEDAH : 4 BRANCHES
- PULAU PINANG : 3 BRANCHES
- PERAK : 6 BRANCHES

EASTERN REGION

- KELANTAN : 3 BRANCHES
- TERENGGANU : 4 BRANCHES
- PAHANG : 5 BRANCHES

CENTRAL REGION

- SELANGOR : 8 BRANCHES
- WILAYAH PERSEKUTUAN KUALA LUMPUR : 4 BRANCHES

SOUTHERN REGION

- NEGERI SEMBILAN : 3 BRANCHES
- MELAKA : 3 BRANCHES
- JOHOR : 7 BRANCHES

SABAH REGION

- SABAH : 9 BRANCHES

SARAWAK REGION

- SARAWAK : 7 BRANCHES

State	Branch	Address	Telephone Number
NORTHERN REGION			
KEDAH	Alor Setar	Aras Bawah, Mezzanine, 8 & 9 Bangunan KWSP Peladang No. 33, Jalan Sultan Badlishah 05000 Alor Setar Kedah	04-7332506
	Kulim	No. 33 & 34, Persiaran 7 Kulim Avenue Kulim Hi -Tech Park 09000 Kulim Kedah	04-4034600
	Langkawi	No. 25 (GF-1) Langkawi City Mukim Kuah 07000 Langkawi Kedah	04-9671405
	Sungai Petani	Tingkat Bawah & 1, Wisma Keladi No. 11A, Jalan Bank 08000 Sungai Petani Kedah	04-4225800
PERLIS	Kangar	Tingkat Bawah, Blok Podium Bangunan KWSP, Jalan Bukit Lagi 01000 Kangar Perlis	04-9761190
PERAK	Ipoh	Tingkat Bawah, 6, 7 & 8 Bangunan KWSP Jalan Greentown 30450 Ipoh Perak	05-2420000
	Kuala Kangsar	Tingkat Bawah & 1 No. 8B, Jalan Raja Chulan 33000 Kuala Kangsar Perak	05-7767484

State	Branch	Address	Telephone Number
NORTHERN REGION			
PERAK	Manjung	No. 260 & 261, Jalan PPMP 3/4 Pusat Perniagaan Manjung Point 3 32040 Seri Manjung Perak	05-6883800
	Parit Buntar	No. 2 & 4, Jalan Wawasan 1 Taman Wawasan Jaya 34200 Parit Buntar Perak.	05-7162428
	Taiping	No. 37 (GF-2) & No. 39 (GF) Persiaran TBC, Taiping Business Centre Jalan Tupai 34000 Taiping Perak	05-8085889
	Teluk Intan	No 23, Lorong Perwira M1/38 Taman Nanas, Jalan Changkat Jong 36000 Teluk Intan Perak.	05-6215600
PULAU PINANG	Bayan Baru	Tingkat Bawah & Tingkat 1 Blok F-2, Lorong Bayan Indah 1 Bay Avenue 11900 Bayan Baru Pulau Pinang	04-6442841
	Georgetown	Tingkat 3 & 4, Menara KWSP No. 38, Jalan Sultan Ahmad Shah 10050 Georgetown Pulau Pinang	04-2261000
	Seberang Jaya	Tingkat 1-5, Bangunan KWSP No. 3009, Off Lebuhr Tenggiri 2 Bandar Seberang Jaya 13700 Prai Pulau Pinang	04-3992000

WHERE THE EPF OPERATES

State	Branch	Address	Telephone Number
CENTRAL REGION			
SELANGOR	Gombak	Lot 5, Sunway Batu Caves 68100 Batu Caves Selangor	03-61850780
	Kuala Selangor	Tingkat GF & 1 No. 1, Jalan Medan Niaga 6 Medan Niaga 45000 Kuala Selangor Selangor	03-32896504
	Kajang	No. 1, Jalan Hentian 3 Pusat Hentian Kajang, Jalan Reko 43000 Kajang Selangor	03-87375223
	Klang	Tingkat Bawah & 1 Unit B-G-1, North Tower (Tower B) BBT One The Towers Lebuh Batu Nilam 1 Bandar Bukit Tinggi 41200 Klang Selangor	03-33251626
	Petaling Jaya (PJX)	EPF Petaling Jaya Services Counter PJX-HM Shah Tower Lot A, Ground Level, PJX-HM Shah Tower No. 16A, Persiaran Barat 46050 Petaling Jaya Selangor	03-79322913
	Puchong	No.3A The Prime @ Dataran Puchong Taman Puchong Utama 47100 Puchong Selangor	03-80667338
	Rawang	No. 3S-10-G & 3S-10-1 Rawang One Jalan Pintas Rawang 48000 Rawang Selangor	03-60910286
	Shah Alam	Tingkat G, 1 & 2 Corporate Tower IDCC Shah Alam Jalan Pahat L 15/L 40200 Shah Alam Selangor	03-55451577
	WILAYAH PERSEKUTUAN	Kepong	No. 1 & 3 Jalan Laman Rimbunan Raya 1 Laman Rimbunan 52100 Kepong Kuala Lumpur
Kuala Lumpur		Tingkat Bawah, Bangunan KWSP Jalan Raja Laut 50350 Kuala Lumpur	03-26946566
Seri Petaling		No. 2, Jalan Radin Bagus 6 Bandar Baru Seri Petaling 57000 Kuala Lumpur	03-90545249
Wangsa Maju		No. 32A, Dataran Wangsa Wangsa Melawati 53300 Kuala Lumpur	03-41499499

State	Branch	Address	Telephone Number	
SOUTHERN REGION				
JOHOR	Batu Pahat	No. 6 & 8 Jalan Sulaiman 83000 Batu Pahat Johor	07-4325436	
	Johor Bahru	Tingkat 1 & 12-17, Bangunan KWSP Jalan Dato' Dalam 80000 Johor Bahru Johor	07-2225234	
	Kluang	No. 8 & 10, Tingkat Bawah, 1 & 2 Jalan Haji Manan 86000 Kluang Johor	07-7724276	
	Kulai	No. 259 & 260 Jalan Kenanga 29/8 Indahpura, 81000 Kulai Johor	07-6625919	
	Mersing	Lot. No. 2 Tingkat Bawah, 1 & 2 Bandar Tepian Sungai Jalan Jemaluang 86800 Mersing Johor	07-7982633	
	Muar	Tingkat Bawah, 1, 2 & 3 No. 9, Jalan Petrie 84000 Muar Johor	06-9539288	
	Segamat	No. 5 & 6 Jalan Genuang Perdana Taman Genuang Perdana 85000 Segamat Johor	07-9437166	
	MELAKA	Alor Gajah	8670-Lot 10 Kompleks Perniagaan Alor Gajah Jalan Besar 78000 Alor Gajah Melaka	06-5565919
		Jasin	JC 538, Tingkat Bawah & 1 Jalan Bestari 5 Bandar Jasin Bestari Seksyen 2 77200 Bemban Melaka	06-5216080
	Melaka	Bangunan KWSP Jalan MITC, Hang Tuah Jaya 75450 Ayer Keroh Melaka	06-2853200	
NEGERI SEMBILAN	Bahau	No. 4, 5 & 6, Jalan Kiara 1 Pusat Perniagaan Kiara 72100 Bahau Negeri Sembilan	06-4542846	
	Nilai	D'Nilai Convention Mall No. G-6 & M-6, PT 9946 Jalan BBN 1/3F 71800 Bandar Baru Nilai Negeri Sembilan	06-7953323	
	Seremban	No. 1, Jalan Dato' A.S. Dawood 70100 Seremban Negeri Sembilan	06-7663500	

WHERE THE EPF OPERATES

State	Branch	Address	Telephone Number
EASTERN REGION			
KELANTAN	Kota Bharu	Tingkat 2, 3 & 5, Bangunan KWSP Jalan Padang Garong 15000 Kota Bharu Kelantan	09-7445191
	Kuala Krai	Lot PT 5556, Tingkat Bawah & 1 Taman Yani 18000 Kuala Krai Kelantan	09-9606629
	Tanah Merah	Lot 655 Jalan Hospital 17500 Tanah Merah Kelantan	09-9554200
PAHANG	Jerantut	Tingkat Bawah, No. 1 & 2 Lorong Wawasan 3, Taman Wawasan 27000 Jerantut Pahang	09-2667105
	Kuantan	Pejabat KWSP Kuantan Bangunan KWSP Kuantan Persiaran KWSP Bandar Indera Mahkota 25200 Kuantan Pahang	09-5739666
	Pekan	Tingkat Bawah & Tingkat 1 No. 10, Lorong Peramu Permai 1 Taman Peramu Permai 26600 Pekan Pahang	09-4264404
	Raub	No. 79, Jalan Tun Razak 27600 Raub Pahang	09-3551188
	Temerloh	No. 128B(GF, 1F & 2F) & No. 128A(GF) Persiaran Damai 1, Damai Court 28000 Temerloh Pahang	09-2962948
	TERENGGANU	Dungun	Tingkat GF & 1 Lot PT 15824 (Unit 22) Sura Gate Commercial Centre Jalan Sura Jeti 23000 Dungun Terengganu
	Jerteh	Tingkat GF & 1 Lot 226, Jalan Dato Kamaruddin 22000 Jerteh Terengganu	09-6903778
	Kemaman	Tingkat Bawah & Tingkat 1 PT 10720 & 10721 Taman Cukai Utama, Fasa 4 Jalan Kubang Kurus 24000 Kemaman Terengganu	09-8592132
	Kuala Terengganu	Bangunan KWSP Jalan Kemajuan Padang Hilliran 21100 Kuala Terengganu Terengganu	09-6225866
SABAH REGION			
SABAH	Beaufort	Tingkat GF & FF Unit No. A-005, Blok A Beaufort Square Avenue 2 Jalan Binunuk 89800 Beaufort Sabah	087-225985
	Keningau	Beg Berkunci 20, Jalan Masak 89009 Keningau Sabah	087-337820

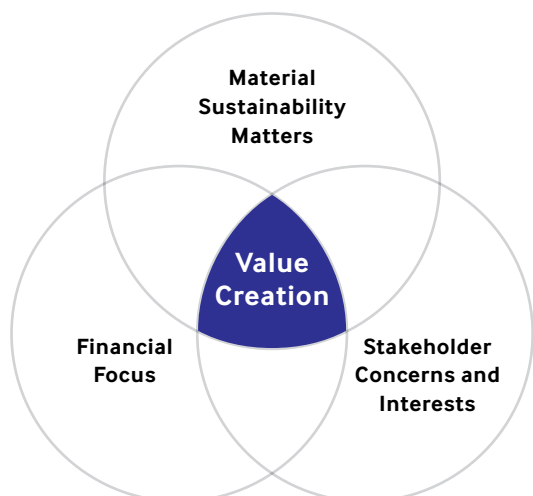
State	Branch	Address	Telephone Number	
SABAH REGION				
SABAH	Kota Kinabalu	Blok A, Bangunan KWSP Beg Berkunci 2019 88598 Kota Kinabalu Sabah	088-520100	
	Kota Marudu	Lot No. 2 Taman WTK Fasa II Jalan Tandek 89100 Kota Marudu Sabah	088-662842	
	Kudat	Tingkat Bawah & Tingkat 1, Lot 1, Blok G Jalan Mawar, Pekan Tomborungus 89058 Kudat Sabah	088-622819	
	Lahad Datu	Bangunan KWSP, MDLD 3330 Lot 65, Fajar Centre Jalan Segama, Peti Surat 61828 91126 Lahad Datu Sabah	089-880801	
	Sandakan	Lot 3A & 5, Midtown Plaza Beg Berkunci 36, Jalan Lintas Utara 90000 Sandakan Sabah	089-210681	
	Tawau	Tingkat Bawah & 1 TB 308, Blok 35 Kompleks Fajar, Jalan Perbandaran 91000 Tawau Sabah	089-779740	
	Labuan	Tingkat Bawah, Lot E004 Financial Park, Jalan Merdeka 87000 Wilayah Persekutuan Labuan	087-424963	
	SARAWAK REGION			
	SARAWAK	Bintulu	Blok E, Sublot 7 Naim Bintulu Paragon No. 1, Old Airport Place 97000 Bintulu Sarawak	086-312909
		Kuching	Bangunan KWSP, Jalan Uplands Beg Berkunci 2089 93598 Kuching Sarawak	082-240331
Limbang		Lot 1565 Tingkat Bawah & Tingkat 1 Jalan Buangsiol 98700 Limbang Sarawak	085-213051	
Miri		1255 & 1256 Blok 10, MCLD Centre Point Jalan Melayu 98000 Miri Sarawak	085-418418	
Sarikei		Tingkat GF & 1 No. 5, Jalan Nenas 96100 Sarikei Sarawak	084-655499	
Sibu		No. 10-12, Tingkat Bawah & 1 Lorong Kampung Datu 5 Jalan Kampung Datu 96000 Sibu Sarawak	084-310611	
Sri Aman		Tingkat Bawah & Tingkat 1, Lot 654, Blok 3 Daerah Bandar Simanggang Jalan Hospital 95000 Sri Aman Sarawak	083-327357	

HOW THE EPF CREATES VALUE

The success of an organisation can be directly measured by the value it creates for its stakeholders. The EPF works tirelessly towards fulfilling its vision to help members achieve a better future by generating and delivering value in the short, medium, and long term. As a social-security organisation, the EPF places utmost importance on helping members achieve a dignified retirement. The EPF holds strongly to its mandate as Malaysia’s premier retirement fund to deliver future income security and wellbeing for its members while providing value to its members, contributors, investee companies, and other relevant stakeholders.

The EPF creates value through strategies, such as the EPF Three-Year Rolling Plan 2021-2023 (3YRP), that are approved by the Board at the end of each year. The EPF’s Senior Management identifies the strategic initiatives which will then be executed by the divisions and departments in order to deliver optimum value to the EPF’s stakeholders.

The EPF has shifted its strategies from a solely financial-focused perspective towards a multi-capital one, driven by the environmental, social, and governance elements to influence financial performance. This multi-capital approach, underpinned by stakeholder interests and material sustainability matters, provides the EPF with a comprehensive view of the operating environment and factors that can affect the EPF’s performance over the short, medium, and long term.



This way, the EPF is able to develop strategies that could mitigate risks that look beyond finances, support efficient capital usage, and enhance performance across the environmental and social realms.

EPF’S SIX CAPITALS OF VALUE CREATION

The six capitals represent pillars of value creation that the EPF depends on to generate value for the Fund and stakeholders over the short, medium, and long term. These capitals are forms of input that are transformed through the EPF’s business activities to generate outputs and outcomes. Their availability and quality can affect the long-term viability of the Fund’s business model and ability to deliver value.



Financial Capital

The pool of funds entrusted to the EPF by members to deliver on its mission to safeguard members’ retirement savings.



Human Capital

Employee competencies, capabilities, and experiences enable them to innovate in order to fulfil the EPF’s vision and mission.




Manufactured Capital

Manufactured physical objects, such as buildings, kiosks, equipment, and infrastructure, that are available to the EPF for use in the provision of excellent services to members.



Social & Relationship Capital

The relationships, partnerships, and networks the EPF develops with members and stakeholders.

 More information regarding the EPF’s key stakeholders can be found on page 33 of this Integrated Annual Report.



Intellectual Capital

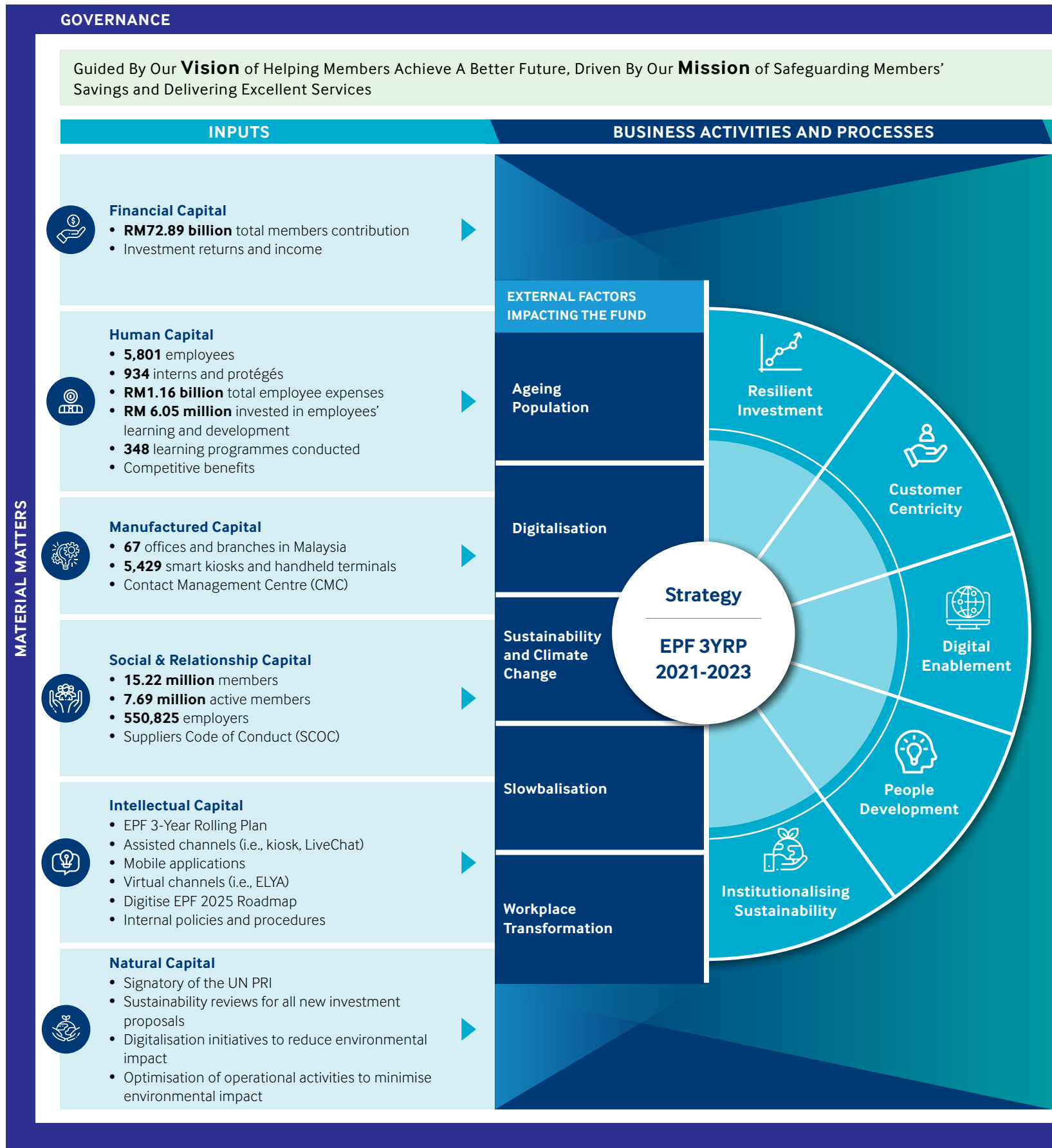
Organisational, knowledge-based intangibles including intellectual property such as patents, copyrights, software, rights, and licences that the EPF utilise to deliver products and services to members and stakeholders.



Natural Capital

All renewable and non-renewable environmental resources that facilitate the provision of the EPF’s products and services.

THE EPF'S VALUE CREATION MODEL



Supported By Our **Shared Values**: Integrity, Customer Focused, Continuous Improvement, and Teamwork

OUTPUTS

OUTCOMES

- **RM68.89 billion** total gross investment income
 - **RM1.01 trillion** total assets
 - **RM0.22** cost per asset under management (per RM100)
 - **2.44%** total expenditures over total income
 - **RM131.09 billion** withdrawals and refunds
 - **6.50%** return on investment
-
- **176** new hires
 - **57%** women representation at Senior Management
 - **58%** female workforce
 - **87** Retirement Advisory Services (RAS) Officers trained and qualified in financial and retirement planning
 - **603,289** learning hours recorded
-
- **1.52 million** customer over-the-counter interactions
 - **4.94 million** customer interactions via the use of Smart Kiosks
 - **2.60 million** calls received by CMC
-
- **1.2:1** male-to-female members ratio
 - **2,371,406** members meeting basic savings
 - **207,270** members receiving financial advice from qualified RAS officers
 - **93%** customer satisfaction score
 - Collaborations with partners (e.g., Grab, SOCSO)
 - **3,333** new suppliers screened based on criteria outlined in the SCOC
-
- **12th** largest pension fund in the world
 - **212,922,798** i-Akaun transactions
 - **9,806,772** members registered on i-Akaun
 - **548,127** employers registered on i-Akaun
 - **480,282** employers utilising e-Payment
 - **485,394** employers utilising e-Form
-
- **>150** sustainability reviews for investment proposals conducted
 - **82%** of internally managed domestic equity falling within the FTSE4Good Bursa Malaysia Index
 - **48.82%** of externally managed equity exposure within various ESG benchmark indices



Members

- **RM50.45 billion** dividend payout for Simpanan Konvensional
- **RM6.27 billion** dividend payout for Simpanan Syariah
- Dividend rates: **6.10%** (Simpanan Konvensional) and **5.65%** (Simpanan Syariah)
- **RM44.68 billion** withdrawn under various types of withdrawal facilities, excluding i-Lestari, i-Citra, and i-Sinar
- **RM6.26 billion** withdrawn under i-Lestari
- **RM21.29 billion** withdrawn under i-Citra
- **RM58.69 billion** withdrawn under i-Sinar
- **RM515.18 million** withdrawn for education
- **RM3.71 billion** withdrawn for housing
- **RM101.87 million** withdrawn for health



Board, Investment Panel and Shariah Advisory Committee

- **15** Board meetings held in 2021
- **22** Investment Panel meetings held in 2021
- **13** Shariah Advisory Committee meetings held in 2021



Government and Regulators

- **47.20%** of the Malaysian labour force covered by the EPF (active members)
- Supports nation-building through the employment of a local workforce
- Supports the government's efforts to enhance social protection and safeguard retirement security for Malaysians



Employers

- Enhanced i-Akaun (Employer) experience through a convenient platform with better access and seamless user experience
- Employer Advisory Services aimed at assisting employers strategically manage and execute their responsibilities



Employees

- An average of **18 years of service**
- Opportunities to upskill and build capabilities with about **104 training hours per employee**
- Provision of a conducive work environment
- Employee satisfaction score of **91%**



Investee Companies

- Attended and voted actively in **92 annual general meetings (AGM)** and **20 extraordinary general meetings (EGM)** of its investee companies
- Provided source of funding and capital



Business Partners

- **No incidents of non-compliance** across the supply chain with the EPF's environmental and social criteria
- **RM214.22 million (94%)** procurement budget expended on local suppliers



Local Communities

- Enhanced financial literacy (e.g., collaboration with the Ministry of Human Resources and SOCSO to develop a social security training module, and launch of Belanjawanku2021)
- Enhanced social protection (e.g., hosted the 9th International Social Wellbeing Conference and donation to 1MillionDevices)
- Expanded coverage of the EPF's products and services (e.g., collaboration with Grab Malaysia to encourage retirement planning)

RISK MANAGEMENT

STAKEHOLDER ENGAGEMENT